



**AGENDA**  
**(Revised)**

**BOARD OF DIRECTORS SPECIAL MEETING**

Wednesday, May 20, 2026, Following Work Session

West Center Room 2 / Zoom

\*Code of Conduct

**Directors:** Candy English (President), Steve Reynolds (Vice President), Kristy McCue (Secretary), Lanny Smith (Treasurer), Jodie Walker (Assistant Secretary), Nellie Johnson (Assistant Treasurer), Dave Barker, Bart Hillyer, Chris McCrummen, Barry Stock, Scott Somers (non-voting)

**AGENDA TOPIC**

- 1. Call to Order / Roll Call – Establish Quorum**
- 2. Amend/Adopt Agenda**
- 3. Action Items**
  - A. Approve Strategic Plan Survey Questions (Somers)
- 4. Member Comments** - Regarding Consent Agenda and/or Non-Agenda Items. Speakers are asked to provide their name and GVR member number. Please limit comments to two (2) minutes.
- 5. Adjournment**



Green Valley Recreation, Inc.  
**Board of Directors Special Meeting**  
**Strategic Plan Survey Questions**

**Prepared By:** Nanci Moyo, Board Admin.

**Meeting Date:** May 20, 2026

**Presented By:** Scott Somers, CEO

**Consent Agenda:** No

<p><b>Originating Committee / Department:</b> Administration</p>
<p><b>Action Requested:</b> Review and provide general feedback on the proposed survey questions for the 2026 Strategic Plan and member satisfaction.</p>
<p><b>Strategic Plan:</b> GOAL 5: Provide sound, effective governance and leadership for the corporation</p>
<p><b>Background Justification:</b> Zelos, LLC, are professional strategic planning consultants contracted by GVR to aid the Board of Directors in developing a new five-year strategic plan and performance management plan. Part of the scope is an environmental scan component, a random statistically significant survey of GVR members and an online member survey for those members who wish to participate but were not randomly selected.</p> <p>Zelos and GVR staff have worked together to provide the Board the proposed survey questions that will focus on two sections: the Strategic Plan and membership satisfaction. The Board is asked to give general feedback on the survey questions during the Work Session and then approve the survey questions at the Special Meeting following this Work Session.</p>
<p><b>Fiscal Impact:</b> The budget for the survey is included in the Zelos contract.</p>
<p><b>Board Options:</b></p> <ol style="list-style-type: none"> <li>1) Approve the survey questions as presented by Zelos and staff.</li> <li>2) Amend the survey questions as revised at the Work Session.</li> </ol>
<p><b>Staff Recommendation:</b> Option #1</p>
<p><b>Recommended Motion:</b> Move to approve the survey questions presented by Zelos and staff.</p>
<p><b>Attachments:</b></p> <ol style="list-style-type: none"> <li>1) Survey Questions</li> </ol>



## Green Valley Recreation Strategic Planning Survey for Members, 2026

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Draft (6) as of May 15, 2026—ready for GVR Board packet.

This survey is designed to gather input from GVR members to support two purposes:

1. **Member survey + trend analysis:** To assess member perspectives, track trends over time, and evaluate progress related to the current 2022–2026 GVR Strategic Plan. Questions were retained from prior member surveys to allow for comparison over time and to measure performance on current goals and initiatives.
2. **Strategic planning:** To inform development of the 2027-2030 GVR Strategic Plan by identifying member priorities, emerging trends, future needs, and perspectives regarding facilities, services, technology, and long-term sustainability.

### Survey process and dates

#### Survey process

1. GVR will provide the current GVR members list (including names and emails). The member list will exclude duplicate listings as well as mobile home park members, retirement home members, LLCs, and Estate ofs.
2. Zelos will identify the sample by randomly selecting GVR members from the full GVR member list and send the survey from Qualtrics (survey software) with an individual link. If the sample includes one or more members with the same member email address, Zelos will email only to the member with the lowest Member ID.
3. We will determine a target sample size sufficient to achieve a 95% confidence level and a margin of error of approximately  $\pm 4\text{-}5\%$ , based on the total population size. Anticipated response rates of between 10-14% will be considered when determining the number of individuals invited to participate.<sup>1</sup>
4. Zelos will provide GVR with a separate survey URL for non-sampled members so that GVR can provide an option for non-sample members to participate.

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<sup>1</sup> As an example, let's say our total population is 5,000; to reach the target confidence level and margin of error, we need at least 357 responses. To get 357 responses with a 10% response rate, we need to invite 3,570 people.



5. Neither Zelos nor GVR will mail or offer paper versions of the survey. If members need help completing the survey electronically, GVR staff will support them at the office.

### Key survey dates

- **May 20<sup>th</sup>**: Board reviews and approves the survey (in meeting)
- **June 14<sup>th</sup>**: Zelos provides the URL to GVR to share with members who are not included in the sample
- **June 15<sup>th</sup>**: Zelos launches the survey via email to the sampled members
- **June 18<sup>th</sup> & 23<sup>rd</sup>**: Zelos sends reminders from the system to the sample
- **June 26<sup>th</sup>**: Zelos closes survey to begin analysis



## Strategic planning survey for members

NOTE to reviewers: All questions are from prior surveys except the ones that begin with [NEW], highlighted in green.

### Introduction

Green Valley Recreation has partnered with Zelos, LLC to conduct this survey to help inform GVR's strategic plan and guide future planning for programs, services, and facilities. Zelos, LLC facilitated GVR's 2021 Strategic Planning project and conducted the 2022 Member Survey.

We anticipate that this survey will take you approximately XX minutes. Your responses will only be reported in aggregate; individual responses will not be attributed to any member.

For technical questions regarding the survey, please contact Elisa Torres at Zelos (elisa.torres@zelosllc.com). For any additional questions, please contact the GVR hotline by emailing [hotline@gvrec.org](mailto:hotline@gvrec.org).

We appreciate your participation and thoughtful feedback!

### Section 1. GVR membership

Note: All survey items in this section are from previous surveys. Do not edit if time trends are important.

1. Enter your GVR member ID. Please enter it carefully; we will validate it and will not be able to use your responses if we cannot validate. Note: Your individual responses will not be associated with your GVR member number. [text response; numeric validation in Qualtrics]
2. How long have you been a GVR member? [select one]
  - Less than 1 year
  - 1-5 years
  - 6-10 years
  - 11-15 years
  - 16-20 years
  - More than 20 years
3. Which of the following best describes your primary role with GVR? [select one]

**Zelos**

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- Member
  - Club member
  - Board/Committee member
4. Which best describes your residency in Green Valley? [select one]
- I live in Green Valley year-round
  - I live in Green Valley part of the year
5. Do you own more than one GVR property [select one]
- Yes
  - No
6. **[NEW]** How did you first learn about GVR? (Please select the primary source.)  
[select one]
- Friends or family
  - Current GVR members
  - Real estate agent or broker
  - Builder, developer, or property listing
  - Online search or AI tools
  - GVR website
  - Social media
  - Newspaper, magazine, or print advertising
  - Travel, retirement, or relocation publication
  - Visited or toured GVR facilities
  - Other (please specify): [text response]
  - I do not remember



## Section 2. GVR mission and vision

**GVR's current mission is:** To provide excellent facilities and services that create opportunities for recreation, social activities, and leisure education to enhance the quality of our members' lives.

7. **[NEW]** A mission is the fundamental reason an organization exists. How well does GVR's current mission communicate that purpose? [select one]
- Not at all well
  - Slightly well
  - Moderately well
  - Very well
  - Extremely well
8. **[NEW; only ask if the mission statement response is "not at all well" or "slightly well"]** You indicated that the current mission is not describing the fundamental reason that GVR exists. What would you change? [text response]

**GVR's current vision is:** To be a friendly, vibrant community of choice for adults desiring lifelong opportunities for physical, mental, and social engagement.

9. **[NEW]** How well does GVR's current vision reflect the future desired by the community? [select one]
- Not at all well
  - Slightly well
  - Moderately well
  - Very well
  - Extremely well
10. **[NEW; only ask if the vision statement is "not at all well" or "slightly well"]** You indicated that the current vision does not reflect the future desired by the GVR community. What would you change? [text response]



### Section 3. Member participation and experience

Note: All survey items in this section are from previous surveys unless otherwise noted. Do not edit if time trends are important.

#### 3.1. Programs and activities

11. In the past 3 years, have you participated in any activity at GVR (used the facilities or pools, attended a class or an event, or participated in a club)? [select one]

- Yes
- No [If No is selected, skip the next question]

12. Thinking about the most recent times you've participated in the following activities, rate your **overall experience** with each activity. [matrix; 1 to 5 rating scale, Very poor to Excellent with 'I don't remember' and 'I don't know' options]

- a. Aquatics
- b. Arts & crafts classes
- c. Clubs: Arts & crafts
- d. Clubs: Cards & games
- e. Clubs: Dance
- f. Clubs: Social
- g. Clubs: Special interest
- h. Clubs: Sports
- i. Dances
- j. Fitness center
- k. GVR events and entertainment
- l. Lectures
- m. Movies
- n. Other classes
- o. Personal training
- p. Racket sports
- q. Sports & fitness classes
- r. Trips & tours

13. Overall, how satisfied are you with the **services and programs** offered at GVR? [select one]

- Extremely dissatisfied
- Somewhat dissatisfied



- Neither dissatisfied nor satisfied
- Somewhat satisfied
- Extremely satisfied
- I don't know.

14. [NEW] Have you contributed to the GVR Member Assistance Program (MAP) in the past five (5) years? [select one]

- Yes [If Yes is selected, skip Q15]
- No [If No is selected, ask Q15]

15. [NEW] What is the primary reason you have not contributed to the GVR Member Assistance Program (MAP)? Please select the **primary** reason: [select one]

- I was not aware of the program.
- I do not have the financial ability to contribute.
- I support other charitable or philanthropic causes.
- I am not familiar enough with how the program works.
- I do not believe this type of assistance should be funded by members.
- I have not been asked or reminded to contribute.
- Other (please specify): [text response]
- I prefer not to answer.

### 3.2. GVR organization effectiveness

16. Please indicate how effective you think GVR is at doing each of the following items. [matrix; 1 to 5 effectiveness scale, Not effective to Extremely effective with 'I don't know' option; replicate randomization selections from 2022 survey]

- a. Provides opportunities for members to maintain and improve their physical health
- b. Provides recreational opportunities
- c. Provides opportunities for members to make social connections
- d. Provides activities that address members' emotional well-being
- e. Provides activities that stimulate members' minds
- f. Creates an enjoyable environment in which to live
- g. Responds to member needs
- h. Maintains open lines of communication with members
- i. Makes timely and important decisions
- j. Demonstrates courteous, professional, and businesslike behavior



- k. Provides recreational/social opportunities to members who may have difficulty with mobility, health, or other issues that present challenges

17. Please rate your agreement with each of the following statements. [matrix; 1 to 5 agreement scale, Strongly disagree to Strongly agree with 'I don't know' option; replicate randomization selections from 2022 survey]

- a. GVR makes it possible for me to participate in a variety of social opportunities.
- b. Communication and information from GVR staff are trustworthy.
- c. I can attend Board and Board committee meetings in the way that I want to attend.

18. Overall, how satisfied are you with your experience(s) with **GVR staff**? [select one]

- Extremely dissatisfied
- Somewhat dissatisfied
- Neither dissatisfied nor satisfied
- Somewhat satisfied
- Extremely satisfied
- I don't know.

### 3.3. GVR facilities

19. Please rate your agreement with each of the following statements. [matrix; 1 to 5 agreement scale, Strongly disagree to Strongly agree with 'I don't know' option; replicate randomization selections from 2022 survey]

- a. GVR provides excellent facilities.
- b. GVR provides clean facilities.
- c. GVR spaces are well-equipped for the activities being offered in them.

### 3.4. GVR Board

20. Please rate your confidence in the GVR Board's ability to... [matrix; 1 to 5 confidence scale, Not confident at all to Extremely confident; replicate randomization selections from 2022 survey]

- a. Advance the best interests of GVR and the general membership.
- b. Make important decisions in a timely manner.
- c. Plan ahead by identifying changing senior recreation trends and anticipating challenges.



- d. Work collaboratively in a professional and productive manner.
- e. Communication and information from the GVR Board is trustworthy.

### 3.5. GVR outcomes

21. Please rate your agreement with the following statements: [matrix; 1 to 5 agreement scale, Strongly disagree to Strongly agree with 'I don't know' option; replicate randomization selections from 2022 survey]

- a. GVR recreational opportunities enhance my quality of life.
- b. GVR social opportunities enhance my quality of life.
- c. GVR leisure education opportunities enhance my quality of life.

### 3.6. GVR value

22. "Value for money" could be viewed in terms of cost, quality, or a combination of both. Which one of the following best describes how you see "value for money"? [select one]

- Cost is the most significant factor
- Cost is more significant than quality
- Cost and quality are equally significant
- Quality is more significant than cost
- Quality is the most significant factor

23. How would you rate the value for money of GVR? [select one]

- Very poor
- Poor
- Average
- Good
- Excellent

## Section 4. Future needs, demands, and trends

Note: All survey items in this section are from previous surveys unless otherwise noted. Do not edit if time trends are important.

24. Please indicate your agreement with each of the following endings to this sentence: **I would like to see more...** [matrix; 1 to 5 agreement scale, Strongly disagree to Strongly agree with 'I don't know' option; replicate randomization selections from 2022 survey]



- a. Communication from GVR
  - b. Facilities
  - c. Greater accessibility for people with limited mobility
  - d. GVR Events
  - e. Leisure education opportunities
  - f. Meeting rooms
  - g. Options for communicating with GVR
  - h. Options for low-income members
  - i. Partnerships that will allow for expanded services
  - j. Recreation opportunities
  - k. Social opportunities
  - l. Volunteer opportunities for members
25. **[UPDATED BASED ON CURRENT STATE]** Below are several trends or changes that may affect GVR over the next several years. What 2 or 3 trends or changes concern you most in terms of their impact on GVR’s facilities, services and its long-term sustainability? (Select up to 3) [multi-select]
- Members are aging in place and may need different services or facilities.
  - More members are working remotely or spending more time at home.
  - Demand for social, wellness, and health-related services is increasing.
  - Rising costs due to inflation and broader economic conditions.
  - Water availability and water quality concerns are increasing.
  - Increasing temperatures and extreme weather conditions.
  - Aging facilities and the cost of repairs or replacement.
  - Changes in the affordability of living in the community.
  - Changes in the age mix and demographics of members.
  - Other (please specify): [text response]
  - None of the above
26. **[NEW]** Thinking about what might be changing in the environment over the next 2-3 years, what changes would you like to see GVR make? [Text response]
27. **[NEW]** When considering GVR’s future investments, which of the following should be the highest priorities? (Select up to 3) [multi-select]
- Maintaining existing facilities
  - Modernizing aging facilities
  - Expanding or enhancing programs and services
  - Improving accessibility of facilities and programs



- Enhancing technology and online services
  - Conserving water and energy resources
  - Limiting increases in member dues as much as possible
28. [NEW] Please rank the priorities you selected in the prior question with 1 being the highest priority. [rank based on prior choice options selected]
29. [NEW] Which statement best reflects your perspective regarding GVR dues and facilities? [select one]
- I prefer keeping dues as low as possible, even if that means some facilities are updated more slowly.
  - I support moderate dues increases if needed to maintain current facilities and services.
  - I support dues increases to improve and modernize facilities over time.
  - I am unsure or need more information.
30. [NEW] Which technology or online service improvements would be most valuable to you? (Select up to 3.) [multi-select]
- Easier online registration for classes and activities
  - Improved website navigation and usability
  - Better access to information about facilities, programs, and events
  - Online reservations or booking options
  - Improved digital communication and updates from GVR
  - Mobile-friendly online services
  - Virtual or hybrid classes and programs
  - Online payment options
  - Expanded technical support or assistance for members
  - None of the above
  - Other (please specify): [text response]
31. [NEW] How important is it to you for GVR to maintain all 13 pools it currently operates? [select one]
- Not at all important
  - Slightly important
  - Moderately important
  - Very important
  - Extremely important



- I do not use these amenities.

32. [NEW] Please rate your agreement with each of the following statements. [matrix; 1 to 5 agreement scale, Strongly disagree to Strongly agree with 'I don't know' option]

- I believe GVR should close some of its pools to control member dues.
- I support dues increases to maintain the current number of pools.
- I think GVR should have more pools.

### Section 5. Strengths and opportunities for the future

33. [NEW] What would you say GVR does extremely well? Please be specific. [text response]

34. [NEW] What would you say are GVR's opportunities for improvement? Please be specific. [text response]

### Closing message

Thank you for providing your input! It will help us understand what our strengths, weaknesses, opportunities, and challenges are and will help guide our future planning. If you have additional input to share with us, send an email to [hotline@gvrec.org](mailto:hotline@gvrec.org). Staff will be happy to receive and review any additional input you have.