

**AD HOC SURVEY COMMITTEE  
COMMUNICATION SUB-COMMITTEE REPORT**

August 2018



GREEN VALLEY RECREATION, INC.

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*Seek first to understand, then to be understood.*

7 Habits of Highly Effective People  
by Stephen Covey

## A. Background

GVR heard from members that they wanted to be more engaged in the future of GVR, so in 2017 the GVR BOD approved a comprehensive assessment of members' needs, wants and values. GVR contracted with NRC to conduct this study in January 2018. The survey results were presented at the March 2018 Annual Meeting, at which time the BOD established an ad hoc survey committee charged with responsibility for advising the BOD on how to deal with troublesome issues that were identified in the survey. The Committee was also charged with:

- a. establishing sub-committees comprised of directors and members;
- b. providing each sub-committee with specific assignments; and
- c. providing progress reports at monthly BOD meetings.

The Ad Hoc Survey Committee held its first meeting on April 24, 2018 and listed over 50 "troublesome issues" from the survey that merited follow-up. This list was divided into four sub-committees:

- Staff Issues (Headed by Denise Nichol)
- Board Issues (Headed by Blaine Nisson)
- **Communication Issues (Headed by Carol Lambert)**
- "Underserved" Members (Headed by Sandra Thornton)

(This report deals exclusively with Communication issues. Sub-committee members included Jerry Humphrey, Gina Rowsam, and Carol Lambert.)

The Member survey identified over twenty "troublesome issues" relative to communication (See Appendix), several of which were passed on to other committees where appropriate. The remaining issues were summarized as follows:

1. Reaching members without email access
2. Communication in general
3. Interaction between Directors and members (Vertical)
4. Communication between Board Committees (Horizontal)
5. Member participation at Board meetings
6. Tracking member feedback

## **B. Communications Report**

### Reaching Members without email access

According to GVR's member data base, 42% of GVR members do not use email; this translates to roughly 5,400 HH. Demographically, these members are older and have less HH income than GVR members as a whole; they also tend to have lived in GV longer and are twice as likely to be physically challenged. A central issue here is what is GVR's responsibility regarding the delivery of information to members who do not use email and how many resources should be used. Is it enough to make the information available at GV retailers, or does the responsibility go beyond that to delivering information by snail mail to non-email members?

### Recommendation #1: Members not receiving GVR emails

The committee's recommendation is that all non-email households be sent a targeted one-page questionnaire (See Appendix) no later than October 1, 2018, asking them:

- what information they would like to receive (that they aren't receiving now)
- how they want to receive it;
- Are they computer literate
- If they don't own a computer, where do they use one

The responses will help determine what and how often they receive information by mail. If governance information is important to non-email members, staff will need to come up with a communication vehicle that addresses this need. Quarterly one page

Budget Impact: \$ ± 2,000

Staff Impact: Help with Mailing

Director Impact: Develop questionnaire & tabulate survey results

### Recommendation #2: Member Data Base

GVR staff need to reconcile their two member data bases (EBlast list and member data base.) Note: This is currently being addressed in the CEO's 2018 Work Plan.

Budget Impact: TBD

Staff Impact: TBD

Director Impact: None

### Recommendation #3: New Member Orientation

New Member Orientation: New GVR members should be given two communication options as part of their new member orientation: electronic or not. If they choose email, they should be able to opt in/out of GVR's various electronic communications. If not, they should be advised what they're missing. How will they stay in touch with everything going on?

Budget Impact: None

Staff Impact: Time  
Director Impact: None

#### GVRNow!

Per the survey, 48% of GVR members responded that GVRNow! is the publication they use most or a lot to receive information. GVR staff should be commended for their distribution marketing plan for GVRNow!, which includes increasing the number of copies printed, with distribution at multiple GV retail and commercial outlets. They should also pursue outlets where non-email members would normally shop. i.e. Safeway, Walmart, CVS, etc. The committee recommends against distribution GVRNow! via the GV Newspaper. Newspaper circulation is down to less than 8,000 in the summer and 10,000 year-round; there is no way of knowing how many of the 40% would be reached.

We note that GVRNow! is produced in house, that effective August it will have a new "look", and that staff will be holding a member forum on content next month. However, long term, no additional resources should be put into this newspaper, as eventually all members will become computer literate and print out-of-date. As a newsletter, GVRNow! contains primarily club and social issues and does not contain any governance information because governance information is time-sensitive. Self-publishing the newsletter allows GVR to control content and receive 100% of ad revenue.

#### Recommendation #4: GVR EBLasts

Governance information needs to have its own Eblast. Currently it is hard to find and limited in scope.

#### Communication in General

##### Recommendation #5: FAQ's

A list of member questions was culled from the survey (See Appendix), most of which were governance questions. The recommendation is to incorporate FAQ's into GVR's weekly Eblasts and encourage members to submit their own questions. Appoint a 4-person task force (3 Directors + Miles Waterbury) to develop the answers to each FAQ. In addition to addressing a new question each week, post a list of 25 – 30 "FAQ and answers" to the website.

Budget Impact: None  
Staff Impact: Time  
Director Impact: Time

Judging from member response at the two *Conservations with Kent*, communication is much improved over previous years. Recent improvements to the GVR website have been

received enthusiastically.

### Interaction between Directors and Members (Vertical)

In the member survey, 61% responded that their accessibility to the GVR board was only fair/poor. The monthly Board meeting is the Director's meeting with director issues. Members need to have their own venue/meeting where they set the agenda and Directors listen to their concerns. These meetings can be scheduled quarterly, or if a "hot button" issue surfaces that needs immediate attention, the Board needs to schedule a timely open forum on the subject.

#### Recommendation #6: Feedback Forum

Institute a quarterly *Feedback Forum* where attending directors have no agenda but to listen to feedback from members. These meetings should be scheduled back to back with *Conversation with Kent*

Budget impact: None  
Staff impact: Limited  
Director impact: Time

Response to member emails. (Note: This is being addressed by Director Campfield and Stewart.)

### Member Participation at Board meetings

Members who attend GVR Board meeting need to understand that they are "guests" and they need to act accordingly – Member Code of Conduct. Members who attend a Board meeting typically have an "issue" they want to share. Board meetings are probably not the best venue for vetting of this type. Currently members are allowed to speak, but their comments are neither recorded nor addressed.

#### Recommendation #7: Member Comments

Recommend that members with questions ("public comment" at the end of the board meeting) take their comments to the *Feedback Forum* or put their comment in writing (along with name/member ID#) and hand to a Director, who will give the comment to the appropriate Director or staff member.

Emphasis should also be made for members to attend appropriate sub-committee meetings, where issues are identified and worked out, before they are brought to Directors at the monthly BOD meeting.

Budget Impact: None

Staff Impact: None

Director Impact:

### Communication between Board Committees (Horizontal)

#### Recommendation #8: BOD Work Sessions

To improve communication within the Board, Directors need to set aside time at the monthly work session, where each of us can share challenges and frustrations.

Budget Impact: None

Staff Impact: None

Director Impact: None

### Tracking Member Feedback

#### Recommendation #9: Tracking Member Satisfaction

Using the 2018 comprehensive member survey as a benchmark, institute a short annual member survey for the next 4 years, to track several “bell weather” member satisfaction issues. If budget decisions dictate the sampling method, two different samplings could be considered – a random sample of members every year, or a survey sent to all members every other year.

Budget Impact: \$ 12,400/year

Staff Impact:

Director Impact:

### Positive Communication Feedback from the Member Survey

- 70% of GVR members rated communication from GVR or about GVR as excellent/good.
- 75% of respondents strongly/somewhat agreed that they receive GVR news/information in a timely manner.
- 70% of respondents strongly/somewhat agreed that they are as informed as they like to be about GVR.
- GVRNow! Is the most widely read information source (79%).

## **Long Term Recommendations**

### **1. GVR Electronic Communication**

Consideration should be given to a “member only section on the GVR website, which would be accessed by a member’s ID#, allowing the member to vote electronically and pay dues by credit card, Apple Pay, etc.

### **2. GVR Website Home Page**

The current Home Page seems to be directed to different audiences – exiting GVR members and those considering a move to GV. We’d like to see the later audience directed to the RetireAZ website, and make the GVR website more specific to member needs. There is too much “selling” on the current web site home page.

### **3. Computers at GVR Centers**

Budget for a kiosk outfitted with a desk, chair and computer at each major center.

### **4. Tele-Conferencing Issues**

There are issues when the Annex is used for conference calls or tele-conferencing. It is very difficult to hear over the A/C when it comes on. We don’t have a better answer to calling in, but the most distracting thing is background noise at both ends, and voting on issues. Those calling in are unable to see a show of hands or know how directors present are voting.

## **Appendix**

1. List of communication troublesome issues
2. Member FAQ
3. NRC Quote
4. Eblast Vs GVRNow content
5. GVRNow Distribution
6. Member survey data on communication
7. Demographics of the 40% not receiving email



## COMMUNICATION TROUBLESOME ISSUES

Original 4-25-18

Team Leaders: Carol Lambert & Jerry Humphrey

1. Member input lacking on major financial issues
2. Free flow of information from to members is lacking
3. Limited member opps to discuss issues with BOD
4. Transparency – no “closed meetings”
5. Limited time to speak at BOD meetings
6. Email access to BOD members
7. GVR information sources used by members
8. Content of GVR communication
9. HOA involvement
10. 40% of members do not use email
11. Emails to BOD not acknowledged and/or responded to
12. Which GVR committee should I direct my question to?
13. Role reserves play
14. Meeting announcements – location & time, agenda & handouts, minutes
15. How do I get on a committee meeting agenda?
16. Transparency
17. Timely posting of committee meeting minutes
18. ~~Need more member input on 5 Year Facilities Master Plan~~
19. GVR Now only available electronically or at Rec centers
20. Member perception that CEO reads all incoming emails
21. Better use of & relationship with HOA's
22. No governance issue of GVR Now!
23. Timely sharing of information from BOD – no surprises
24. GVR Now! Is 90% advertising

**Possible GVR FAQ**  
**Draft 5-6-18**

1. How do I get on a committee meeting agenda?
2. Why do emails to the Board get censured by the CEO?
3. Why aren't members allowed to email directs direct?
4. Why are some meetings closed to members?
5. Why are there so many ads in GVRNow!
6. Why doesn't GVR distribute GVRNow any longer through the newspaper?
7. Why are more GVR activities covered by the newspaper?
8. Why did only 26% of the members elect to complete the member survey?
9. Why doesn't the board discuss more proposals in the board meeting instead of just voting on them?
10. If we are unable to use GVR facilities, why are we required to pay for them?
11. What are you going to do about members abusing their GVR guest passes?
12. Why aren't the chairs in the WC auditorium more comfortable like at CPAC?
13. Are 24 pickle ball courts really necessary?
14. What's the status of the proposed CHGC open space park?
15. How can I get information on GVR activities if I don't have a computer?
16. If the GVR vision statement is to become the pre-eminent retirement location, won't we become like the Villages in Florida or Sun City?

17. Why is GVR involved with the RetireArizona website?
18. Why can't board members publicly state why they voted for or against something?
19. Why doesn't GVR use more volunteers to cut costs?
20. Why aren't my family members able to GVR facilities for free?
21. Why don't members have a say on major new projects?
22. Why aren't there more free classes?
23. Why doesn't GVR do something about getting the roads fixed?
24. Why is GVR4US anonymous?
25. Are directors supposed to represent the best interest of members or of the corporation?
26. Why can't I opt out of GVR if I don't use the facilities?
27. What's in the *Code of Conduct*? Isn't it just common sense?



# NRC

National Research Center, Inc.

**To:** Green Valley Recreation, Inc.

**From** Erin Caldwell, National Research Center, Inc.

**Re:**

**Date:** June 1, 2018

Green Valley Recreation, Inc. requested a quote for a communications survey of GVR members, which could be repeated annually for the next three years.

### **Proposed Scope of Work**

Our proposed scope of work is based on the specifications outlined by GVR is provided.

**Refine, Format and Program the Questionnaire**

The questionnaire would be developed by GVR, and would be designed to be about 1½ pages, with one or two open-ended questions. We would recommend that the remaining half page be used as a cover letter to explain the purpose and importance of the survey, with instructions on how to return the survey. NRC will help to refine the final questionnaire if needed, as well as format it for mailing and program it for online completion.

**Select Survey Recipients**

The target population for the survey is members of GVR. NRC will work with GVR to determine whether individual members or households should be selected for the survey. We can work with GVR administration to randomly select recipients for the survey.

We recommend that the number of survey recipients that is selected be sufficient to garner about 400 responses. A sample size of 400 provides a “margin of error” of about ±5%.

The response rate to the 2018 Member Survey was about 26%. Survey response rates are declining, so we would recommend selecting the number of recipients expecting an 18% to 22% response rate. Thus, we recommend selecting 2,000 members or member households to be surveyed. The expected number of completed surveys would be between 360 and 440, and might be higher if the response rate is similar or higher than it was to the much longer 2018 Member Survey.

**Administer the Survey (Collect the Data)**

For the 2018 Member Survey, members with an email address in the list provided by GVR were sent an email invitation to take the survey online, while those without were mailed a hard copy of the survey. If we take a similar approach for this survey, and individual members are selected, we would like to work with GVR to make sure we have the most up-to-date email for the selected members.

We are recommending several contacts with each selected member. For those members with an email the first contact will be email invitation to the online survey. We are recommending that these members also be mailed a hard copy of the survey, in case they would prefer to do the survey this

way, or in case they do not receive the email invitation. This mailing would include a postage-paid return envelope. The third and final contact would be an email reminder with a link to the online survey.

For those members without an email address, all three contacts will be by mail. They will first be sent a prenotification postcard letting them know they have been selected to participate in the survey. A URL will be provided in case they want to immediately go online to complete the survey. A few days after the postcard they will be mailed the letter and questionnaire, with the postage-paid return envelope. About a week after that, they will be sent a reminder letter and questionnaire.

We would recommend either asking members to provide their member ID or assigning a user code to each recipient so that we can ensure that each member is included only once in the final survey dataset. Online respondents would enter the user code as the first question on the online survey.

#### Analyze the Survey Responses

Online responses are automatically placed into an electronic dataset for analysis. The hard copy surveys would be entered manually into the electronic dataset. NRC will review the open-ended responses, and create codes based on the themes observed, assigning a code to each response. These summarized responses will be included in the report. The verbatim responses from respondents can be provided in a report appendix, or provided as a supplemental file.

The survey data will be analyzed using the data analysis software SPSS. We will provide GVR with a copy of the dataset in either Excel or SPSS format, but member IDs or user codes will be stripped from that dataset to protect respondent confidentiality.

#### Report the Survey Findings

The summary report will include an executive summary that gives a brief overview of results highlighting key findings, tables of frequencies of responses to all survey questions and an appendix detailing the methodologies used. Additionally, NRC will compare findings by select respondent demographics, such as age, income, length of residency or others.

#### **Cost Estimate**

The first year, the total cost for this project, including all the tasks described below, is \$12,400. If GVR would wish to contact those with an email address ONLY electronically, the cost would be reduced by \$800.

In subsequent years, the cost would increase by about 1% to 3%.

EBLASTS Vs GVRNOW! CONTENT

	A	B	C	D	E	F
1						
2						
3			Friday Update	Club & Community Update		GVRNOW!
4						
5	Headline stories		X			
6	GVR Foundation		X			
7	Kent's Korner		X			
8	GVR Live/Arts & Entertain		X			
9	Movie Showings		X			X
10	Member Survey Highlights		X			X
11	"One Mile at a Time"		X			X
12	Classes. Trips. Tours.		X			X
13	"Did You Know?"		X			
14	Governance Update		X			
15	Facility Updates		X			
16	GVR New Member Orientation					X
17	GVR Staff Contact Info					X
18	Monthly Calendar					X
19	Club Connection			X		X
20	"Around GVR"					X
21						
22						
23						
24						
25	On Line		X	X		X
26	GVR Centers					X
27	Else?					

**GVRNow advertiser delivery**

**GVR NOW Stocking Locations**

**Catalogue Delivery List**

**Catalogue Stocking Locations**

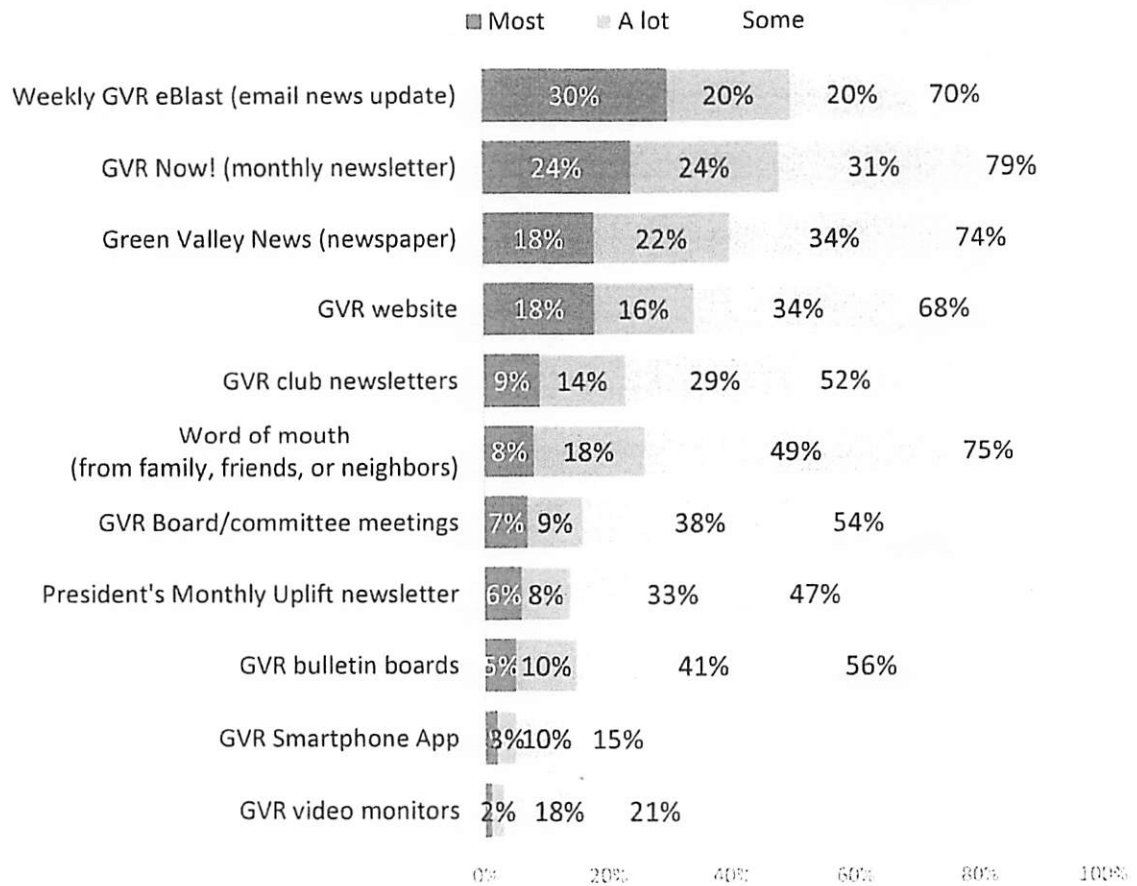
Name	Attn:	Mailing Address	MAIL: Amanda	Deliver: COA &/or Lynda
19th Hole		111 S. La Canada, Green Valley, AZ 85614		X
Acra		880 W. Camino Casa Verde, Green Valley, 85614		X
Animal Care Center		555 Whitehorse Canyon Rd, Green Valley, 85622		X
Equine Voices		P.O. Box 1685, Green Valley, AZ 85622		X
Carpet Cleaning		455 S. Irving Ave Ste. 110, Tucson, AZ 85711	X	
Financial		241 W. Esperanza Blvd, Ste A, Green Valley, AZ 85614	X	
GVCH		645 W. Ward Lane, Green Valley, AZ 85614		X
Happy Quail		101 S. La Canada Ste 71, Green Valley, AZ 85614		X
KGVY Radio		1510 Camino Antigua, Sahuarita, 85629		X
Nature Cure Clinic		3280 S. Camino Del Sol, GV 85622		X
Room of Rugs		7090 N. Oracle Rd, Ste. 192, Tucson 85704	X	
Scott Guerin		909 W. Hadley St., Tucson, AZ 85705	X	
Silver Springs (Blue Daisy Media)		2906 S. Douglas Rd, Coral Gables, FL 33134	X	
Silver Springs Assisted Living GV				
Ted Hendrickson		75 W. Calle de las Tiendas, GV, 85614	X	
Twist		Drop to 19th Hole		X
GV Hospital		Lobby		X
Chamber of Commerce		Visitor Center/Lobby		X
New for March Issue				
2 guys and sponge	Tyler Hanson	9493 S. old Soldier Trail, Vail, AZ 85641	X	
Kris Hansen		7521 N. Calle Sin Desengano, Tucson, AZ 85718	X	
NI		6601 S. Lundy, Tucson, AZ 85756	X	
New for April				
Allstate		231 W. Esperanza Ste. D, GV 85614		X
New For MAY				
Talk of the Town	Jen Nash	1910 N. LaCanada, GV 85614		
AARP	Alex Juarez	16165 N. 83rd Ave Ste 201 Peoria AZ 85382	X	
Gina Peters Home Smart Pros		101 S. LaCanada Ste. 63, GV, AZ 85614		X
Continental Design	Jackie McCue	512 E. Whitehouse Canyon Rd ste 110, GV, 85614	X	
Elite Dry Eye Spa	Dr. Angela Bevels	3402 E. Broadway, Tucson, AZ. 85716	X	
New For June				
Posada Life	Regina Ford	780 S. Park Centre Ave. GV 85614,		X
Desert Diamond Casino	Erica Fmzelle	PO Box 22230, Tucson, AZ 85734 Attn: erica Fmzelle	X	
New for July				
Rest Assured Pet	Peter Gyftens			
New for september				
Continental Spa				

## GVR Communications

As noted earlier, about 7 in 10 respondents rated the communication from GVR or about GVR as excellent or good (see Figure 1), felt they received news and information about GVR in a timely manner and were as informed as they liked or needed to be about GVR (see Figure 12).

Respondents were asked about the information sources they used to receive information about GVR. The sources used by largest proportion of members were the *GVR Now!* monthly newsletter, the *Green Valley News*, the weekly GVR eBlast and the GVR website. These were used by 18% to 30% of respondents as the source where they got “most” of their information, and by about 70% to 80% of respondents as where they got at least “some” of their information. About three-quarters of respondents got at least “some” of their information by word of mouth, although not a lot got “most” or “a lot” of the information about GVR this way.

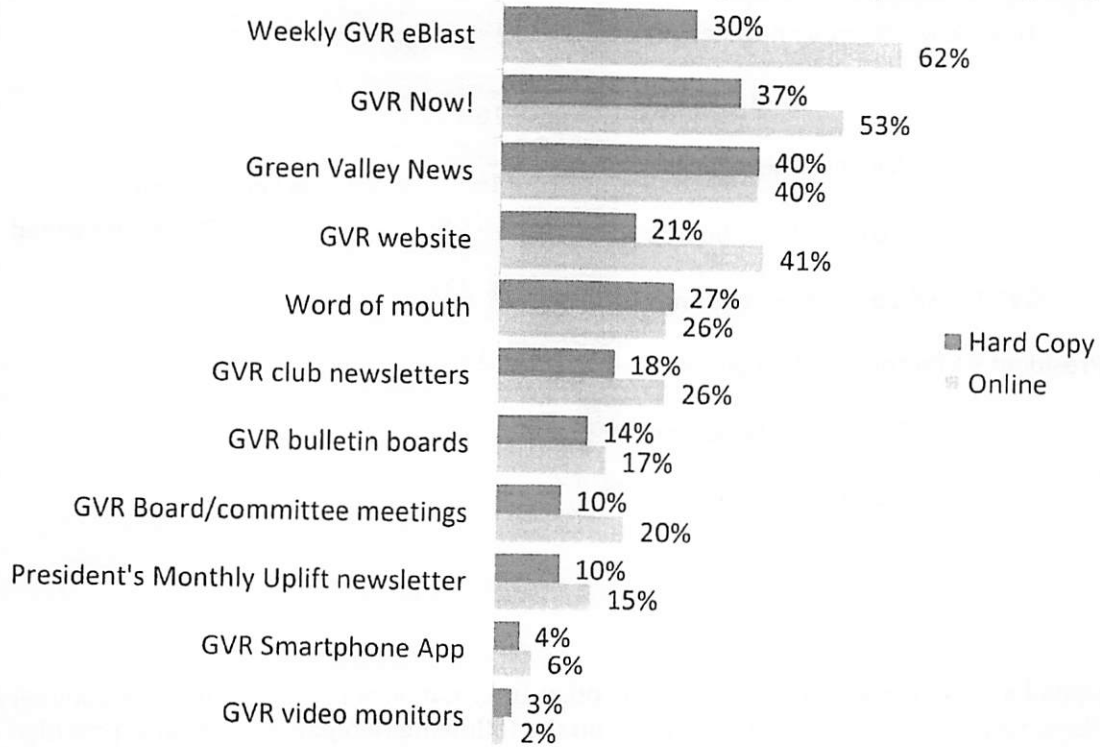
Figure 21: Information Sources Used





As mentioned in the *Survey Background*, about two-thirds of members were emailed an invitation to complete the survey online, while those without an email address were mailed a hard copy. Presumably, those who had an email address on file with GVR would be more likely to obtain information electronically, but there were still a third of members that did not have an email address in their membership file and might have more limited access to computers and the internet. To see how these respondents were getting their information about GVR, the survey responses were examined by the mode in which the survey was completed. As shown in Figure 22 below, they were naturally much less likely to receive most or a lot of their information through the eBlast or the GVR website. However, nearly a third of respondents who completed the hard copy of the survey did get news through the eBlast, indicating some may be on the email list for these communications from GVR, further, some did use the GVR website to obtain information, indicating some have some access to and facility with technology. But the most common source of information about GVR for these members was the *Green Valley News* newspaper.

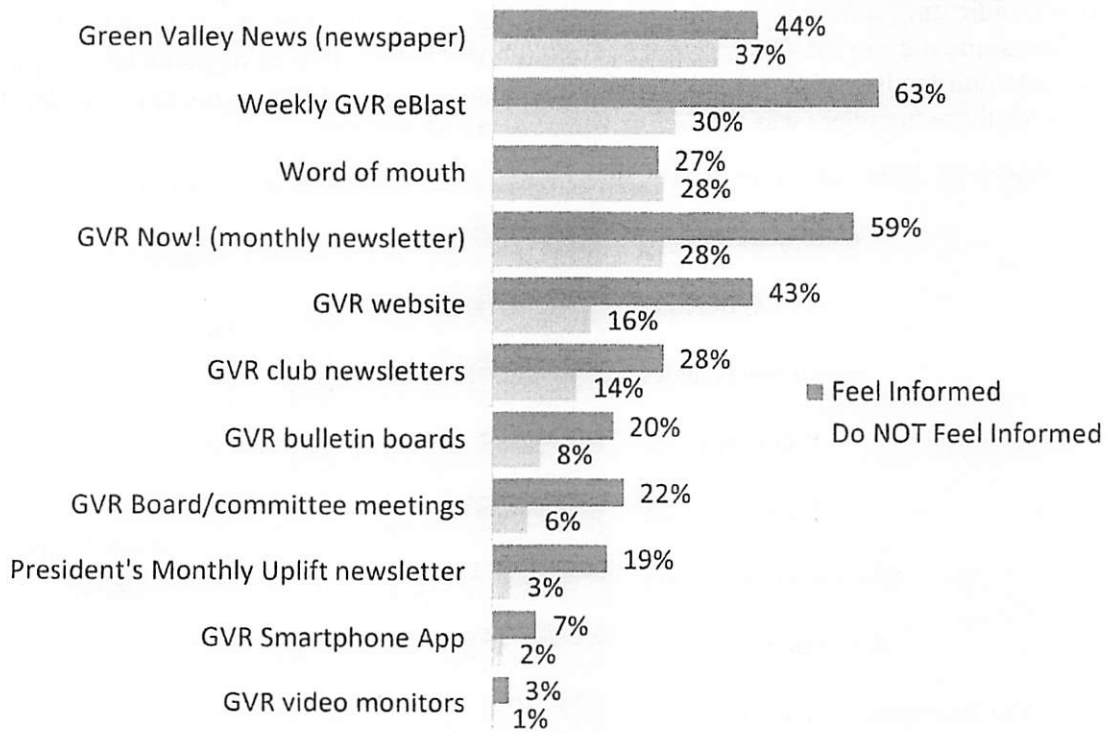
Figure 22: Information Sources Used by Whether Completed Survey Online or by Mail



Interestingly, among the open-ended comments about communication (see Figure 24 starting on page 39), a few respondents seemed to assume that almost all GVR members had email access, while a few respondents wanted GVR to remember that, in fact, not all GVR members have email or internet access yet.

The survey responses about GVR information sources were also examined by whether or not the respondent felt informed about GVR. A greater proportion of those who agreed they did feel informed or had as much information as they wanted received most or a lot of their information from the weekly GVR eBlast or from the GVR Now! monthly newsletter that among those who did not feel informed about GVR. In general, a lower proportion of those who did not feel informed received most or a lot of information about GVR from any of the sources compared to those that did feel informed.

Figure 23: Information Sources Used by Whether Feel Informed about GVR



Respondents were asked if there were any other information sources they used. A summary of these responses are shown in Figure 24 on the following two pages. They also provided suggestions for how GVR could improve communications with members, summarized in Figure 25 starting on page 50. Verbatim responses to these questions can be found in a supplemental report provided separately.

**Figure 24: Other Information Sources**

How much information, if any, do you receive about GVR from each of the following sources? Other responses, summarized. A number following a comment indicates how many responses were given in that category.

**From GVR members receiving a survey hard copy s**

GVR4US 12  
HOA newsletter 4  
Friends 3  
Catalogs & pamphlets 1

**Doing a good job already 326**

**Media Suggestions**

- KGVY ½ hour radio program
- Access TV channel
- Cable feed of activities
- Tape GVR meetings & make available to members 5
- Use HOA councils
- Chat room for discussion
- Twitter feed 3
- Live, on-line streaming 2
- Have a library @ each center, with a computer, so those without a home computer can view
- information online
- Utube video
- Facebook
- Smartphone app is frustrating to use 2
- Bring back passenger pigeon
- Create member forum website
- Website: clean up; modernize; more real time; make it easier to navigate 9
- Newspaper distribution GVR Now 6
- Weekly/monthly column in GV newspaper 12

**Content**

- More information re GVR committees
- Publish Budget/financial information on a timely basis 10
- Need to “over communicate” on finances
- Regular Q&A 8
- Response to GVR4US misinformation 8
- Disappointed in your response to GVR4US
- Keep it friendly so there’s not much to navigate
- Keep information short & to the point
- Accurate & updated information
- Fewer ads 5
- Publish BOD & committee meeting minutes within 72 hours
- Complete BOG meeting minutes
- Results of BOD meeting votes
- Tell us what’s happening before, not after the fact 4
- Bring back “Board Splinters” so we know how the BOD votes

Figure 24: Other Information Sources (continued)

**Miscellaneous**

- Allow direct access to BOD members 78
- List an email address for each BOD member and committees 2
- Answer & return phone calls 8
- Allow members more time to speak at BOD meetings; drop the 2 minute limit 8
- Restricting the number of board candidates was a mistake 13
- Be honest 30
- Listen to what members want & ask for input 31
- Be more open & transparent 53
- Conversations with Kent
- Consolidate; too many publications; too many emails 48
- Annual report mailed to everyone
- More member forums 5
- Have a GVR BOD member personally attend HOA meetings on a regular basis 7
- Members need to improve their own communication 7
- Post timely BOD mtg minutes on center bulletin boards 2
- Biggest challenge is engagement of members
- Promote how to get access to newsletter, website etc
- No "secret" meetings 3
- Throw out CPM
- Need a comprehensive list of communication resources 4
- Whatever communication you have with members is all outgoing only – you need a way for
- members to provide input directly to the BOD
- Consider installing an electronic rolling event calendar @ major centers
- Have one BOD member represent each community

**Figure 25: Suggestions for How GVR Could Improve Communication with Members**  
**What can GVR do to improve communications with members?**  
 A number following a comment indicates how many responses were given in that category.

**Already Doing A Good Job**

- A lot is being done.
- Adequate as is.
- Adequate.
- All OK as is.
- Already doing good job.
- Communication is adequate for those want info.
- Communication is Ok..
- Communications is Good.
- Does a good job.
- Doing a good job already - No need for improvement.
- Doing a good job!
- Doing a good job.
- Doing a great job now.
- Doing an OK job.
- Doing fine!
- Doing fine.
- Doing fine-no need to incur further costs for this, too.
- Doing good job.
- Doing great, especially the emails.
- Doing it well now.
- Doing pretty well.
- Doing well.
- Excellent communication about things the board and CEO want the members to know about.
- Existing channels adequate.
- Fine job now.
- For me- the communication is good.
- Good as is.
- Good job as is!
- Good now- everybody can know if they choose.
- GVR already communicates, however listening skills could be improved. Hopefully this survey is and indication that GVR wants to hear from memberships
- GVR already provide members ways to receive & respond to current events and concerns. If a person is not aware of GVR issues, events, etc. they are not interested.
- GVR does a good job.
- GVR does a good job.
- GVR does an excellent job of communicating. Members have to take effort & initiative.
- GVR does okay.
- GVR is doing a very good job informing members.
- GVR is doing all that can be done, members have the responsibility to stay involved.
- I think current communications are sufficient.
- I think GVR communications are good.
- I think GVR does a good job with communications.
- I think GVR does an excellent job of covering all available communications system.
- I think GVR does pretty well communicating.
- I think GVR does well w/ CV news & monthly newsletter to keep us in touch.
- I think it does a great job now.
- I think its fine.
- I think it's fine. Have the Friday email blasts.
- I think it's quite good.
- I think the emails are great!
- I think there is plenty of communication to members.
- I think they do a great job already.
- I think they're doing a decent job.
- I think we get too much.
- I think you are doing a good job
- I think you do a pretty good job.
- I think you have improved tremendously.
- I think you're doing fine.
- I think you've done it all!
- I use e mail mostly and that is daily- so i don't think it need improving.
- If a member needs to know something there are plenty of avenues already.
- I'm OK with the amount of communication from GVR.

- Is satisfactory at present.
- It already does a great job.
- It is enough. Anything we want to know is available.
- It is very accessible so it is up to members to keep themselves updated.
- It seems like you do enough.
- It seems to me, there are plenty of opportunities already if used properly.
- Its fine.
- It's fine.
- It's good enough as it is.
- Its ok.
- Its pretty good as is.
- It's up to individuals to seek information about what's going on.
- Keep at what you're doing.
- Keep distributing into ao line.
- Keep doing what is working.
- Keep doing what you are doing.
- Keep GVR monthly paper.
- Keep on trying!
- Keep the website current and up to date.
- Keep up what you're doing.
- Keep up with monthly newspaper.
- Keep up with what is being done; members have to get involved also.
- Keep using about methods.
- Keep using electronic means.
- More than adequate now
- No Improvement needed.
- No improvement needed.
- No need for improvement.
- Nothing. GVR has greatly improved communications over the last 5 years. Anyone complaining about GVR communications needs to get out from underneath their rock!
- Nothing. I seek the information I'm interested in. The GVR board minutes should be published in GV newspaper!
- ok as is.
- OK now.
- OK.
- Satisfied with present communications.
- Satisfied with what we have now, but please continue the e-blasts.
- Satisfied.
- Seems like you do all you can.
- Seems you already doing very well!
- Short of contact in a members individually, GVR is doing a commendable job at providing communication. The complaints about lack of communication are grossly exaggerated by the chronic malcontents.
- Since I've been here quite a few years; every year I've observed an improvement. One can never satisfy everybody- too bad!
- Sufficient now as is.
- Sufficient.
- There's enough info out there if someone wants to know more.
- They do a good job.
- They do fine now!
- They do well. I don't have media accessibility.
- WE get pleny of communication
- You can lead a horse to water, but you can't make them drink!
- You do a good job of communicating thanks.
- You do a good job!
- You do a lot- E blast and website have been a strong communications tool.
- You do fine.
- You're covered it all.
- You're doing a good job.
- You're doing a good job.
- You're doing a great job.
- You've offered every possible method

Figure 25: Suggestions for How GVR Could Improve Communication with Members  
(continued)

**Transparency**

- A big dose of transparency particularly fiscal matters as monthly treasurer's report. Stops empire building by aggressive people.
- Adventure and be open about budget meeting, etc.
- Advertise and be open about budget meeting, etc.
- Be a more "open" organization- especially with financial info.
- Be more open about whats going on.
- Be more open- use GV news.
- Be more open with communications.
- Be more open with financial reporting!
- Be more open with inner workings.
- Be more open.
- Be more open.
- Be more open. There is too much secret meetings.
- Be more transparent (especially CEO).
- Be more transparent about internal affairs. Open board meetings when discussing public events.
- Be more transparent and provide more access to board members directly.
- Be more transparent especially CEO Blumenthal.
- Be more transparent.
- Be more transparent.
- Be more transparent.
- Be more transparent.
- Be more transparent.
- Be open & receptive toward members. Minutes published and budgets.
- Be open about expenses- easy to read report for improvement expenditure in the 10 yr plan.
- Be open and listen.
- Be open minded.
- Be open to entire membership- too much closed doors in decision making. More open meetings for people to speak and question.
- Be open, honest and timely.
- Be totally open and forthright.
- Be transparent, report on GVR meetings promptly- not months after the meetings.
- Be transparent.
- Do not conduct secret meetings
- Don't be so secretive about what your plan is for the future of GVR.
- Don't be so secretive.
- Just be open as much as possible
- More transparency about finances (lack of budget at annual mtg) no more waiting on vital matter in August or July.
- More transparency- Emails from members to the board.
- More transparency of board & pres activities.
- More transparency. The board has been a zoo for the past 12 years.
- No closed door meetings of board members; always open to members
- The BOD/GVR should be more transparent & open to input from membership
- They first need to be transparent within the board- until that happens communication with members is impossible.
- Total transparency is a great place to start.
- Transparency always-open talks & meetings.
- Transparency for all about all- no last minute meetings all members cannot speak at!
- Transparency from board members to members stop slanting reports and finances.
- Work on trust and transparent or issues.

Figure 25: Suggestions for How GVR Could Improve Communication with Members  
(continued)

**Direct Communication with Board members**

- Allow "open" input from all members with all board members.
- Allow board members open communication. Stop COE editing e-mails.
- Allow board members to communicate directly with public.
- Allow board members to directly communicate with members.
- Allow board members to receive member emails, CEO wants that "filtered".
- Allow board members to speak to members- not CEO.
- Allow board to receive emails directly.
- Allow board to talk with membership. And, listen to members.
- Allow calls to the board. Stop stifling the interchange between the members and the board.
- Allow communication with board members without filter.
- Allow direct e- mail exchange with board members.
- Allow emails with board members. Have members vote on large expenditures.
- Allow free communication with board members, not "filtered" though CEO.
- Allow individual board members to communicate directly with the membership.
- Allow members to communicate directly w/ board members.
- Allow members to e- mail board members so they can represent our needs!
- Allow members to email board members direct.
- Allow members to freely access the board without filtering from a CEO or other staff. Allow all viewpoints to be freely spoken.
- Give ability to connect with board and not going through Blumunthal.
- Let the emails to board members go directly to them. The CEO doesn't need to read them first & decide which ones to toss.
- 1) Listen to members 2) Allow Bd members to communicate with members, don't limit emails between them- Kent works for us- limit his decisions.
- Allow staff to talk to board and other members get rid of CEO.
- Allow the board members direct access to us members instead of through the CEO- emails to the board members are screened by the CEO.
- Answer emails directly. Allow members to talk with customer and other staff directly, between parents with [?] & allow more than 1 notes per question.
- Allow the board members to serve as normal board members of a public companies- let them speak out to GVR members when they feel it is necessary.
- Direct access to board member! The CEO has too much power!
- Direct access to board members without going through the current CEO, transparency.
- Each communication addressed to the board should be routed directly to the board. The Board can then route to MGT if desired.
- Eliminate all policies that inhibit board member communications.
- Don't censor my [?] to board members.
- Have 2 way communication with members through email.
- Let members interact directly with board members. Do not let anyone screen incoming communication to the board.
- Let us communicate with board members as I've did in the past.
- Open communication w/ Bd members to general population. Revise CEO position to work for the board, not run it.
- Open communications with board members without being screened by CEO & Staff.
- Open dialog between board and members without so much restriction.
- Remove "gag order", allow communication! Replace CEO Kent Blumenthal.
- Remove email restrictions between directors & members. Provide information to members without email access.
- Stop intercepting all emails. Allow access to the board- without filters!
- Open up communication with board members
- Provide ways for members to talk directly to BOD.
- Respond to members' questions; no more "I'll get back to you"



Figure 25: Suggestions for How GVR Could Improve Communication with Members  
(continued)

**Honesty**

- Be honest - more transparent - no more hidden agendas.
- Be honest- stop going behind our backs stop secret sessions- no gag orders.
- Be honest- tell the truth!
- Be honest, don't think they know what we want.
- Be honest.
- Be honest.
- Be honest.
- Be truthful about what you tell them. Be open about what you tell them. Stop pushing the leaders opinions on them.
- Be truthful!
- Tell the "truth". Expose all income and expenses.
- Tell the truth about budgets and balances.
- Tell the truth- not slanted opinion.
- Tell the truth, everything. Not what just you want us to know.
- Tell the truth.
- Be honest/openness
- Quit being so secretive
- Start with the truth; reduce closed meetings Stop the BOD president from lying by omission when trying to defend bad decisions
- Stop the secret meetings
- stop the secrets
- stop the secrets

**Listen Better**

- Have some communications and listen when they talk
- Listen and respond.
- Listen and stop alienating the membership.
- Listen better and respond accordingly.
- Listen closely!!
- Listen more- talk less.
- Listen- not just the wealthy area's.
- Listen to complaints. Table tennis club is barely supported & frequently can't play due to bad communications with GVR. (Husband plays).
- Listen to GVR membership and act accordingly.
- Listen to it's members at meetings.
- Listen to its members.
- Listen to me - Let me be free.
- Listen to members & take their opinions seriously.
- Listen to members and do not lie! Pretend, the money you are spending is yours!
- Listen to members complaints.
- Listen to members.
- Listen to the fact we do not want to be a world class destination resort concept! And the pickle ball center plan.
- Listen to the members.
- Listen to their concerns. Have board members be more accessible.
- Listen to them at board meetings.
- Listen to this survey!
- Listen to those who do not want to be members.
- Listen to what members have to say.
- Listen to what members impart to board & president if allowed the time to speak.
- Listen to your members.
- Listen! Major decisions like question #9, most of #12, #16 and #17 should be presented to/ approved by membership.
- Listen! Realize the demographics have changed since GVR was established! Not everyone has the some source of income.
- Listen.
- Listen.
- Listen.
- Really listen. Do opinion surveys in neighborhoods before you put in surprise facilities.

Figure 25: Suggestions for How GVR Could Improve Communication with Members  
(continued)

**Forums**

- Have open "listening" forums where ideas/proposals are presented/ discussed/ solicited; move around 10 different center over each year.
- Have outside grills and meet once a month.
- Have town meetings.
- Hold periodic small area meetings for input.
- Pot roasts outside in summer.
- Town hall meetings.
- Local neighborhood cook outs. Hot dogs, hamburgers. More sign on usage of spaces like parking space for visitors.
- More town halls with board & CEO.
- Provide a forum for working members to contribute input to meeting

**Board Meetings**

- Allow GVR members to speak at mtgs no 2 minute.
- Allow members to speak at meetings.
- Allow more input to non-board members & monthly meetings. Allow board members to speak w/ members.
- Allow them to speak longer at meetings.
- Be able to speak at meetings.
- Give more time at the meetings for members to express their views.
- I was disappointed when a meeting I attended limited the opportunity for attendees to ask questions. Very restricted & too controlling!!!
- Open board meetings & no just 2 minutes that the speaker gets to speak. C&E sits & listens only. He seems out of touch with GVR. Has interests only in GV matters.
- Let them speak at meeting they are invited!
- Open up meeting/view points with members/two minutes for making a point? I think not

**Content**

- Begin listing costs, budget, & expenses -- tell us where our money is going
- Better job advertising what is available
- Get the minutes and financial reports to us in a timely manner
- Include all members on emails which include board minutes
- Inform members about voting before, not afterwards
- Lead by example. Members can see what is being done on responsible projects
- Let people know that the goals is to keep GVR stable, not govern the community overall
- Make all information re operations and finance transparent
- Make board minutes part of regular communication
- Present existing plan, rationale and budget
- Provide better information; not so much sales pitch
- publish all board mtg verbatim minutes
- publish all information that corporations are required by law to make available to members
- Publish meeting results in a more timely manner rather than months late
- Some information is outdated and redundant
- tell people how to get newsletter, E blast, etc
- Would appreciate communication about facilities
- Would like a calendar view at glance format

**TV/Video Cam**

- Ave videos of board meeting on web site ?
- Have a Roku channel. Do monthly info on things like phone, computer, apps.
- Maybe produce a local TV channel.
- Record all meetings so that members can see it online GVR website or videos.
- Video cam board meetings

**Figure 25: Suggestions for How GVR Could Improve Communication with Members  
(continued)**

**GVR NOW**

- Bi- monthly newsletter.
- Biweekly short update on everything.
- Continue monthly newsletter .
- Continue the print, monthly newspaper and include more stories of what's going on with the clubs. The paper is getting far too many commercial ads! I know that helps support the paper but uses precious space!
- Continue to have the monthly paper included with the GV newspaper.
- For those of us who have moved to La Posada- add an article so all newsletters are above & special announcements.
- Full disclosure about all projects & proposals & allow the members to have a voice & opinion about how our money is spent & what projects we are interested in and let us vote on the proposals that are made.
- Got to the point in newsletters. More bullet points in letters. Stop "romancing" the news & just state it.
- Increase the content of the monthly new letter.
- I like more "folksy" articles like old news letters was instead of bragging from the President(CEO), Mr. K. Blumenthal.
- Post board meeting discussions & votes in GVR Now
- Provide Q&A and letters to Board in GVR Now

**Bulletin Boards**

- Electronic bulletin boards
- GVR news bulletin board at each center.
- More bulletin boards.
- More use of bulletin boards.
- Post meeting news on bulletin boards in large, clear shorter version

**E Blasts & Website**

- (1) Website almost everyone has email, etc.
- Continue with the GVR e-blasts.
- Continue= email communication. Continue= broad member comm via email.
- E Blast- short & to the point. Same with news. Be open & direct.
- E- mail.
- Email communication the best, but don't need to send 4-5 times per week, gets annoying.
- Email- newsletters- etc.
- Email no more than weekly.
- E-mail on important items.
- Email works.
- E-mail. I have lived here 13 years and have never received an e-mail seamus1939@cox.net.
- Emails to the board from members.
- E-mails, news in centers.
- GVR blast, GVR now, & GVR website hide important governance issues at the end while wading through the useless information first. Tell the truth rather than covering all ideas with President Nelson's families.
- Have you considered Facebook?
- I Don't get the E blast purplrider@gmail.com.
- Improve their website.
- Primarily web site.
- You've got my mailing address, obviously; please send it there.
- Add content online.
- I've tried 3x's to get GVR eBlasts and do not received . I've personally gone in-check spam etc.
- I have never received any email from GVR
- I like the email updates
- I never get any info -- just the bill
- I never knew any of the above existed

**App**

- I have not found the smartphone app current or very helpful.
- I just added GVR app- think info is available for those who want it.

Figure 25: Suggestions for How GVR Could Improve Communication with Members  
(continued)

**Those Who Don't Use Computers**

- Actually send out newsletters to members.
- Actually send some of the stuff to members.
- Do not have a computer so need info. in writing.
- Avoid making everything computer or i-phone based.
- Bulk mailings would help for those who do not have computers or apps- many live on fixed incomes.
- Don't think everyone does computers!!
- Don't think everyone does computers!!!
- Don't think everyone does computers!!!
- Don't think that everyone has a computer or smartphone!!!
- Go back to the old monthly letter. I like to read paper in my hand.
- I do not have a computer.
- Mail info to members. I already get too many emails.
- Mail information to members that does not have a computer.
- Mail news letters to those without e-mail address.
- Mail or phone- a lot of members have no cell phones or computers(smartphones).
- Not all members have computer or smart phone- the mail isn't still a good way to keep people informed.
- Not everyone has computer & we need info mailed.
- Since I don't have a computer or smart phone I have no suggestion.
- Newsletter by mail.
- Remember- not all members have computers and smart phones.
- Remember those who do not have computers. Use the newspaper more.
- Realize not all members have computers.
- Send mail to people not on line.
- More paper surveys delivered to households instead of publications delivered to rec centers
- They used to send information thru the mail; not everyone in GV owns a computer or smart phone

**GV Newspaper**

- Board activities need to be reported in the Green Valley news.
- Board activities should be recorded in the GV news.
- Have more of the board reported in the GV news on a regular basis.
- Have information in a certain specific reaction of the groom valley news - or at the library.
- Have section in GV news to report.
- Put more info in the GV newspaper.
- Set up a column in the Green Valley news! Include news, questions & answers for members.
- Having more of the board activities reported in the GV news on a regular basis.
- The GV news used to report on board meetings & the way each board member voted. That was a good way.
- More in newspaper
- More information printed in local paper
- Newspaper
- Newspaper
- Put an article weekly in the newspaper
- Renew sending GVR NOW in local newspaper
- Weekly newspaper article

**HOA's**

- Have a monthly or quarterly meeting with individual HOA presidents.
- HOA.
- Involve HOA's more in getting the word out.
- Thru local HOA communities, strange at pools. Club houses remember participation is usually only 20%, most don't care.
- Perhaps have a person from each HOA responsible for reporting news via their (HOA's) website.
- Send GVR representatives to HOA meetings once a year.
- Utilize subdivision HOA's

Figure 25: Suggestions for How GVR Could Improve Communication with Members  
(continued)

**Paid Staffs**

Change attitude of some of the staff.

- Get a better telephone system. I get annoyed when i always get a recording when i call.
- Give GVR employees a class on how to be nice instead of cranky, just paid my annual dues & she pays well am tired have been here since 7:30!
- Have CEO make call backs; don't ignore requests for information
- Paid staff could be nicer & more approachable! Don't notice this much with volunteers though.
- Pick up a phone call
- Possible answering phones would help
- Return phone calls & be more helpful.
- Return phone calls.
- Staff should not be so nasty when ask questions by people.

**Orientation**

- New members need more than one orientation

**Radio**

- Announcements on the local radio.
- Local radio for ads

**Already Receive too much Information**

- I feel that we receive a few too many e-mails, etc. from GVR.
- I receive as much info as I want.
- I receive enough info about GVR.
- I receive enough info.
- I hear enough.
- Not needed. Too much communication now.
- One GVR notice per month too many to read.
- Too many emails- seems like more than once a week.
- Too many resources just is toooooo much. One source would be better- then we would all get the same info.
- Less is more effective.
- Simplify the communication; there is too much overlap and so much that one stops looking at it
- More information by mail
- Unless my daughter drives me to a GVR facility, I have no way to hear any news or participate

**Other**

- Section off areas like precincts and board members each take 2 sections & walk it & ask question & record answers & give out business cards so folks have a personal contact

Table 154: Question #30 by Whether Completed the Survey Online or Mailed Hard Copy

How many people, including yourself, reside in your household?	Under-served	NOT	Online	Hard Copy	Overall
		Under-served			
1	25%	19%	18%	22%	19%
2	72%	80%	81%	76%	79%
3	2%	1%	1%	1%	1%
4	0%	0%	0%	0%	0%
6	0%	0%	0%	0%	0%
Total	100%	100%	100%	100%	100%

Table 155: Question #32 by Whether Completed the Survey Online or Mailed Hard Copy

How much do you anticipate your household's total income before taxes will be for 2018?	Under-served	NOT	Online	Hard Copy	Overall
		Under-served			
Less than \$15,000	10%	2%	2%	5%	3%
\$15,000-\$24,999	17%	8%	7%	11%	9%
\$25,000-\$49,999	29%	22%	22%	24%	23%
\$50,000-\$74,999	20%	28%	28%	27%	28%
\$75,000-\$99,999	12%	20%	20%	17%	19%
\$100,000 or more	12%	20%	21%	16%	19%
Total	100%	100%	100%	100%	100%

Table 156: Question #33 by Whether Completed the Survey Online or Mailed Hard Copy

What is your current employment status?	Under-served	NOT	Online	Hard Copy	Overall
		Under-served			
Fully retired	91%	84%	83%	90%	85%
Working full-time for pay	1%	6%	6%	3%	5%
Working part-time for pay	8%	8%	9%	6%	8%
Unemployed, looking for full-time paid work	0%	0%	1%	0%	0%
Unemployed/partially retired, looking for part-time paid work	0%	1%	1%	1%	1%
Total	100%	100%	100%	100%	100%

Table 157: Question #34 by Whether Completed the Survey Online or Mailed Hard Copy

What is your gender?	Under-served	NOT	Online	Hard Copy	Overall
		Under-served			
Female	57%	55%	54%	57%	55%
Male	43%	45%	46%	43%	45%
Total	100%	100%	100%	100%	100%

Table 158: Question #35 by Whether Completed the Survey Online or Mailed Hard Copy

In which category is your age?	Under-served	NOT	Online	Hard Copy	Overall
		Under-served			
Under 55 years	1%	1%	1%	1%	1%
55-59 years	1%	4%	4%	2%	3%
60-64 years	7%	9%	11%	5%	9%
65-69 years	10%	21%	24%	14%	20%
70-74 years	15%	27%	27%	23%	26%
75-79 years	21%	23%	20%	27%	23%
80-84 years	18%	11%	9%	16%	11%
85-89 years	16%	4%	3%	9%	5%
90-94 years	9%	1%	1%	3%	2%
95+ years	2%	0%	0%	1%	0%
Total	100%	100%	100%	100%	100%

Table 159: Question #31 by Whether Completed the Survey Online or Mailed Hard Copy

Do you: Percent responding "yes"	NOT		Online	Hard Copy	Overall
	Under-served	Under-served			
Drive a car	79%	100%	99%	97%	98%
Use a wheel chair	14%	0%	1%	2%	1%
Use an assistive mobility device (e.g., walker, cane, etc.)	80%	0%	5%	11%	7%
Have a caregiver	18%	0%	1%	3%	2%
Attend adult day care	2%	0%	0%	0%	0%
Need assistance with basic household expenses such as food or utilities	15%	0%	1%	2%	1%

Table 160: Underserved by Whether Completed the Survey Online or Mailed Hard Copy

Have a physical limitation or need help with basic household expenses			Overall
	Online	Hard Copy	
Underserved	6%	14%	9%
NOT underserved	94%	86%	91%
Total	100%	100%	100%

Table 161: Whether Completed the Survey Online or Mailed Hard Copy by Underserved

Completed Survey Online or Mailed Hard Copy	Underserved		Overall
	Underserved	NOT underserved	
Online	44%	64%	64%
Hard Copy	56%	36%	36%
Total	100%	100%	100%