

AD HOC SURVEY COMMITTEE

UNDERSERVED SUBCOMMITTEE REPORT

December 2018

Received from President Charlie Sieck July 29, 2019



A. BACKGROUND

Green Valley Recreation (GVR) heard from members that they wanted to be more engaged in the future of GVR so in 2017 the GVR Board of Directors (BOD) approved a comprehensive assessment of members' needs, wants, interests, and values. GVR contracted with the National Research Center, Inc. (NRC) to conduct this study in January 2018. The survey results were presented at the March 2018 GVR Annual Meeting at which time the Board of Directors established an Ad Hoc Survey Committee to advise the BOD on how to deal with "troublesome issues" identified in the Survey. The committee was also charged with:

1. establishing sub-committees comprised of directors and members,
2. providing each sub-committee with specific assignments; and
3. 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" to follow up on. This list was divided into categories assigned to four subcommittees:

1. Staff Issues (headed by Denise Nichols)
2. Board Issues (headed by Blaine Nisson)
3. Communication Issues (headed by Carol Lambert)
4. Underserved Members (headed by Sandra Thornton)

The Underserved Subcommittee GVR members included Gail Ault, Sandra Rockowitz, Steve Wilhelm, and Board Director Sandra Thornton. A special thanks goes to Board Director Charlie Sieck, who provided IT support, and GVR member Ed Knop who consulted on interpreting the survey. This report deals with Underserved Member issues.

The Underserved Subcommittee was tasked with addressing the following issues:

1. Accessibility issues for those with physical limitations
2. GVR's obligation to these members, such as shifting resources to provide access
3. Transportation issues
4. Limited GVR provision of recreation opportunities for "Underserved" members
5. Non-electronic communication issues
6. Are the "Underserved" the same 7 % who don't use GVR facilities at all?

Additionally, the Subcommittee took on the monumental task of reviewing and analyzing the Underserved respondents' answers (verbatim) to the survey's six open-ended questions:

1. **Question 10:** "Why did you answer "To what extent do you agree that GVR's Vision Statement should be "Green Valley is the preeminent destination of Choice for active adults and retirees" as you did?"
2. **Question 13:** What other new or different activities, programs, or services important for the future of GVR do you believe should be offered by GVR?
3. **Question 21:** GVR annual dues will cover only 59.42% of GVR's 2018 annual Operating and Capital Budgets. What other suggestions do you have for how GVR could increase non-dues revenue to pay for the remaining 40% (approximately) of annual expenses?
4. **Question 22:** Other communication sources.
5. **Question 23:** What can GVR do to improve communications with members?
6. **Question 25:** Is there anything else you would like the GVR Board of Directors to know?

B. THE UNDERSERVED

The Subcommittee identified two groups of respondents to the 2018 Member Survey as “Underserved”. The first group is based on NRC’s definition of underserved as meeting one or more of the following criteria: do not drive a car; use a wheel chair; use an assistive mobility device (e.g., walker, cane); have a caregiver; attend adult day care; and/or need assistance with basic household expenses such as food or utilities. The Subcommittee added two more criteria: have an annual household income of less than \$25,000, and/or are 85 years old or older. If a Survey respondent met one or more of the eight criteria, they were included in the NRC Modified underserved group of 1091 GVR members. The 2018 Member Survey indicated approximately 1,300 GVR households have an income under \$25,000.

We also defined as Underserved the 27.9% of all survey respondents who answered “Somewhat Disagree” or “Strongly Disagree” to Survey question 4a: “I am getting good value for my GVR dues.” There were 1592 Survey respondents included in this “Disagree Dues” group.

The total number of Survey respondents for the two groups (NRC Modified and Disagree Dues) is 2,230, with 7% of them meeting the criteria for both groups.

Survey Respondents	Average Age	Average Household Income	Average Years in GV
NRC Modified	78.5	\$39,463	13.3
Income under \$25,000	74.9	\$18,035	11.8
Disagree Dues	74.6	\$58,158	11.7
All Survey Respondents	72.9	\$68,182	10.6

C. RECOMMENDATIONS

The Subcommittee focused on recommendations that would be of benefit to the two Underserved groups but would also further the mission of GVR to “improve the quality of our members lives,” and benefit all GVR members. This decision came after analyzing survey data and concluding that the Underserved members’ answers to Survey questions often paralleled the percentages of all the Survey respondents’ answers. We limited our recommendations to those we felt would be most viable, easy to implement, and cost effective.

ISSUE ONE: Accessibility issues for those with physical limitations.

Approximately half of the two underserved groups (48.5% of the NRC Modified and 53.9% of Disagree Dues) and 50% of all Survey respondents feel GVR provides an appropriate amount of access for physically-challenged members. The Subcommittee unanimously viewed accessibility as an issue of high importance and believes all GVR facilities should be evaluated for ease of access by GVR members with physical limitations.

Recommendation: The BOD create an Ad Hoc Committee to evaluate GVR’s facilities to insure ease of access for GVR members with physical limitations. This Committee would identify possible deficiencies and report back to the BOD by February 28, 2019.

ISSUE TWO: GVR's obligation to members. Can and should more GVR resources be shifted toward recreation opportunities for members with physical limitations?

Everyone recognizes they will eventually have physical limitations. About one-third of the underserved groups (38.7% of the NRC Modified and 35.5% of Disagree Dues) and 33% of all Survey respondents indicated GVR should shift some resources to help provide additional access to facilities and activities for those with physical limitations.

Recommendation: Update major recreation centers to ensure ease of access and use for members with physical limitations as needed. This could include installing "Loop" systems in more meeting rooms for GVR members with hearing problems or installing "push buttons" to more easily open some doors.

ISSUE 3: Transportation issues.

The Subcommittee identified three organizations currently providing transportation to members of the Green Valley community: Friends in Deed, who states that 93% of their ridership is GVR members; Sun Tran, who has indicated a desire to work with GVR on "Go" card distribution; and Posada Life. At the September 26, 2018, AD Hoc Survey Subcommittees' joint meeting, this issue was identified by the GVR Foundation as fitting its mission to provide activities that benefit the greater Green Valley community.

Recommendation: The GVR Foundation will facilitate Sun Tran providing more convenient access to all of their transportation resources for residents of the Green Valley community.

ISSUE 4: Limited GVR recreation opportunities for Underserved members.

GVR should provide increased recreation/socialization opportunities within GVR to engage more members through new or different activities, programs, or services. As people age their interests, financial priorities, physical abilities, and social networks change. According to a 2013 AARP Loneliness Study, about 42 million people over the age of 45 suffer from chronic loneliness, bringing a higher risk of mortality. According to the 2015 Brigham Young University Holt-Lunstad study, the health risks of prolonged isolation are on par with obesity and smoking while a greater social connection is associated with a 50% reduction in the risk of early death.

Recommendation: Designate one area in a recreation center for a pilot program providing geriatric fitness equipment and a therapy pool.

Recommendation: Begin research on the redesign of a major pool incorporating Lazy River into the concept.

Recommendation: Compile a list of free/low-cost and drop-in activities (chair yoga, balance screening and classes, tai chi) provided by GVR, local organizations, and churches and post this information on the GVR website and in GVR Now.

Recommendation: Expand GVR's Volunteer program to include more activities, such as sing-a-longs, therapy dogs, new clubs, etc. to provide opportunities for human contact and real-time, face-to-face interactions, especially for members who may be socially isolated.

Recommendation: Schedule work sessions for GVR staff and club leadership to identify and implement appropriate activities that appeal to the underserved and support their participation in clubs and club activities.

Recommendation: Facilitate more guest lectures providing information and resources on topics relevant to seniors and retirees, and advertise them widely.

ISSUE 5: Non-electronic communication issues.

There needs to be informal communication reaching out to the 41% of the Underserved for whom GVR does not have an email address and who do not receive information thru the GVR website or eBlasts. Only 10.6% of them receive information about GVR from the GVR Smartphone app. Fifty-nine point nine percent of the combined Underserved groups get information about GVR by reading GVR Now. Having GVR Now available in selected community locations is a welcome attempt to connect with these members. An additional available venue to provide GVR-related information is the local newspaper, which is an information source for 65.7% of the underserved groups.

Recommendation: Partner with local agencies, churches, and HOAs to reach those 40% of all members who say they don't use electronic communications. For example, church bulletins could list upcoming health-related seminars offered by GVR and conversely GVR could advertise for church drop-in activities such as chair yoga.

Recommendation: The BOD approve a fifth Ad Hoc Survey Subcommittee, chaired by Charlie Sieck and tasked with formulating a short annual survey of members to be included with GVR's yearly dues invoice.

Recommendation: Expand utilization of the Green Valley News as a source of GVR information for the non-electronic users group, including a regular "GVR President's Column" in the newspaper.

ISSUE 6: Are the "Underserved" the same 7% who don't use GVR facilities at all?

Of the 5,546 GVR members responding to the survey question on use of facilities, 370 said they never use GVR facilities. Of those 370 respondents, 308 are part of the Underserved groups, yet 63% of the 308 say they belong to a GVR club.

ISSUE 7: Vision Statement Concerns

Question 10: "Why did you answer "To what extent do you agree that GVR's Vision Statement should be "Green Valley is the preeminent destination of choice for active adults and retirees" as you did?"

Many of the Underserved had problems with the Vision Statement, some with the word "preeminent" and some with the concept, feeling that preeminent was not the right word for the atmosphere here because it was too grandiose, pompous, aggressive, and/or the wrong message. Perhaps one comment summed it up - "Who would aspire to mediocre so I agree with the idea but the word sounds elitist".

Recommendation: A more appropriate vision statement needs to be developed and approved by the membership.

ISSUE 8: Expansion of GVR activities, programs, services.

Question 13: "What other new or different activities, programs, or services important for the future of GVR do you believe should be offered by GVR?"

From reviewing the Underserved verbatims for this question, it appears not all are reading the GVR catalog of classes or aware of activities already available in Green Valley. There are over 60 clubs available to GVR members. Suggestions received for new programs or activities indicated what GVR provides may be adequate. Many responses/suggestions showed GVR members did not understand how clubs are formed or classes scheduled. See the Appendix, Issue 8 for a summary of the Underserved suggestions for activities, programs, and services.

Recommendation: Publicize how to start a club - or how a member can begin proceedings to sponsor a class on a particular topic. This information should be repeated periodically in GVR Now and posted on GVR's website.

Recommendation: Measure and report GVR facilities/center usage and streamline the Room Reservation System to make appropriate adjustments that can increase benefits and reduce costs.

Recommendation: Give more flexibility to GVR Customer Service Representatives and/or custodians to maximize usage of each facility and offer groups the option of a GVR set-up or self set-up.

ISSUE 9: Non-Dues Revenue.

Question 21: "GVR annual dues will cover only 59.42% of GVR's 2018 annual Operating and Capital Budgets. What other suggestions do you have for how GVR could increase non-dues revenue to pay for the remaining 40% (approximately) of annual expenses?"

GVR's increasing dues and fees were frequently commented on as an issue of concern for the Underserved groups. Many GVR members are retired and living on a fixed income. They can become more and more stressed as living expenses increase while their usage of GVR facilities and benefits is declining, sometimes to zero, due to health issues, physical limitations, finances, or age.

In the extensive written comments from the Underserved group, there were 80 responses beginning with the word "cut", always indicating the desire to cut spending in one form or another. There were 51 responses beginning with the word "reduce", variations on reduce spending, reduce salaries, reduce budget, etc., and 35 responses beginning with "stop" followed by some version of spending.

Recommendation: We recommend serious effort be made to bring improved alignment between GVR member dues, fees and benefits.

Recommendation: Research additional ways to save, rather than spend, money. Three examples are:

Suggestion A: Institute an Employee Reward system where an employee receives a portion of the first year's cost savings on any suggestion they make that is implemented and works and, even better, also include GVR members in the reward system!

Suggestion B: Offer payment of dues via credit card and charge the additional credit card processing fee (approximately \$15). Those who pay by check would not pay this fee.

Suggestion C: Collect and retain the monies from the sale of surplus GVR assets. Reinststate the "garage sale" providing all members and employees the same opportunity to purchase retired assets. Currently, some retired assets are disposed of with no monetary compensation to GVR.

Suggestion D: Solicit bids on projects instead of utilizing one company for many projects.

ISSUE 10: Improved communications between GVR and GVR members.

Question 22: "Other communication sources."

Question 23: "What can GVR do to improve communications with members?"

Almost 60% of the Underserved get some information from GVR Now. It will be interesting to see if the recent addition of suggestion boxes in GVR recreation centers elicits many comments. The Underserved may not frequent some of these facilities. The ability to

communicate directly with the Board of Directors is very important to many members and 30 Underserved members specifically mentioned this. They felt that allowing Board Directors to communicate directly with members and having open meetings was important, and mentioned this numerous times in Question 22 and also in Question 23. Being listened to and being able to know their options/choices as GVR makes decisions affecting them is a top item. What we learn from Questions 22 and 23 can be summed up in one word: Transparency.

Recommendation: As recommended for Issue 5, institute a survey sent to all members with the annual dues invoice, asking specific and limited survey questions (10 or less). This would provide a convenient opportunity for all GVR members to communicate with the BOD. The 2010 and 2018 surveys are benchmarks and a short member survey every year with limited questions can help us rate our success in specific areas.

Recommendation: Reinstate publishing a column by the GVR Board President in each issue of *GVR Now*. Explore the possibility of the column appearing in the local newspaper. Additionally, put a column listing FAQ's in *GVR Now* to answer member questions received.

Recommendation: Include member's comments at GVR BOD meetings in the meeting minutes. These remarks can be beneficial to new Board members.

Recommendation: Allow back and forth communication between members and individual Board Directors without the email first going to the administration.

ISSUE 11: Other Issues for the Board.

Question 25: "Is there anything else you would like the GVR Board of Directors to know?"

The top three issues receiving the most comments in the verbatims of both Underserved groups were: against turning GVR into a premier retirement destination; dues too high; and BOD not listening to suggestions of GVR members. Some members believe GVR is moving in the direction of higher costs to become "preeminent" and asking the entire membership to pay for it. Increases in GVR dues and fees were of considerable concern. It was very telling that 59.2% of the two groups combined disagreed with the statement "I have the opportunity to provide input on major financial expenditures before a Board decision." Sixty percent disagreed with the statement "There is a free flow of information between the BOD and members."

Recommendation: The BOD needs to continue to improve how information is provided regarding dues and fees and look into ways to maximize the use of membership dollars.

Recommendation: Task the Board Affairs Committee with reviewing the association between membership cards and rooftops and recommending a system that provides for a more equitable membership card policy by improving the alignment between member dues and benefits.

Recommendation: Regularly schedule well-advertised, Board-sponsored town hall meetings where GVR members can meet with Board Directors to ask questions and discuss issues of concern.

D. CONCLUSIONS

We would like to recognize that during this Subcommittee's term some of the Underserved's issues of concern have been addressed and improvements begun; specifically Issues 1, 5, 7, 10, and 11. We applaud these efforts and hope the momentum continues. We also note improvement in announcing the rationale and associated costs on major projects, dues increases, and financial changes. There is more communication between GVR, the BOD, and

GVR members via eBlast, GVR Now, emails directly to the BOD, and suggestion boxes in GVR recreation centers. The GVR IT department has greatly improved the GVR website Governance page as an up-to-date resource for information on GVR meetings, reports, documents, etc.

GVR's success is measured by member satisfaction, and increasing GVR's approval rating among all its members is integral to making GVR sustainable. With over 13,000 GVR households and 23,000 members having diverse needs, wants, interests, and values, it's quite a task. It becomes even more difficult as members age, become less active due to age or health issues, lose friends and social connections, live on a fixed income, and have ever increasing living expenses.

We would point out that in keeping with Underserved members' concerns about increased dues and costs, most of this Subcommittee's recommendations involve staff or Board of Directors time but only a few will result in costs to the membership: Issue 1, increasing ease of access to facilities for members with physical limitations; and Issue 4, geriatric fitness equipment, therapy pool, and lazy river.

A goal of GVR should be to bring the greatest benefit to the greatest number of members. When all survey respondents rated their reasons for moving to Green Valley, the top five were climate, beauty, affordability, small town feel and proximity to Tucson. While we are thinking about the future GVR members who come to Green, we must not lose sight of our current members now and as they age, providing recreational, social, and educational opportunities for all.

**“It is the greatest happiness of the greatest number
that is the measure of right and wrong.”**

Jeremy Bentham

APPENDIX

Source of Survey	Online	Hard Copy	(blank)	Total
Under \$25,000 Income	246	235	0	481
	51.1%	48.9%	0.0%	481
	51.1%	48.9%	0.0%	481
Disagree with Dues Value Question 4A	839	753	0	1592
	52.7%	47.3%	0.0%	1592
	52.7%	47.3%	0.0%	1592
Modified NRC Underserved	498	593	0	1091
	45.6%	54.4%	0.0%	1091
	45.6%	54.4%	0.0%	1091
All Surveys	3663	2056	0	5718
	64.1%	35.9%	0.0%	5718
	64.1%	35.9%	0.0%	5718

Question 32: “How much do you anticipate your household’s total income will be for 2018?”

Income	Age										Total
	Under 55	55-59 years	60-64 years	65-69 years	70-74 years	75-79 years	80-84 years	85-89 years	90-94 years	95+ years	
Less than \$15,000	1	4	11	19	27	24	18	11	6	2	123
\$15,000-\$24,999	5	8	20	72	75	81	55	25	9	3	353
\$25,000-\$49,999	3	26	82	179	225	200	123	61	18	2	919
\$50,000-\$74,999	10	36	89	232	324	249	114	51	17	1	1122
\$75,000-\$99,999	7	19	78	174	208	164	73	43	8	1	774
\$100,000 or more	15	36	90	163	220	179	64	17	6	1	790
Total	41	129	369	839	1078	897	447	208	64	10	4081

Income	Age										Total
	Under 55	55-59 years	60-64 years	65-69 years	70-74 years	75-79 years	80-84 years	85-89 years	90-94 years	95+ years	
Less than \$15,000	0.02%	0.10%	0.27%	0.47%	0.66%	0.59%	0.43%	0.27%	0.15%	0.05%	3.01%
\$15,000-\$24,999	0.12%	0.20%	0.49%	1.76%	1.84%	1.98%	1.35%	0.61%	0.22%	0.07%	8.65%
\$25,000-\$49,999	0.07%	0.64%	2.01%	4.39%	5.51%	4.89%	3.01%	1.49%	0.44%	0.05%	22.51%
\$50,000-\$74,999	0.25%	0.88%	2.17%	5.69%	7.93%	6.10%	2.79%	1.25%	0.42%	0.02%	27.50%
\$75,000-\$99,999	0.17%	0.47%	1.90%	4.25%	5.11%	4.02%	1.79%	1.05%	0.20%	0.02%	18.98%
\$100,000 or more	0.36%	0.88%	2.21%	3.99%	5.38%	4.39%	1.57%	0.42%	0.15%	0.02%	19.36%
Total	0.99%	3.16%	9.04%	20.55%	26.42%	21.97%	10.95%	5.10%	1.57%	0.25%	100.0%

	Incremental	Cumulative	
< 0.4%	2.78%	2.78%	47.89%
0.4%-1%	7.39%	10.17%	
1%-4%	28.18%	38.35%	
4-6%	47.62%	85.97%	61.65%
>6%	14.03%	100.00%	
Total	100.00%		

ISSUE 4: Limited GVR provision of recreation opportunities for “Underserved” members.

Lazy River: <http://www.myrthapools.com/en/accessories/rivers/> and <http://www.myrthapools.com/en/accessories/soft-floor/>

Oldenburg, Ray. *The Great Good Place* (Philadelphia, PA: DaCapo Press, A member of Perseus Books Group, 1999). Describes sociologically the role and importance of third places (places other than work or home) where people can gather to socialize. Important qualities of these third places are: they are inclusive and local; they create an environment in which everybody knows just about everybody; they create places for fun and enjoyment; they create a sense of belonging and connectedness.

Oldenburg, Ray. *Celebrating the Third Place* Inspiring stories about “The Great Good Places” at the Heart of our Communities. (New York, NY: Marlowe & Company, an imprint of Avalon Publishing Group Inc., 2001)

ISSUE 7: Vision Statement Concerns

Underserved members began to discuss whether they preferred GVR to continue as a small-town recreational organization or strive to become a preeminent destination. The first thing that became apparent reading the Underserved verbatims was that respondents were confused by the question. While some of the Underserved respondents agreed with the Vision Statement, the majority felt uncomfortable for one reason or another. Many felt the word “preeminent” was offensive. Many comments said it was elitist, and not the right word for the atmosphere here - too aggressive, grandiose, pompous, irritating, the wrong message.

More often it was the concept of preeminence. One of the more telling comments is: “The vision statement should focus on members and services rather than promotion of the community”. Many, many responses dealt with GVR getting too expensive, aging out of activities, and cost is becoming prohibitive. More comments: Little attention to the very elderly and handicapped; GVR Board promotes what the few people want and asks the most to pay for it. More balance is needed; too much wishes emphasis at the expense of current members; a manageable small town with manageable fees; big plans result in big costs to members; most vision statements come at monetary cost; and “Wish there was more agreement within the community on the long range goals of GVR”.

ISSUE 8: Expansion of GVR activities, programs, services.

The Underserved verbatims indicated that some of them are not looking around Green Valley to see what is being offered or reading the GVR catalog of classes. Of 89 respondents, over 43 were not aware of what is offered through GVR or, more importantly, what GVR does. Fifty-one people were unhappy with GVR and some of the suggestions that were made were not in the purview of GVR, such as cheaper restaurants and better roads. To keep GVR the wonderful institution that it is it has to change and not only be for one age group but for all age groups.

Summary of Underserved verbatims for Survey Question 13

Fitness - TVs, better weight room, kick boxing, strength flexibility/aerobics conditioning punching bag, monitor and repair equipment - 9
Walking trails - inside and outside -12 Bike trails - 3
Shooting range - 4 Recording Studio for musicians - 1
Computer center - 3
Shade - pool, tennis area, and other areas - 3
Classes: African Drumming - 1, Cooking- 2, Euro Hobby - 1, leather - 1, Ukulele - 1,
 Welding - 1 Spanish - 2
Clubs: Archery - 2, Auto - 2, Beach Tennis - 1, Badminton -2, Bowling - 3, Roller Blading - 1,
Golf Club - lighted mini course, cheaper lessons - 5
Printmaking Club - with press, sink, dryer rack - 1
Swimming Club - open pools on holidays -1, pool warm for therapeutic treatments - 8
Lanes 50 meter pool, indoor and outdoor walking pool - 13
Coffee shop - gathering place - 19 Card Game Room - 2 Free Movies - 1

Miscellaneous

Handicapped, Sedentary - facilities geared for them, activities for them - 21
Covered parking - 1
Room for quilters, artists, framers, matting, etc. -3 Another Sauna, Steam Room - 3
Extend Art Studio hours - larger room - 4 Larger Lapidary space - 1
Larger Ceramics room - 1
Pool Table - larger one at the East Center/room - 3
Family Bathroom so spouse can help spouse to use bathroom - 1
Health - physical therapy, screening, health insurance advocate - 1
Free Massages - 1 Free Outdoor Concerts - 1
Garden Area to Rent - 1 Evening and Weekend Classes - 2 Cheaper Bus Trips - 3
Education - mental aerobics, Buddhist philosophy, memory issues, mental health, suicide,
death and dying, pain management nature/travel films - 12
Allow Dogs on Premises - 1
Bulletin Board - at the rec centers to sell items - 1 vending machines at rec centers - 1
Auditorium Seating - 2 Picnic area - grills, tables - 2 Dog Park - 3
Rebuild East Center - 1
Tour of all the centers - 1 More dances - 2 Adult day care - 1
Travel Center to help people plan trips - 1
Looping system for centers for hearing - 1
Transportation - shopping, rec centers, airport, doctors - 9
Maintain Facilities - 13 Against being a premier destination - 3
Communications - 1
Lower Dues - 11 Lower Class Prices - 10 Opt Out of GVR - 15
Transparency - 1 Remove CEO - 5
Repair roads - 1 cheaper restaurants - 1

ISSUE 9: Non-Dues Revenue.

Nothing quite matches the accumulation of information gained from reading the extensive written member comments. The Underserved verbatims have about 660 written statements that are not statistically organized, often covering several subjects within a single response. A conservative estimate would be at least 500 of the responses sought more prudent management to live within GVR's budget, often sighting excess staff salaries, especially the CEO.

One thing emerges from reading the extensive written Underserved members' comments that is of paramount concern: GVR Dues and Fees. There were 80 responses beginning with the word "cut", always indicating the desire to cut spending in one form or another. There were 51 responses beginning with the word "reduce", variations on reduce spending, reduce salaries, reduce budget etc. Add to that the 35 responses beginning with "stop" followed by some version of spending.

Some Underserved members believe GVR is moving in the direction of higher costs to become "preeminent" and promoting what the few want and asking the many to pay for it. More balance is needed. Use management practices to reduce cost, improve results, and account for cost allocations.

Easily concluded results:

1. Members age, and as they do, they reduce GVR center usage.
2. Many members are on fixed incomes that become more and more stressed as GVR dues and fees increase, while at the same time their use of GVR benefits declines, sometimes to zero.

ISSUE 10: Improved communications with the "Underserved" members.

Underserved members want: transparency with GVR financial information; the ability to contact Board Members directly; have Board Members listen to the members; no closed meetings; and allow members to communicate directly with the Board without going thru the CEO's office. They want to know what the Board is working on. Transparency seems to be the main thing that people want. The ability to communicate directly with the Board members is very important to many people. Listening and being able to have their options known is the top item.

- Allowing board members to communicate with members and having open meetings was mentioned in question 22 many times and again in question 23.
- 146 people would like the Board Members to be honest with them, and be polite to the members, and to consult with membership on major issues. TRANSPARENCY
- 30 people wanted to be allow to communicate directly with the board and the members without involving the CEO.
- 15 people want the website improved more user friendly, posting minutes in a newsletter on the Recreation Center Boards, put more information in the Green Valley Newspaper.
- 13 people are not receiving information, except for the yearly bill.
- 5 people would like the communications too be scaled down to one or two sources
- 4 people would like to receive information in a timely manner.

Some Underserved members have indicated they are not reading GVR emails or catalogues, and have even commented that they are receiving too much GVR email. Other items included: being nice to each other (10 people); cut dues (7 people); stop building an empire and trying to run the whole town (7 people); have evening meetings (3 people); answer phone calls and return messages (6 people).

Some of the more innovative ideas for improving communications included: have a Roku channel with monthly information on things like phone, computer, apps, etc.; maybe an access TV channel; have active phone lines to various centers where current information can be obtained; HOA newsletters and councils; visit HOA meetings; and put BOD meetings on alive web cast and archive one year so the webcast can be accessed from the GVR web page.

ISSUE 11: Additional Comments for the Board of Directors

NRC Modified Verbatim Comments

Against turning Green Valley into a premier retirement destination - 66
Dues too high - 71 Base dues on age - 11 Base dues on property value - 2
Charge User Fees for facilities - 9 Single Household dues unfair - 6
Unfair-Excessive Initial/Transfer/Rental owner/Tenant Fees - 7
Guest passes should be no charge or less than what they are now - 5
Members who do not use/cannot use/use very little gar facilities/benefits - 43
Would like to opt out of GVR - 53 Oppose mandatory membership in GVR - 25
CEO needs to listen to the Board - 11
Board is directed by the CEO - 19
Board is not listening to suggestions of GVR members - 62
Transparency; inform members about changes before they take place - 27
Communications - share information with members, emails should go to Board Directors - 13
Budget issues/control expenses/over-spending - 26
Maintain what we have - 6
Board election - should not have removed people from the ballot - 16
Prices of classes too high - 11 Prices of shows/concerts too high - 3
Want more classes - 0
Think the CEO needs to be replaced - 20
Employees not doing their jobs - 0
Tennis/Pickleball people have too much influence over the Board - 0
GVR should not focus on political issues - 5
Do not open GVR facilities to non-GVR members - 5
Do open GVR facilities to non-GVR members - 3
Would like a coffee shop/gathering place - 0
GVR should provide transportation for those needing it - 4
Board does a good job - 9
GVR OK as it is - 0

ISSUE 11: Additional Comments for the Board of Directors

Dues Disagree Verbatim Comments

Against turning Green Valley into a premier retirement destination - 120
 Dues too high - 185 Base dues on age - 22 Base dues on property value - 3
 Charge User Fees for facilities - 14 Single Household dues unfair - 15
 Unfair-Excessive Initial/Transfer/Rental owner/Tenant Fees - 32
 Guest passes should be no charge or less than what they are now - 14
 Members who do not use/cannot use/use very little gar facilities/benefits - 102
 Would like to opt out of GVR - 95 Oppose mandatory membership in GVR - 94
 CEO needs to listen to the Board - 41
 Board is directed by the CEO - 60
 Board is not listening to suggestions of GVR members - 131
 Transparency; inform members about changes before they take place - 45
 Communications - share information with members, emails should go to Board Directors - 38
 Budget issues/control expenses/over-spending - 234
 Maintain what we have - 34
 Board election - should not have removed people from the ballot - 46
 Prices of classes too high - 8 Prices of shows/concerts too high - 8
 Want more classes - 2
 Think the CEO needs to be replaced - 30
 Employees not doing their jobs - 6
 Tennis/Pickleball people have too much influence over the Board - 8
 GVR should not focus on political issues - 16
 Do not open GVR facilities to non-GVR members - 7
 Do open GVR facilities to non-GVR members - 7
 Would like a coffee shop/gathering place - 3
 GVR should provide transportation for those needing it - 3
 Board does a good job - 5
 GVR OK as it is - 3

Modified NRC Underserved

Question 27	Less than 1 year	1-5 years	6-10 years	11-15 years	16-20 years	More than 20 years	(blank)	Total
About how many years have you lived in Green Valley (full-time or part-time)?	51	162	152	247	191	262	26	1091
	4.7%	14.8%	13.9%	22.6%	17.5%	24.0%	2.4%	1091
	4.8%	15.2%	14.3%	23.2%	17.9%	24.6%		1065

Question 28	Year-round	Part-time	(blank)	Total
Do you live in Green Valley year-round, or just part of the year?	841	225	25	1091
	77.1%	20.6%	2.3%	1091
	78.9%	21.1%		1066

Modified NRC Underserved

Question 30	1	2	3	4	6	(blank)	Total
How many people, including yourself, reside in your household?	371	577	14	0	0	129	1091
	34.0%	52.9%	1.28%	0.00%	0.00%	11.8%	1091
	38.6%	60.0%	1.46%	0.00%	0.00%		962

Do you:

Question 31	Yes	No	(blank)	Total
Drive a car	980	103	8	1091
	89.8%	9.4%	0.7%	1091
	90.5%	9.5%		1083
Use a wheel chair	65	978	47	1091
	6.0%	89.7%	4.3%	1091
	6.3%	93.7%		1044
Use an assistive mobility device (e.g., walker, cane, etc.)	386	696	9	1091
	35.4%	63.8%	0.8%	1091
	35.7%	64.3%		1082
Have a caregiver	83	986	21	1091
	7.6%	90.4%	1.9%	1091
	7.8%	92.2%		1070
Attend adult day care	8	1053	30	1091
	0.7%	96.5%	2.8%	1091
	0.8%	99.2%		1061
Need assistance with basic household expenses such as food or utilities	72	992	27	1091
	6.6%	90.9%	2.5%	1091
	6.7%	93.3%		1064

Question 32	Less than \$15,000	\$15,000-\$24,999	\$25,000-\$49,999	\$50,000-\$74,999	\$75,000-\$99,999	\$100,000 or more	(blank)	Total
How much do you anticipate your household's total income before taxes will be for 2018?	126	355	168	125	84	60	173	1091
	11.6%	32.5%	15.4%	11.5%	7.7%	5.5%	15.9%	1091
	13.7%	38.7%	18.3%	13.6%	9.2%	6.5%		918

Question 34	Female	Male	(blank)	Total
What is your gender?	594	467	30	1091
	54.4%	42.8%	2.8%	1091
	56.0%	44.0%		1061

Modified NRC Underserved

Question 35	Under 55 years	55-59 years	60-64 years	65-69 years	70-74 years	75-79 years	80-84 years
In which category is your age?	6	14	58	132	160	185	140
	0.6%	1.3%	5.3%	12.1%	14.7%	16.9%	12.8%
	0.6%	1.3%	5.4%	12.3%	14.9%	17.2%	13.0%

85-89 years	90-94 years	95+ years	(blank)	Total
277	89	14	16	1091
25.4%	8.2%	1.3%	1.5%	1091
25.8%	8.3%	1.3%		1074

Disagree with Dues Question 4A

Question 27	Less than 1 year	1-5 years	6-10 years	11-15 years	16-20 years	More than 20 years	(blank)	Total
About how many years have you lived in Green Valley (full-time or part-time)?	59	316	288	369	257	214	89	1592
	3.7%	19.9%	18.1%	23.2%	16.2%	13.4%	5.6%	1592
	3.9%	21.0%	19.1%	24.6%	17.1%	14.2%		1503

Question 28	Year-round	Part-time	(blank)	Total
Do you live in Green Valley year-round, or just part of the year?	1085	409	98	1592
	68.2%	25.7%	6.2%	1592
	72.7%	27.3%		1494

Question 30	1	2	3	4	6	(blank)	Total
How many people, including yourself, reside in your household?	350	1018	16	1	1	206	1592
	21.99%	63.96%	0.97%	0.06%	0.06%	13.0%	1592
	25.28%	73.53%	1.12%	0.07%	0.07%		1385

Disagree with Dues Question 4A

Do you:

Question 31	Yes	No	(blank)	Total
Drive a car	1462	45	85	1592
	91.8%	2.8%	5.3%	1592
	97.0%	3.0%		1507
Use a wheel chair	32	1454	106	1592
	2.0%	91.3%	6.6%	1592
	2.2%	97.8%		1486
Use an assistive mobility device (e.g., walker, cane, etc.)	158	1347	87	1592
	9.9%	84.6%	5.5%	1592
	10.5%	89.5%		1505
Have a caregiver	34	1467	91	1592
	2.1%	92.1%	5.7%	1592
	2.3%	97.7%		1501
Attend adult day care	1	1494	97	1592
	0.1%	93.8%	6.1%	1592
	0.1%	99.9%		1495
Need assistance with basic household expenses such as food or utilities	44	1449	99	1592
	2.7%	91.0%	6.2%	1592
	2.9%	97.1%		1493

Question 32	Less than \$15,000	\$15,000-\$24,999	\$25,000-\$49,999	\$50,000-\$74,999	\$75,000-\$99,999	\$100,000 or more	(blank)	Total
How much do you anticipate your household's total income before taxes will be for 2018?	64	159	309	249	149	161	503	1592
	4.0%	10.0%	19.4%	15.6%	9.3%	10.1%	31.6%	1592
	5.9%	14.6%	28.3%	22.8%	13.6%	14.7%		1089

Question 34	Female	Male	(blank)	Total
What is your gender?	785	679	128	1592
	49.3%	42.6%	8.1%	1592
	53.6%	46.4%		1464

Disagree with Dues Question 4A

Question 35	Under 55 years	55-59 years	60-64 years	65-69 years	70-74 years	75-79 years	80-84 years
In which category is your age?	16	50	111	231	353	353	202
	1.0%	3.1%	6.9%	14.5%	22.1%	22.2%	12.7%
	1.1%	3.4%	7.5%	15.8%	24.0%	24.1%	13.8%

85-89 years	90-94 years	95+ years	(blank)	Total
105	42	6	124	1592
6.6%	2.6%	0.4%	7.8%	1592
7.2%	2.9%	0.4%		1468