Membership Survey Report

Private Club Logo

Sample Country Club

"to make the right decisions you need to ask the right questions and get the right information"

Ferreira Company
Club Consultants

Consultants to private clubs: helping clubs succeed!!

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If you expressed dissatisfaction in any previous area of the survey, please elaborate. Moreover, if the survey has not touched on a topic that is important to you, please list any additional comments and suggestions that would enhance your experience at the Club.

Appendix D (Under separate cover)
Crosstabulation Tables: (Full membership category, gender, length of membership, number of dependent children, vacation or second home ownership, age, frequently used Club areas, and average monthly statement).

EXECUTIVE SUMMARY

Sample Country Club Membership Survey

Overview

An online questionnaire was made available to Club members and spouses in April. A total of 1,012 surveys (out of 1,801 possible respondents) were completed for an overall response rate of 56% *(in the previous survey of five years, the response rate was 56% with 948 replies out of 1,686)*. The response rate was higher among all members at 70% (673 out of 956) *(74% in the previous survey; 664 out of 892)* and lower among spouses (38%, 319 out of 845) *(29% in the previous survey; 232 out of 794)*. There were high response rates among Full members at 81% (547 out of 675) *(79% in the previous survey)*, Junior members at 78% (72 out of 92) *(80%)*, and Senior members at 67% (20 out of 30) *(87%)*. There was a lower response rate among Clubhouse members at 15% (10 out of 65), Non-Resident members at 20% (10 out of 51), and Associates at 28% (12 out of 43). The percentage of respondents completing the survey online was 98% (994), while 2% completed a mailed survey (18).

General

Approximately 98% of the respondents indicated they strongly or somewhat agreed the Club's mission statement was appropriate. Almost 96% of the respondents agreed they were pleased with the Club, while 85% of the respondents also agreed the Club was a good value for what they paid in dues. These two scores significantly surpassed the average scores achieved by comparable country clubs that the Ferreira Company has completed membership surveys for over the last decade.

Almost 69% of the respondents indicated the Club should seek to maintain current amenities/services consistent with having modest increases in dues, but limited or no assessment; while 27% indicated the Club should improve, add, and/or enlarge its amenities/services/infrastructure to meet or exceed the members' needs, recognizing that this will likely require a dues increase or an assessment.

Overall Club Areas and Activities

Many respondents indicated golf, adult dining/socializing, fitness, family/children activities, hosting a private party/meeting/wedding, casual family dining/socializing, Club special events/social functions, and aquatics were very important or important Club areas and activities. A small number of respondents indicated tennis as important.

Most respondents were very satisfied overall with the different Club areas and activities. Some of these satisfaction scores surpassed the average scores achieved by other comparable country clubs that the Ferreira Company has completed membership surveys for over the last decade. Fewer respondents were satisfied with the casual family dining/socializing area.

Satisfaction – Club Operations

Most respondents were very satisfied or satisfied with the different Club operational areas, including the clubhouse, dining, golf, fitness, tennis, and aquatics. Many of these satisfaction scores surpassed the average scores achieved by the group of comparable country clubs.

Satisfaction – Facilities

Most respondents were satisfied with the different facilities in the Club including the general clubhouse areas, dining, golf, fitness, tennis, aquatics, and locker rooms. Many of the facility scores surpassed the averages at the other comparable country clubs, while some were similar.

Some respondents were ***less*** satisfied with:

- Condition and maintenance of the golf bunkers
- Appearance and size of the women's locker room
- Driving range
- Size and appearance of the pool locker room
- Appearance and size of the golf pro shop

Club Issues

Some respondents agreed they would prefer to receive the Club's newsletter as an attachment to an email and not mailed to save printing and postage costs; the Club should have more designated areas for members to use cell phones, iPods, PDAs, computer laptops, and other electronic devices; they were willing to pay more in dues to maintain the membership at its current number of members; and it is important that the Club try to be as environmentally conscious ("green") as possible, even if it increases operating costs and membership dues.

Capital Projects

The capital project preferred most by members were:

- renovate and improve the golf course bunkers
- renovate the Dining Room and the Bar area to create room for an outside dining area
- renovate and expand the women’s locker room.

Financing Preferences for Capital Projects

The most preferred method of financing capital projects was a one-time assessment. Some respondents also preferred a combination of a moderate assessment, moderate monthly dues increase, and/or a small increase in the number of members. Respondents indicated they were willing to pay an average maximum one-time assessment of $3,000 to $3,746. Respondents also indicated an average monthly capital or regular dues increase of $50 to $65 that they were willing to pay.

INTRODUCTION

The private club industry has seen a change in consumer attitude over the past ten to fifteen years, a change similar to that experienced by other industries. Consumers are more price-conscious and more educated and therefore base purchase decisions on their economic merit. Club membership decisions are no longer made solely because it's "a family tradition" or "the thing to do." Clubs must provide a specific value in terms of both economics and quality of life in order to gain and retain members. A club must periodically re-evaluate what its perceived specific value is in order to determine what adjustments may be needed in terms of services and benefits provided. This research focused on what those adjustments should be for the Sample Country Club and on members' preferences for changes in the Club.

BACKGROUND

Sample Country Club would like to make some changes in its current operations, services, and facilities based on what the majority of the members are willing to support. Moreover, it is concerned about its current members' levels of satisfaction and what changes they prefer.

A survey was developed for use as a market research tool. It forms the main building block for devising and implementing a plan of action. Its results also serve as a tool to use in making key decisions on the future direction of Sample Country Club.

RESEARCH METHODOLOGY

The chosen method for data collection was a survey instrument. This seven page survey was made available to members of Sample Country Club to complete online in April. Surveys and return envelopes were sent to members who requested a printed copy.

A sample of the survey instrument can be found in Appendix A. The survey was comprised mainly of closed-ended questions with measured levels of response. There was, in addition to the closed-ended questions, two open-ended questions. The responses to these questions are listed in Appendices B and C.

RESEARCH OBJECTIVES

The objectives of the research were as follows:

1. Establish a demographic profile of respondents to the survey.

2. Examine the importance of different Club areas and activities.

3. Explore member satisfaction with the Club areas, operations, and facilities.

4. Determine member agreement with different Club issues.

5. Examine the preferences of members for select capital projects.

6. Explore the preferences of members for financing select capital projects.

7. Investigate how the Full membership category, gender, length of membership, number of dependent children, vacation or second home ownership, age, frequently used Club areas, and average monthly statement affect how respondents answered the questions.

8. Offer a line of communication between the members and the Club's Board and management.

DATA ANALYSIS

Most of the survey questions required a Likert Scale response, with possible answers on a four-point scale. The scale was used for questions that required the respondents to rate their agreement with statements about the Club, the importance of various activities/areas, satisfaction with specific aspects of the Club, and preferences. Member demographic and other questions ranged from two-point to twelve-point scales and fill-in answers. Wherever possible, the number of acceptable responses was limited in order for the data to be meaningful.

Three statistical software packages were used to analyze the data: Survey Pro, Microtab, and SPSS/PC+. Frequency tables were developed for all of the questions. Questions not answered by a respondent were coded as a missing value. Missing values were taken into account when working with frequency tables and calculating percentages.

Crosstabulations were used for further analysis. Specific demographic factors were cross-tabulated against each response to determine what effect those demographic factors may have had, if any, on the responses to the questions. For example, a member's age may have an affect on the perceived importance of an activity at the Club or on the satisfaction level of a specific activity, service, or facilities. Chi-square, T-tests, and one-way ANOVAS showed the effect of this and other demographic characteristics on the responses.

Questions that had a significant difference in answers, based on a demographic characteristic, are reported at the end of each section in the following survey report. To see the differences in answers for each question by all of the demographic variables, refer to the separate Appendix D.

LIMITATIONS

The results of this study can be applied only to Sample Country Club. Results will vary from club to club and from one time period to another at Sample Country Club. The results are opinions of members only during the months of April and May of this year.

RESULTS

An online questionnaire was made available to Club members and spouses in April. A total of 1,012 surveys (out of 1,801 possible respondents) were completed for an overall response rate of 56% *(in the previous survey of five years, the response rate was 56% with 948 replies out of 1,686).* The response rate was higher among all members at 70% (673 out of 956) *(74% in the previous survey; 664 out of 892)* and lower among spouses (38%, 319 out of 845) *(29% in the previous survey; 232 out of 794)*. There were high response rates among Full members at 81% (547 out of 675) *(79% in the previous survey)*, Junior members at 78% (72 out of 92) *(80%)*, and Senior members at 67% (20 out of 30) *(87%)*. There was a lower response rate among Clubhouse members at 15% (10 out of 65), Non-Resident members at 20% (10 out of 51), and Associates at 28% (12 out of 43).

The results of this study had a sampling variance error of 2.23% at a 95% confidence level. All research samples have a variance, or error, when responses are not received from the entire population, or, in this case, the 1,801 Sample Country Club members and spouses. Typically, a response from a sample will vary from the population within a range of a few percentage points. Generally speaking, a sample size of 204 produces a statistical number that is within 7% of the population's (the entire membership's) true answer, 95 times out of 100 (95% confidence level with a 5% chance of error). As the sample size increases, this range decreases:

Sample Size	***Sampling Variance***
50	50%
75	25%
100	10%
123	9%
156	8%
204	7%
277	6%
396	5%
575	4%
800	3%
1,012	***2.23%***
1,075	2%
1.400	1%

The sampling variance error of 2.23% at a 95% confidence level for this study means that if a question had a sample mean response of 3.50 out of a scaled question of 1 to 4, we would expect the population mean (the average response for the entire membership) to be between 3.41 and 3.59 (4 x .223 = .089, 3.50 ± .09) 95 out of 100 times. If we had received 1,400 responses, an overall 78% response rate, the expected range of a response having a mean of 3.50 would be between 3.46 and 3.54 (4 x .01 = .04) for the entire membership with a 5% chance of error. This would have a slightly narrower range of scores, but the same interpretations of the results would be made. Another interpretation of the results is if a question had 75% of the respondents agreeing to an item, we would expect the agreement level of the entire population (membership) to be between 72.77% and 77.23% (75% ± 2.23%) at a 95% confidence level.

DEMOGRAPHIC COMPARISON OF ACTUAL MEMBERS TO SURVEY RESPONDENTS

As indicated in the table below, the age and length of membership for the respondents were similar to the demographics of the general membership.

AGE	***Actual Percent***	***Survey Respondents %***
Under 40	13%	12%
40 to 49	26%	25%
50 to 59	27%	27%
60 to 69	20%	21%
70 and Over	14%	15%
Total	***100%***	***100%***

LENGTH	***Actual Percent***	***Survey Respondents %***
Four years or less	22%	24%
5 to 10 years	22%	22%
11 to 19 years	25%	25%
20 to 29 years	17%	18%
30 or more years	14%	11%
Total	***100%***	***100%***

INTERPRETATION OF GRAPHS AND INFORMATION

In the following pages many of the questions are displayed in graphs that depict the average (mean or median) response for that specific question. The graph often has a number of questions grouped together so that you may see the relationship or strength of that question to its group. The specific percentage of respondents that answered that they agreed, were satisfied, or preferred an item is displayed in the table below the graphs.

To interpret a graph of questions using a four point scale (agreement, satisfaction, and preference questions), a mean score of 2.5 indicates that approximately half of the membership agrees, is satisfied, or prefers that item or question. As the mean score increases, a larger number of members agreed, were satisfied, or preferred that item or question. The approximate percentage for a mean score of 2.75 is 66% of the respondents and for a mean score of 3.00 it is 75% of the respondents.

Many of the questions in this year's survey were similar to questions in the survey administered five years ago. In this report, if there was a significant difference between the results in this year's survey with the answers of those same questions five years ago, it was indicated within parenthesis and italicized at the end of the paragraph describing the results for each group of questions.

Some of the questions developed for the Club are similar to questions asked of members at other private clubs. The Ferreira Company has completed surveys for hundreds of private clubs across North America. Where appropriate, the average mean, median, or percentage statistic for a group of comparable clubs is reported to allow the Club to compare its statistic to the average for those comparable clubs. This comparison is italicized and in brackets next to or below the Club's reported statistic in this report and is not meant to show statistical differences, but to indicate potential strengths or weaknesses within the Club.

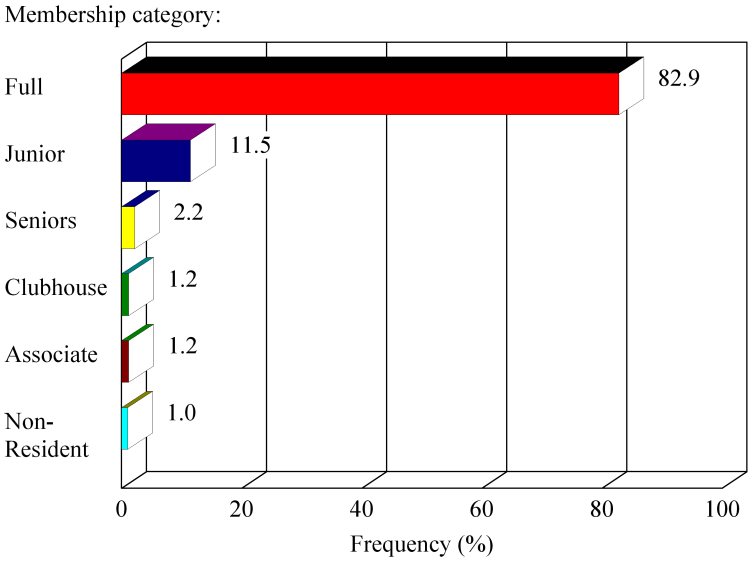
CONTROL GROUP
(Validity and Reliability)

A stratified random sample control group of 270 members was selected (based on their demographics: age, length of membership, and membership category) that was representative of the 1,801 members. This group was called by telephone, emailed, and/or mailed additional reminders to complete the survey. Responses were received from 246 control group members (91% response rate). The results of the control group were similar (statistically significant) to the actual demographics of the overall membership and to the demographics and answers of the respondents to the Club's survey. Therefore, the results of the 1,012 respondents are considered to be both valid and reliable for the Club.

Classification of Survey Respondents

Membership Category

(Question 92)



Membership category:		
Full	82.9%	822
Junior	11.5%	114
Seniors	2.2%	22
Clubhouse	1.2%	12
Associate	1.2%	12
Non-Resident	1.0%	10
Totals	100.0%	992
Replies		992
Forms		1012

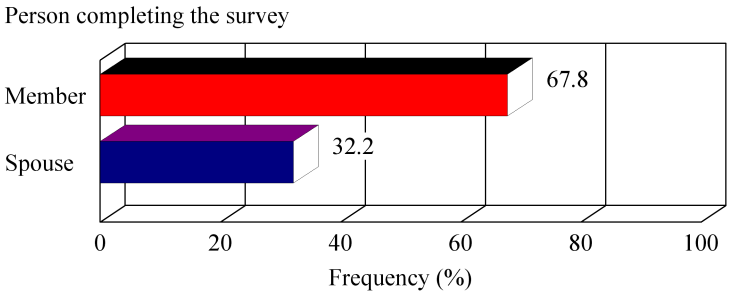
Almost 83% of the respondents indicated their membership category was Full while 12% were Junior *(86% and 8% in the previous survey of five years ago).*

Almost 68% of the respondents indicated being the member *(74% in the previous survey of five years ago).*

[Members typically represent 65% of the respondents at comparable country clubs that the Ferreira Company has completed membership surveys for over the last decade.]

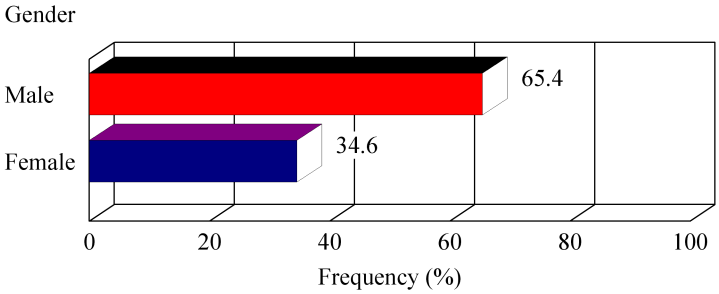
Person Completing the Survey

(Question 93)



Person completing the survey		
Member	67.8%	673
Spouse	32.2%	319
Totals	100.0%	992
Replies		992
Forms		1012

Gender
(Question 94)



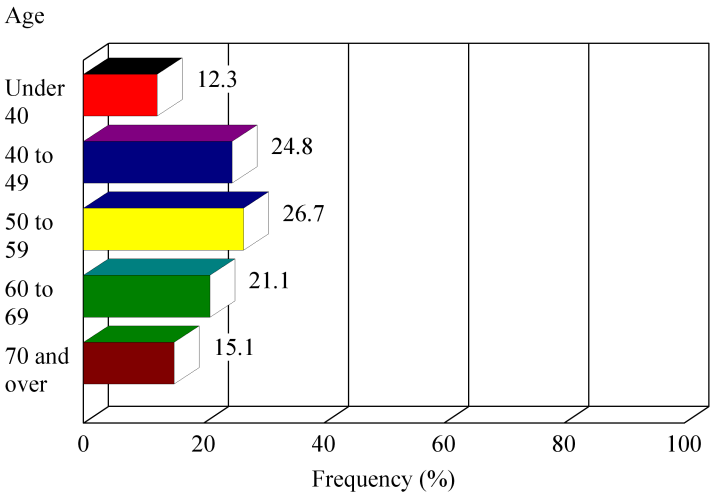
Gender		
Male	65.4%	649
Female	34.6%	343
Totals	100.0%	992
Replies		992
Forms		1012

Approximately 65% of the respondents indicated being male *(71% in the previous survey).*

The average age of respondents was 50-59 years old *(same in the previous survey).* Approximately 37% of the respondents indicated being under 50 years old, while 36% indicated being 60 years of age or older.

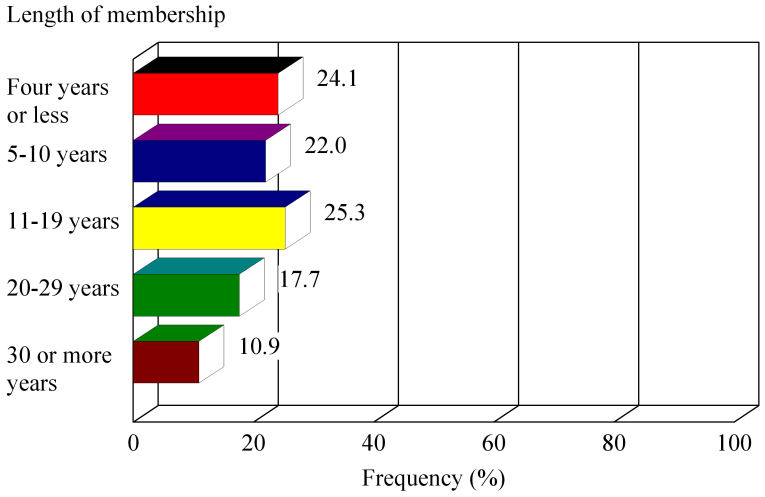
[Males typically represent 60% of the respondents at comparable country clubs that the Ferreira Company has completed membership surveys for over the last decade. The average age range is similar to the average range (50-59) at those comparable country clubs.]

Age
(Question 95)



Age		
Under 40	12.3%	122
40 to 49	24.8%	246
50 to 59	26.7%	265
60 to 69	21.1%	209
70 and over	15.1%	150
Totals	100.0%	992
Replies		992
Forms		1012
Median		2.98

Length of Membership
(Question 96)

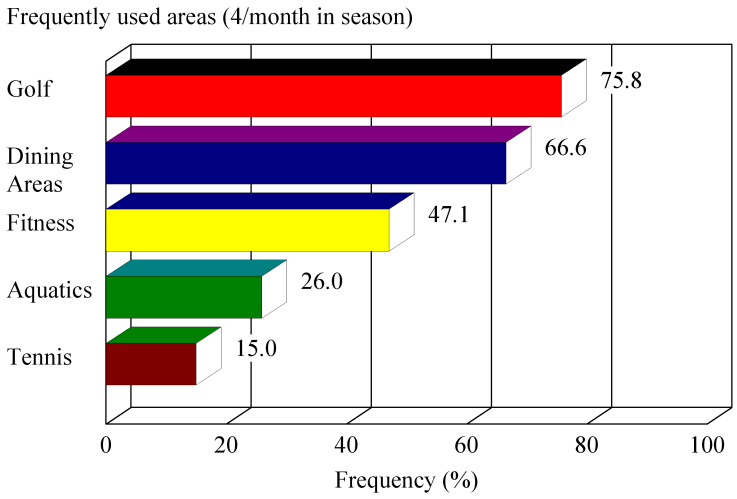


The average length of membership was 11-19 years *(5-10 years in the previous survey).* Approximately 46% of the respondents indicated being members for 10 years or less, while 29% indicated being members for 20 years or more.

[The average membership length at comparable country clubs is 11-19 years.]

Length of membership		
Four years or less	24.1%	236
5-10 years	22.0%	216
11-19 years	25.3%	248
20-29 years	17.7%	173
30 or more years	10.9%	107
Totals	100.0%	980
Replies		980
Forms		1012
Median		2.65

Frequently Used Club Areas in Season
(Question 97)



* Note: Multiple answers can total over 100%.

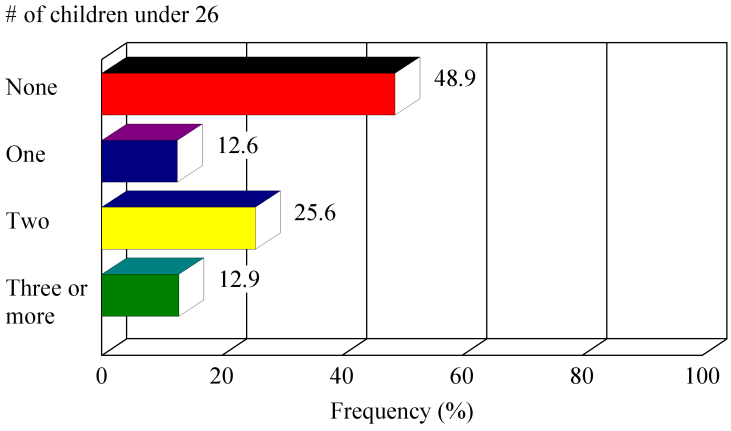
The three most frequently indicated Club areas that respondents used were the golf course (76%), dining areas (67%), and fitness (47%) *(similar in the previous survey).*

Frequently used areas (4/month in season)		
Golf	75.8%	698
Dining Areas	66.6%	613
Fitness	47.1%	434
Aquatics	26.0%	239
Tennis	15.0%	138
Totals	*	*
Replies		921
Forms		1012

* Note: Multiple answers can total over 100%.

Number of Children Under the Age of 26 Living at Home

(Question 98)



# of children under 26		
None	48.9%	485
One	12.6%	125
Two	25.6%	254
Three or more	12.9%	128
Totals	100.0%	992
Replies		992
Forms		1012
Median		1.59

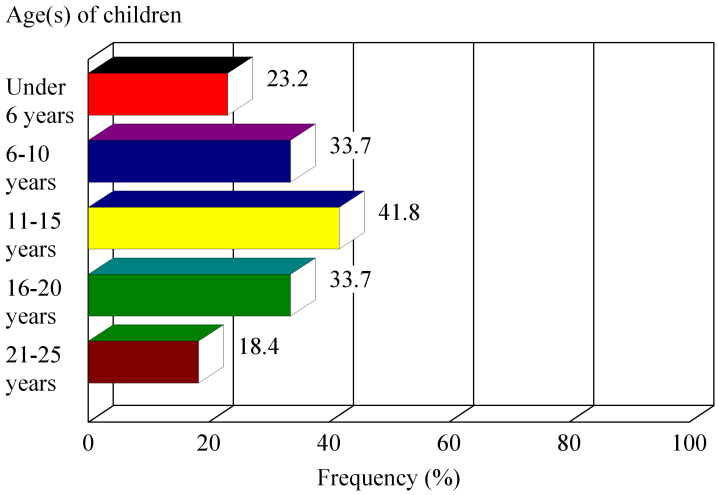
Fifty-one percent (51%) of the respondents indicated having one or more children under the age of 26 living at home *(44% in the previous survey).*

The age(s) of these children reported by respondents were: 11-15 years old (42%), 6-10 years old (34%), 16-20 years old (34%), under 6 years old (23%), and 21-25 years old (18%) *(similar in the previous survey).*

[The average percentage of respondents having a dependent child living at home at comparable country clubs is 40%.]

Age(s) of Children

(Question 99)



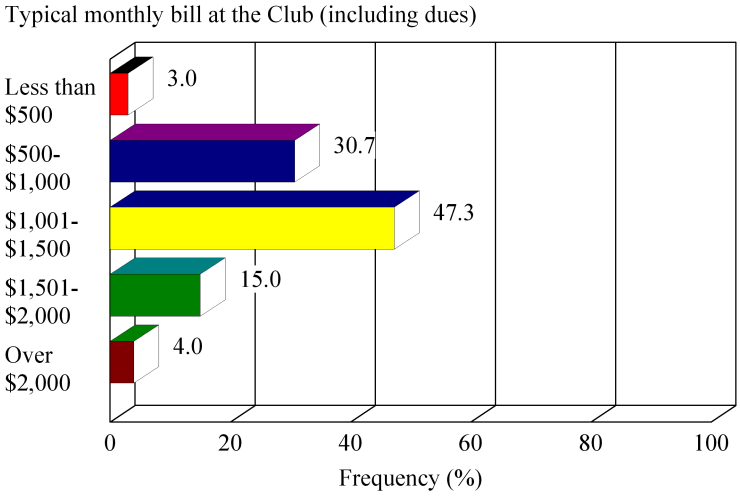
Age(s) of children		
Under 6 years	23.2%	120
6-10 years	33.7%	174
11-15 years	41.8%	216
16-20 years	33.7%	174
21-25 years	18.4%	95
Totals	*	*
Replies		517
Forms		1012

* Note: Multiple answers can total over 100%.

* Note: Multiple answers can total over 100%.

Typical Monthly Statement (including dues)

(Question 100)



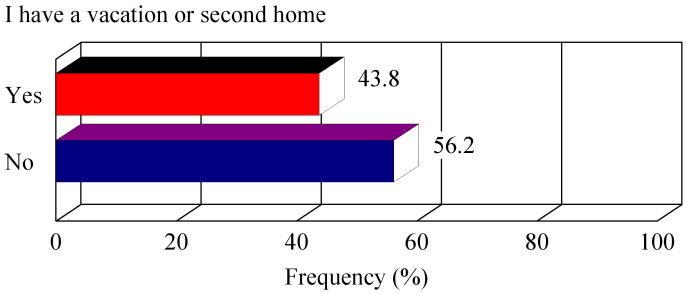
Typical monthly bill at the Club (including dues)		
Less than $500	3.0%	29
$500-$1,000	30.7%	295
$1,001-$1,500	47.3%	454
$1,501-$2,000	15.0%	144
Over $2,000	4.0%	38
Totals	100.0%	960
Replies		960
Forms		1012
Median		2.84

The median typical monthly bill at the Club was $1,001-$1,500. Almost 34% of the respondents spend $1,000 or less on average at the Club per month while 19% typically spend over $1,500 per month at the Club.

Almost 44% of the respondents indicated they own a vacation or second home.

Vacation or Second Home Ownership

(Question 101)

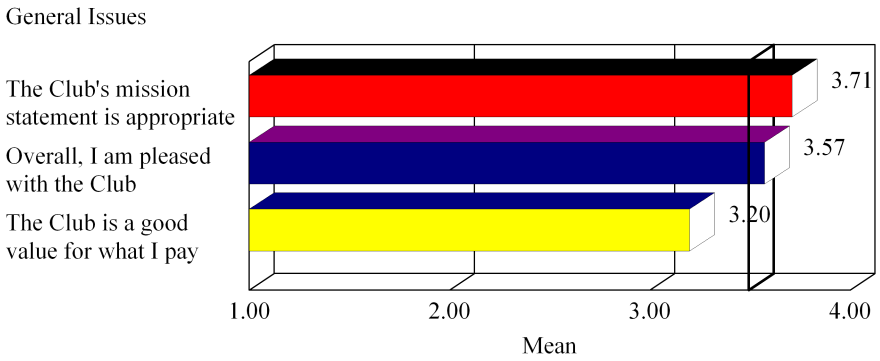


I have a vacation or second home		
Yes	43.8%	425
No	56.2%	546
Totals	100.0%	971
Replies		971
Forms		1012

General Issues

General Questions

(Questions 1-3)



Approximately 98% of the respondents indicated they strongly or somewhat agreed the Club's mission statement was appropriate (mean=3.71, maximum possible score was 4.00).

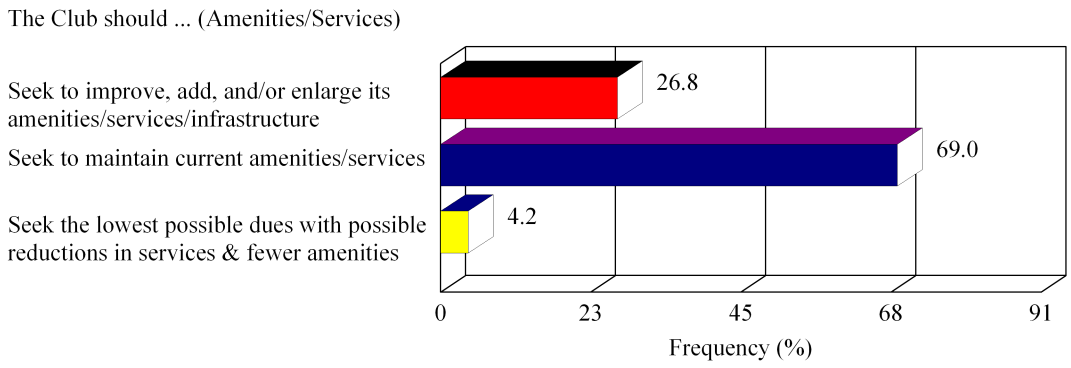
Almost 96% of the respondents agreed they were pleased with the Club (mean=3.57), while 85% of the respondents agreed the Club was a good value for what they paid in dues and fees (mean=3.20) *(3.41 and 3.01 in the previous survey).*

[These two scores significantly surpassed the average scores achieved by comparable country clubs that the Ferreira Company has completed membership surveys for over the last decade (3.25 and 3.00).]

	General Issues					
	The Club's mission statement is appropriate		Overall, I am pleased with the Club		The Club is a good value for what I pay	
Frequencies: Strongly Agree	72.9%	723	63.1%	637	36.0%	359
Somewhat Agree	25.3%	251	32.8%	331	49.2%	491
Somewhat Disagree	1.8%	18	2.6%	26	13.6%	136
Strongly Disagree	0.0%	0	1.6%	16	1.2%	12
Totals	100.0%	992	100.0%	1010	100.0%	998
Replies		992		1010		998
Forms		1012		1012		1012
Mean		3.71		3.57		3.20
Std Dev		0.49		0.63		0.71
Mean Error*		±0.03		±0.04		±0.04

* Note: Mean error covers 95% of distribution.

Amenities and Services
(Question 4)



Almost 27% indicated the Club should improve, add, and/or enlarge its amenities/services/infrastructure to meet or exceed the members' needs, recognizing that this will likely require a dues increase or an assessment; while 69% of the respondents indicated the Club should seek to maintain current amenities/services consistent with having modest increases in dues, but limited or no assessment; and 4% indicated the Club should seek the lowest possible dues structure and no assessments, even if it results in reductions in services and fewer amenities.

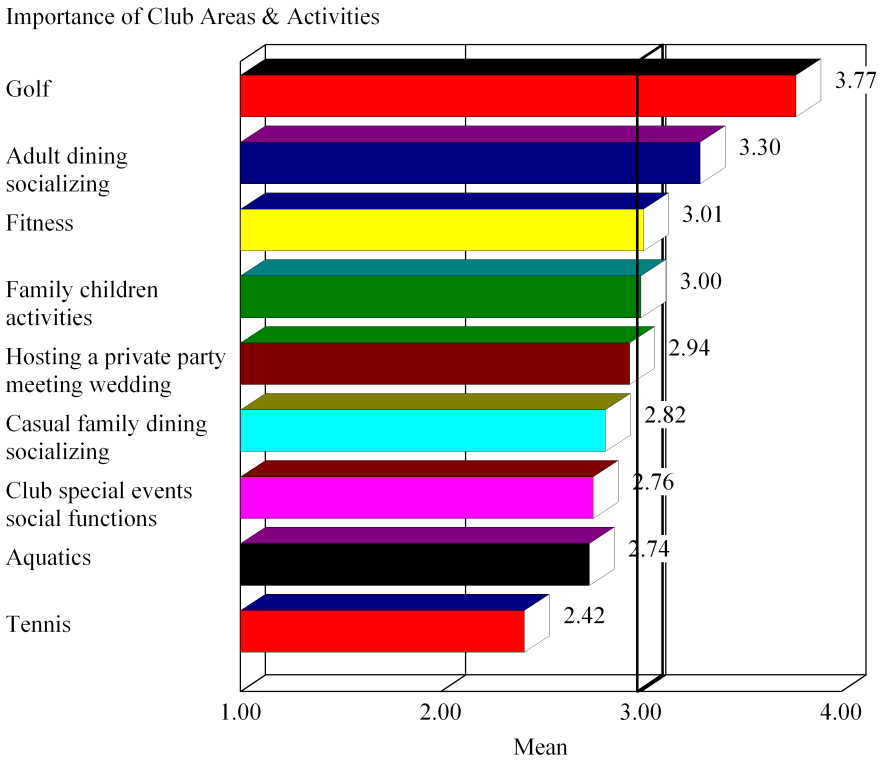
[The percentages for this question were different to the average percentages at comparable country clubs that the Ferreira Company has completed membership surveys for over the last decade (40%, 55%, and 5%).]

The Club should ... (Amenities/Services)		
Seek to **improve**, add, and/or enlarge its amenities/services/infrastructure to meet or exceed the members needs, recognizing that this will likely require a dues increase or an assessment	26.8%	267
Seek to **maintain** current amenities/services consistent with having modest increases in dues, but limited or no assessments	69.0%	689
Seek the **lowest** possible dues structure and no assessments, even if it results in reductions in services and fewer amenities	4.2%	42
Totals	100.0%	998
Replies		998
Forms		1012

CROSSTABULATION:
Frequent tennis users (35%) indicated slightly more often that the Club should seek to improve, add, and/or enlarge its amenities/services/infrastructure to meet or exceed the members needs, recognizing that this will likely require a dues increase or an assessment compared to those who's monthly statements are typically $1,000 or less (18%). Refer to Crosstabulation Appendix D, Question 4.

Importance of Club Areas and Activities

(Questions 5-13)



Most respondents indicated golf (mean=3.77, 96%) and adult dining/socializing (3.30, 90%) as very important or important areas and activities. Some respondents also indicated the following as important areas and activities: fitness (3.01, 78%), family/children activities (3.00, 73%), hosting a private party/meeting/wedding (2.94, 76%), casual family dining/socializing (2.82, 71%), Club special events/social functions (2.76, 66%), and aquatics (2.74, 64%). A smaller number of respondents indicated tennis (2.42, 43%) was important. *(Most scores were similar to those in the previous survey, except hosting a private party/meeting/wedding (2.63) was lower, while fitness and casual family dining/socializing were not asked in the previous survey.)*

[The importance levels of these areas were similar to the levels at other comparable country clubs, except hosting a private party/meeting/wedding was more important at Lakeside than at the other comparable clubs (2.65).]

CROSSTABULATION:

Members who indicated they frequently use that specific club area or activity indicated that specific area was more important to them than the general membership. Members with children, members under 50, members for five years or less, frequent tennis users, and frequent aquatic users indicated more often that the following areas were important to them compared to members with no children and those 60 years of age and older: fitness (means=3.20, 3.21, 3.54, and 3.35 vs. 2.80 and 2.74), tennis (2.84, 2.91, 3.84, and 2.86 vs. 1.93 and 1.89), aquatics (3.04, 3.19, 3.34, and 3.49 vs. 2.39, and 2.48), casual family dining/socializing (3.11, 3.16, 3.37, and 3.33 vs. 2.50 and 2.51), and family children activities (3.22, 3.42, 3.51, and 3.64 vs. 2.75 and 2.83). Members for more than 10 years (3.11) and those between the ages of 50 and 59 (3.14) indicated that hosting a private party/meeting/wedding was more important compared to members for 10 years or less (2.75) and those under 50 (2.66). Refer to Crosstabulation Appendix D, Questions 6, 7, 8, 10, 12, & 13.

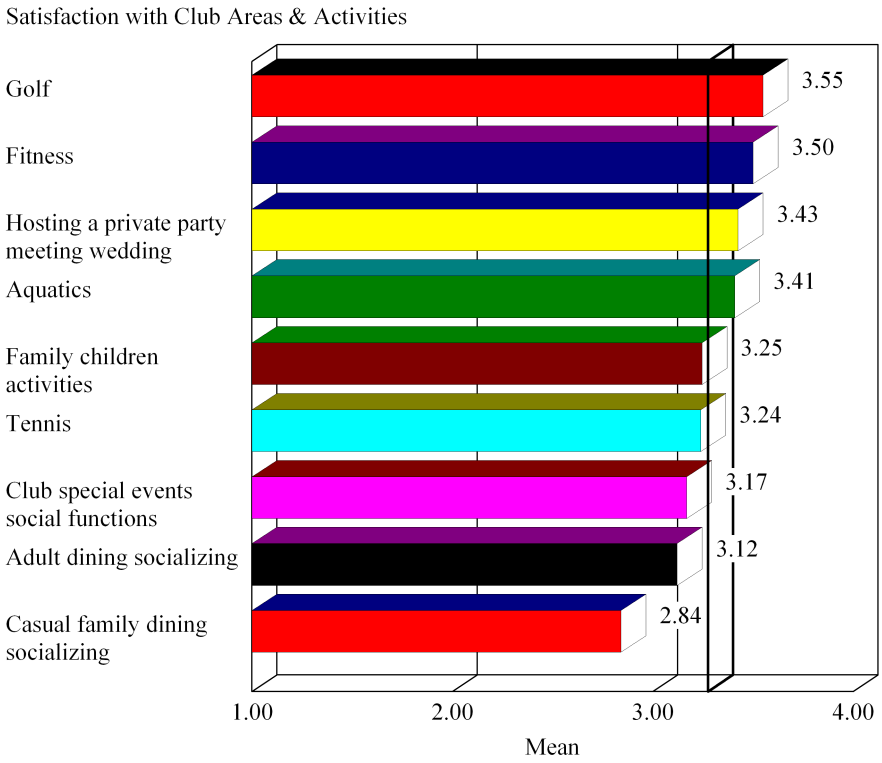
	Importance of Club Areas & Activities											
	Golf		Fitness		Tennis		Aquatics		Adult dining socializing		Casual family dining socializing	
Frequencies: Very Important	82.3%	815	31.0%	303	20.6%	185	23.0%	215	40.6%	407	20.4%	199
Important	13.2%	131	46.5%	455	22.0%	197	41.3%	387	49.6%	497	50.9%	497
Unimportant	4.0%	40	15.3%	150	35.9%	322	22.6%	212	8.6%	86	19.3%	188
Very Unimportant	0.4%	4	7.2%	70	21.4%	192	13.0%	122	1.2%	12	9.4%	92
Totals	100.0%	990	100.0%	978	100.0%	896	100.0%	936	100.0%	1002	100.0%	976
Replies		990		978		896		936		1002		976
Forms		1012		1012		1012		1012		1012		1012
Mean		3.77		3.01		2.42		2.74		3.30		2.82
Std Dev		0.53		0.87		1.04		0.96		0.67		0.86
Mean Error*		±0.03		±0.06		±0.07		±0.06		±0.04		±0.06

	Importance of Club Areas & Activities					
	Club special events social functions		Hosting a private party meeting wedding		Family children activities	
Frequencies: Very Important	15.2%	149	25.7%	253	34.2%	327
Important	51.0%	501	50.1%	493	38.8%	371
Unimportant	28.7%	282	17.1%	168	19.9%	190
Very Unimportant	5.1%	50	7.1%	70	7.1%	68
Totals	100.0%	982	100.0%	984	100.0%	956
Replies		982		984		956
Forms		1012		1012		1012
Mean		2.76		2.94		3.00
Std Dev		0.77		0.84		0.91
Mean Error*		±0.05		±0.05		±0.06

* Note: Mean error covers 95% of distribution.

Overall Satisfaction with Club Areas and Activities

(Questions 14-22)



Most respondents were very satisfied or satisfied with golf (mean=3.55, 97%), fitness (3.50, 95%), hosting a private party/meeting/wedding (3.43, 98%), aquatics (3.41, 96%), family/children activities (3.25, 96%), tennis (3.24, 91%), Club special events/social functions (3.17, 95%), and clubhouse dining/socializing (3.12, 91%). Fewer respondents were satisfied with casual family dining/socializing (2.84, 76%).

[Some of these satisfaction levels surpassed the levels at the other comparable country clubs (2.90-3.25), while some were similar and one was lower.]

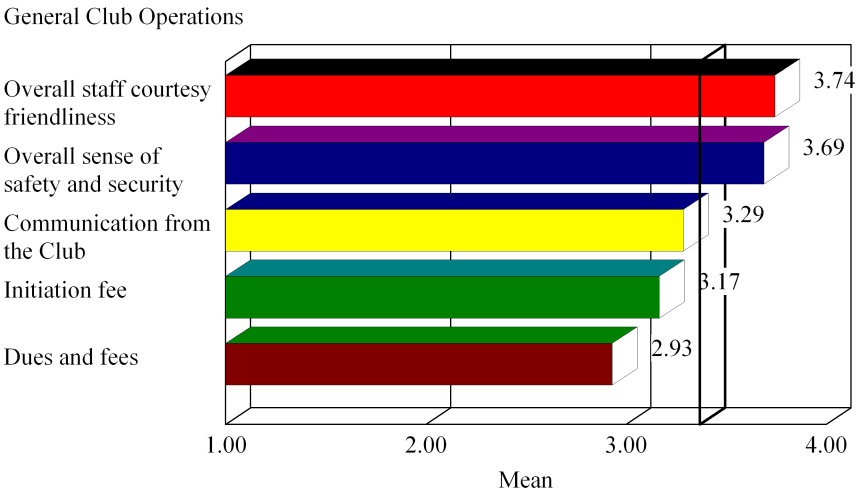
	Satisfaction with Club Areas & Activities											
	Golf		Fitness		Tennis		Aquatics		Adult dining socializing		Casual family dining socializing	
Frequencies: Very Satisfied	59.5%	559	55.9%	443	38.7%	184	45.0%	307	24.0%	232	15.2%	127
Satisfied	37.3%	351	39.3%	311	52.5%	250	51.2%	349	66.7%	644	61.2%	513
Dissatisfied	1.9%	18	3.8%	30	2.9%	14	3.5%	24	6.8%	66	16.2%	136
Very Dissatisfied	1.3%	12	1.0%	8	5.9%	28	0.3%	2	2.5%	24	7.4%	62
Totals	100.0%	940	100.0%	792	100.0%	476	100.0%	682	100.0%	966	100.0%	838
Replies		940		792		476		682		966		838
Forms		1012		1012		1012		1012		1012		1012
Mean		3.55		3.50		3.24		3.41		3.12		2.84
Std Dev		0.60		0.62		0.77		0.57		0.63		0.77
Mean Error*		±0.04		±0.04		±0.07		±0.04		±0.04		±0.05

	Satisfaction with Club Areas & Activities					
	Club special events social functions		Hosting a private party meeting wedding		Family children activities	
Frequencies: Very Satisfied	25.2%	206	45.3%	339	31.6%	226
Satisfied	69.9%	570	52.3%	391	64.0%	458
Dissatisfied	1.5%	12	2.1%	16	2.0%	14
Very Dissatisfied	3.4%	28	0.3%	2	2.5%	18
Totals	100.0%	816	100.0%	748	100.0%	716
Replies		816		748		716
Forms		1012		1012		1012
Mean		3.17		3.43		3.25
Std Dev		0.61		0.55		0.61
Mean Error*		±0.04		±0.04		±0.05

* Note: Mean error covers 95% of distribution.

General Club Operations

(Questions 23-27)



Many respondents were very satisfied or satisfied with the following: overall staff courtesy/friendliness (mean=3.74, 98%), overall sense of safety and security (3.69, 97%), communication from the Club (3.29, 95%), initiation fee (3.17, 93%), and dues and fees (2.93, 81%). *(Most scores were similar in the previous survey, except overall sense of safety and security was not asked.)*

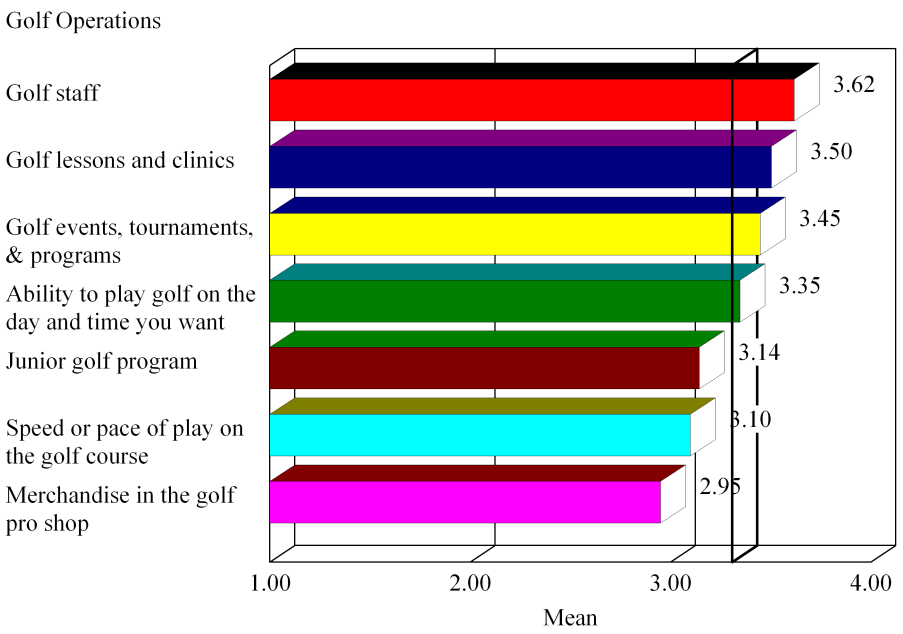
[Some of these satisfaction scores were higher than the average scores achieved by other clubs (2.90 to 3.30), while some were comparable.]

	General Club Operations									
	Overall sense of safety and security		Overall staff courtesy friendliness		Initiation fee		Dues and fees		Communication from the Club	
Frequencies: Very Satisfied	71.9%	715	78.6%	778	24.7%	221	15.5%	150	34.0%	333
Satisfied	25.1%	249	19.2%	190	68.0%	609	65.8%	636	61.0%	597
Dissatisfied	3.0%	30	0.2%	2	6.7%	60	14.9%	144	4.5%	44
Very Dissatisfied	0.0%	0	2.0%	20	0.7%	6	3.7%	36	0.4%	4
Totals	100.0%	994	100.0%	990	100.0%	896	100.0%	966	100.0%	978
Replies		994		990		896		966		978
Forms		1012		1012		1012		1012		1012
Mean		3.69		3.74		3.17		2.93		3.29
Std Dev		0.52		0.56		0.56		0.67		0.57
Mean Error*		±0.03		±0.04		±0.04		±0.04		±0.04

* Note: Mean error covers 95% of distribution.

Golf Operations

(Questions 28-34)



Many respondents were very satisfied or satisfied with the golf staff (mean=3.62, 96%); golf lessons and clinics (3.50, 97%); golf events, tournaments & programs (3.45, 97%); ability to play golf on the day and time of their preference (3.35, 94%); Junior golf program (3.14, 86%); speed or pace of play on the golf course (3.10, 88%); and merchandise in the golf pro shop (2.95, 80%). *(All of these golf scores were higher than those in the previous survey.)*

[Some of these satisfaction scores were higher than the average scores achieved by other clubs (2.95 to 3.30), while some were comparable.]

CROSSTABULATION:

Members under 50 years of age (mean=2.92) and those whose monthly statements were typically $1,000 or less (2.81) were less satisfied compared with those 50 years of age and older (3.43), frequent tennis users (3.50), and members whose monthly statements were typically more than $1,000 (3.33) with the Junior golf program. Refer to Crosstabulation Appendix D, Question 31.

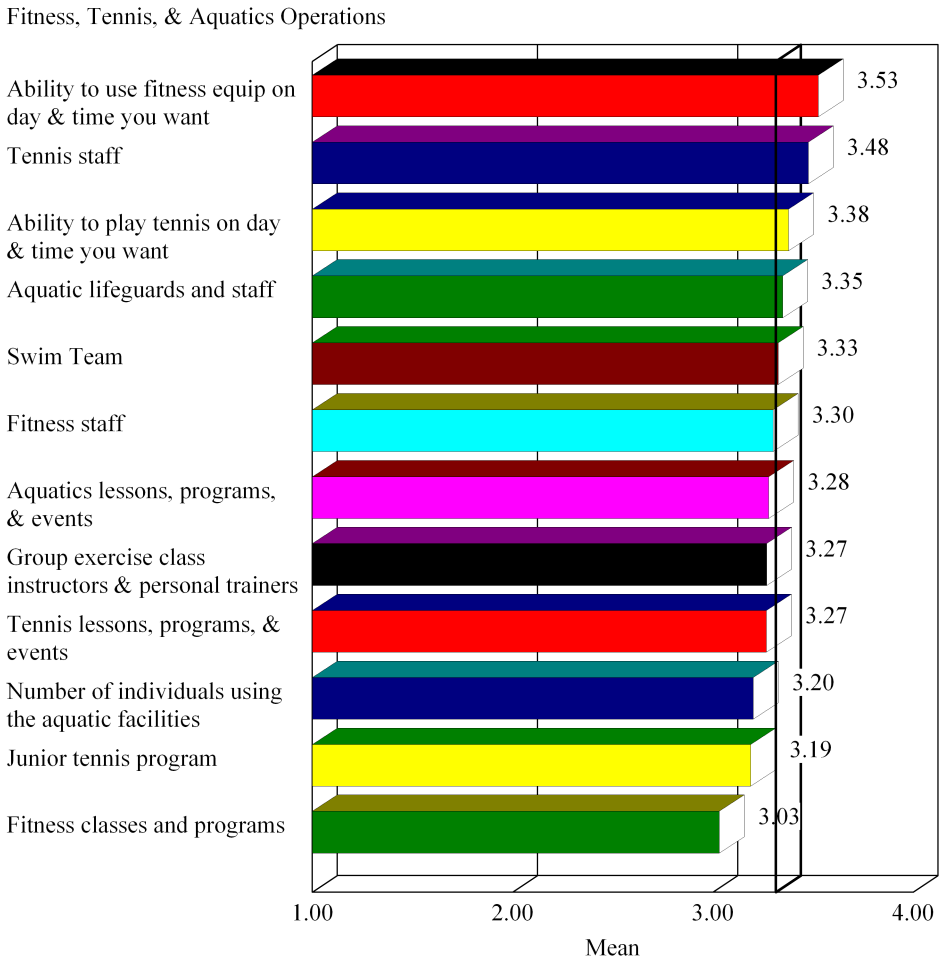
	Golf Operations									
	Golf staff		Golf lessons and clinics		Golf events, tournaments, & programs		Junior golf program		Ability to play golf on the day and time you want	
Frequencies: Very Satisfied	68.1%	602	53.7%	366	49.0%	373	35.1%	122	40.3%	342
Satisfied	27.8%	246	43.1%	294	48.4%	369	51.1%	178	54.0%	458
Dissatisfied	1.8%	16	3.2%	22	1.0%	8	6.9%	24	5.7%	48
Very Dissatisfied	2.3%	20	0.0%	0	1.6%	12	6.9%	24	0.0%	0
Totals	100.0%	884	100.0%	682	100.0%	762	100.0%	348	100.0%	848
Replies		884		682		762		348		848
Forms		1012		1012		1012		1012		1012
Mean		3.62		3.50		3.45		3.14		3.35
Std Dev		0.64		0.56		0.60		0.82		0.58
Mean Error*		±0.04		±0.04		±0.04		±0.09		±0.04

	Golf Operations			
	Speed or pace of play on the golf course		Merchandise in the golf pro shop	
Frequencies: Very Satisfied	24.9%	213	19.7%	170
Satisfied	62.7%	537	60.4%	520
Dissatisfied	9.8%	84	15.0%	129
Very Dissatisfied	2.6%	22	4.9%	42
Totals	100.0%	856	100.0%	861
Replies		856		861
Forms		1012		1012
Mean		3.10		2.95
Std Dev		0.66		0.74
Mean Error*		±0.05		±0.05

* Note: Mean error covers 95% of distribution.

Fitness, Tennis, and Aquatics Operations

(Questions 35-46)



Most respondents were very satisfied or satisfied with their ability to use fitness equipment on the day and time of their preference (mean=3.53, 97%); tennis staff (3.48, 90%); their ability to play on a tennis court on the day and time of their preference (3.38, 91%); aquatic lifeguards and staff (3.35, 96%); the swim team (3.33, 91%); fitness staff (3.30, 92%); aquatic lessons, programs and events (3.28, 92%); group exercise class instructors and personal trainers (3.27, 89%); tennis lessons, programs, and events (3.27, 88%); the number of individuals using the aquatic facilities (3.20, 95%); the Junior tennis program (3.19, 82%); and fitness classes and programs (3.03, 84%). *(Most of the previous survey tennis scores were slightly higher then the current ones, except the junior tennis program (2.98) in the previous survey was lower.)*

[Many of these satisfaction scores were higher than the average scores achieved by other comparable clubs (2.95 to 3.25), while some were similar.]

CROSSTABULATION:

Members whose monthly statements were typically $1,000 or less indicated they were less satisfied compared with those 50 years of age and older and those whose monthly statements were typically more than $1,000 with the following operational areas: group exercise class instructors and personal trainers (means=2.87 vs. 3.40 and 3.44), fitness classes and programs (2.56 vs. 3.19 and 3.23), Junior tennis program (2.64 vs. 3.38 and 3.42), and their ability to play on a tennis court on the day and time of their preference (3.02 vs. 3.68 and 3.53). Frequent tennis users were more satisfied than the general membership with the Junior tennis program (3.62 vs. 3.19) and their ability to play on a tennis court on the day and time of their preference (3.57 vs. 3.38). Refer to Crosstabulation Appendix D, Questions 36, 37, 41, and 42.

	Fitness, Tennis, & Aquatics Operations							
	Fitness staff		Group exercise class instructors & personal trainers		Fitness classes and programs		Ability to use fitness equip on day & time you want	
Frequencies: Very Satisfied	40.2%	257	39.1%	122	26.3%	80	55.7%	332
Satisfied	51.7%	331	49.4%	154	57.9%	176	41.3%	246
Dissatisfied	6.2%	40	10.9%	34	8.6%	26	3.0%	18
Very Dissatisfied	1.9%	12	0.6%	2	7.2%	22	0.0%	0
Totals	100.0%	640	100.0%	312	100.0%	304	100.0%	596
Replies		640		312		304		596
Forms		1012		1012		1012		1012
Mean		3.30		3.27		3.03		3.53
Std Dev		0.67		0.67		0.80		0.56
Mean Error*		±0.05		±0.08		±0.09		±0.05

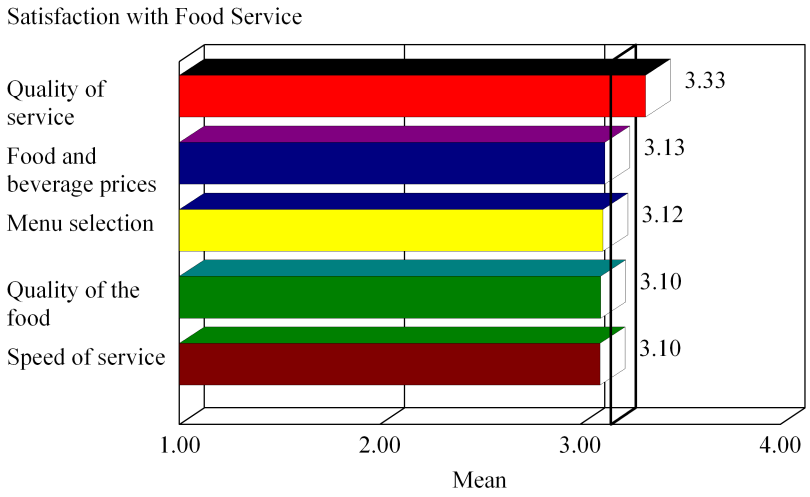
	Fitness, Tennis, & Aquatics Operations							
	Tennis staff		Tennis lessons, programs, & events		Junior tennis program		Ability to play tennis on day & time you want	
Frequencies: Very Satisfied	58.2%	177	44.0%	118	38.1%	64	54.5%	144
Satisfied	31.9%	97	44.0%	118	44.0%	74	36.4%	96
Dissatisfied	9.2%	28	6.7%	18	16.7%	28	1.5%	4
Very Dissatisfied	0.7%	2	5.2%	14	1.2%	2	7.6%	20
Totals	100.0%	304	100.0%	268	100.0%	168	100.0%	264
Replies		304		268		168		264
Forms		1012		1012		1012		1012
Mean		3.48		3.27		3.19		3.38
Std Dev		0.69		0.80		0.75		0.85
Mean Error*		±0.08		±0.10		±0.12		±0.10

	Fitness, Tennis, & Aquatics Operations							
	Aquatic lifeguards and staff		Aquatics lessons, programs, & events		Swim Team		Number of individuals using the aquatic facilities	
Frequencies: Very Satisfied	40.7%	251	36.6%	144	47.5%	154	27.8%	147
Satisfied	55.4%	341	55.7%	219	43.8%	142	66.9%	353
Dissatisfied	1.9%	12	6.6%	26	2.5%	8	3.0%	16
Very Dissatisfied	1.9%	12	1.0%	4	6.2%	20	2.3%	12
Totals	100.0%	616	100.0%	393	100.0%	324	100.0%	528
Replies		616		393		324		528
Forms		1012		1012		1012		1012
Mean		3.35		3.28		3.33		3.20
Std Dev		0.62		0.63		0.80		0.60
Mean Error*		±0.05		±0.06		±0.09		±0.05

* Note: Mean error covers 95% of distribution.

Satisfaction with Food Service

(Questions 47-51



Most respondents were very satisfied or satisfied with the quality of service (mean=3.33, 91%), food and beverage prices (3.13, 93%), menu selection (3.12, 90%), quality of the food (3.10, 87%), and speed of service (3.10, 85%). *(Most of the previous survey satisfaction scores were slightly lower then current ones.)*

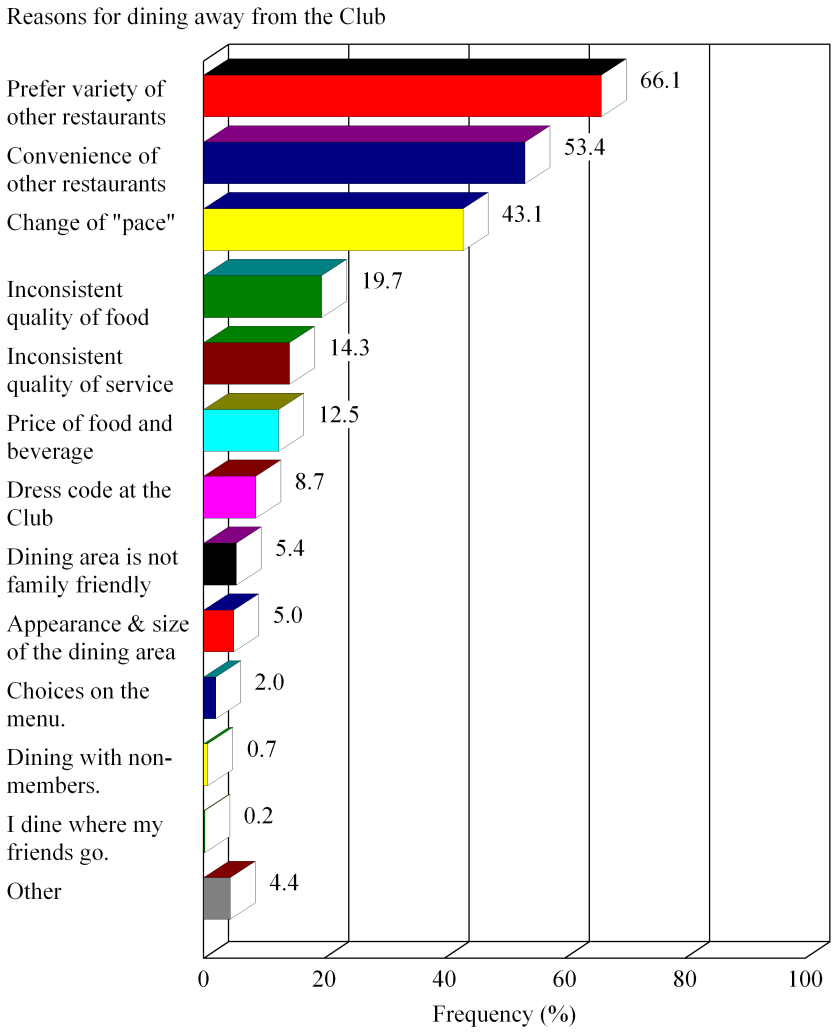
[Most of these satisfaction scores surpassed the average scores achieved by the other comparable country clubs (2.95-3.10).]

	Satisfaction with Food Service									
	Quality of the food		Menu selection		Food and beverage prices		Quality of service		Speed of service	
Frequencies: Very Satisfied	27.4%	275	22.3%	223	22.1%	221	42.6%	428	29.4%	293
Satisfied	59.3%	595	67.6%	675	70.8%	707	48.8%	490	55.4%	553
Dissatisfied	9.8%	98	9.2%	92	4.4%	44	7.4%	74	11.2%	112
Very Dissatisfied	3.6%	36	0.8%	8	2.6%	26	1.2%	12	4.0%	40
Totals	100.0%	1004	100.0%	998	100.0%	998	100.0%	1004	100.0%	998
Replies		1004		998		998		1004		998
Forms		1012		1012		1012		1012		1012
Mean		3.10		3.12		3.13		3.33		3.10
Std Dev		0.71		0.58		0.60		0.66		0.75
Mean Error*		±0.04		±0.04		±0.04		±0.04		±0.05

* Note: Mean error covers 95% of distribution.

Reasons for Dining Away From the Club

(Question 52)



* Note: Multiple answers can total over 100%.

The three most frequently reported reasons respondents gave for dining away from the Club were: prefer a variety of other restaurants (66%), convenience of other restaurants (53%), and change of "pace" (43%).

[The percentages were similar to the levels at other comparable country clubs except the Club's percentages for inconsistency in the quality of food (23%) and service (25%) were lower than the average levels at the other clubs.]

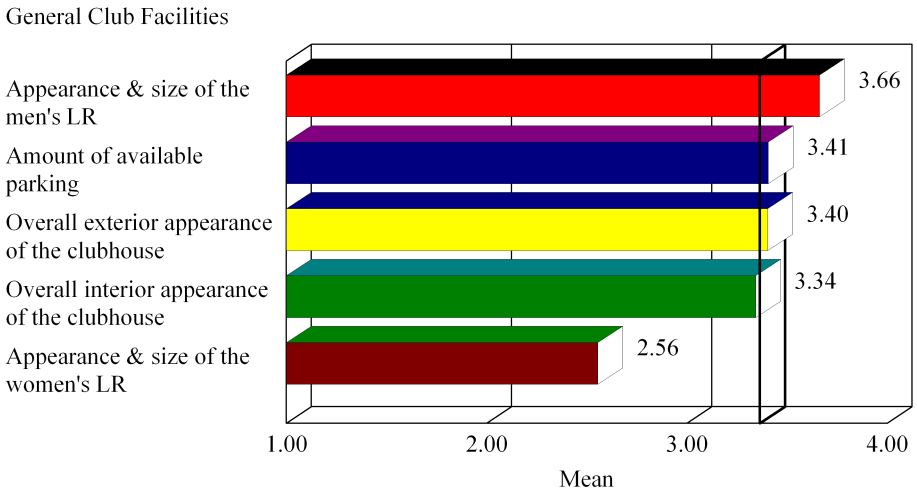
Reasons for dining away from the Club		
Prefer variety of other restaurants	66.1%	656
Convenience of other restaurants	53.4%	530
Change of "pace"	43.1%	428
Inconsistent quality of food	19.7%	195
Inconsistent quality of service	14.3%	142
Price of food and beverage	12.5%	124
Dress code at the Club	8.7%	86
Dining area is not family friendly	5.4%	54
Appearance & size of the dining area	5.0%	50
Choices on the menu.	2.0%	20
Dining with non-members.	0.7%	7
I dine where my friends go.	0.2%	2
Other	4.4%	44
Totals	*	*
Replies		992
Forms		1012

* Note: Multiple answers can total over 100%.

Club Facilities

General Club Facilities

(Questions 53-57)



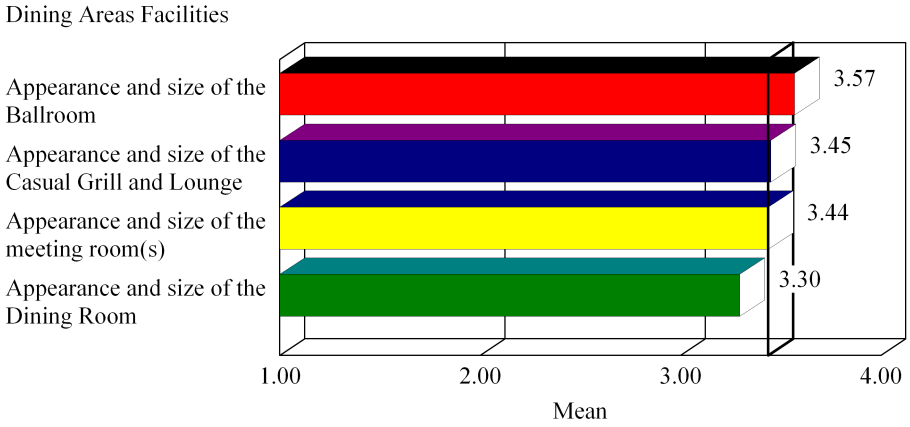
Many respondents were very satisfied or satisfied with the appearance and size of the men's locker room (mean=3.66, 97%), the amount of available parking (3.41, 96%), the overall exterior appearance of the clubhouse (3.40, 95%), and the overall interior appearance of the clubhouse (3.34, 93%). Fewer respondents were satisfied with the appearance and size of the women's locker room (2.56, 57%). *(Most of the previous survey facility scores were similar to the current ones, except the women's locker room score (2.93) was higher in the previous survey.)*

[Most of these facility satisfaction scores were higher than the average scores at other comparable country clubs (3.00-3.25), except one was below the averages.]

	General Club Facilities									
	Overall exterior appearance of the clubhouse		Amount of available parking		Overall interior appearance of the clubhouse		Appearance & size of the men's LR		Appearance & size of the women's LR	
Frequencies: Very Satisfied	44.9%	451	46.0%	462	41.8%	415	70.9%	556	20.0%	72
Satisfied	50.5%	507	49.8%	500	50.7%	503	26.0%	204	36.7%	132
Dissatisfied	4.6%	46	3.0%	30	7.5%	74	1.5%	12	22.2%	80
Very Dissatisfied	0.0%	0	1.2%	12	0.0%	0	1.5%	12	21.1%	76
Totals	100.0%	1004	100.0%	1004	100.0%	992	100.0%	784	100.0%	360
Replies		1004		1004		992		784		360
Forms		1012		1012		1012		1012		1012
Mean		3.40		3.41		3.34		3.66		2.56
Std Dev		0.58		0.61		0.61		0.59		1.04
Mean Error*		±0.04		±0.04		±0.04		±0.04		±0.11

* Note: Mean error covers 95% of distribution.

Dining Areas Facilities
(Questions 58-61)



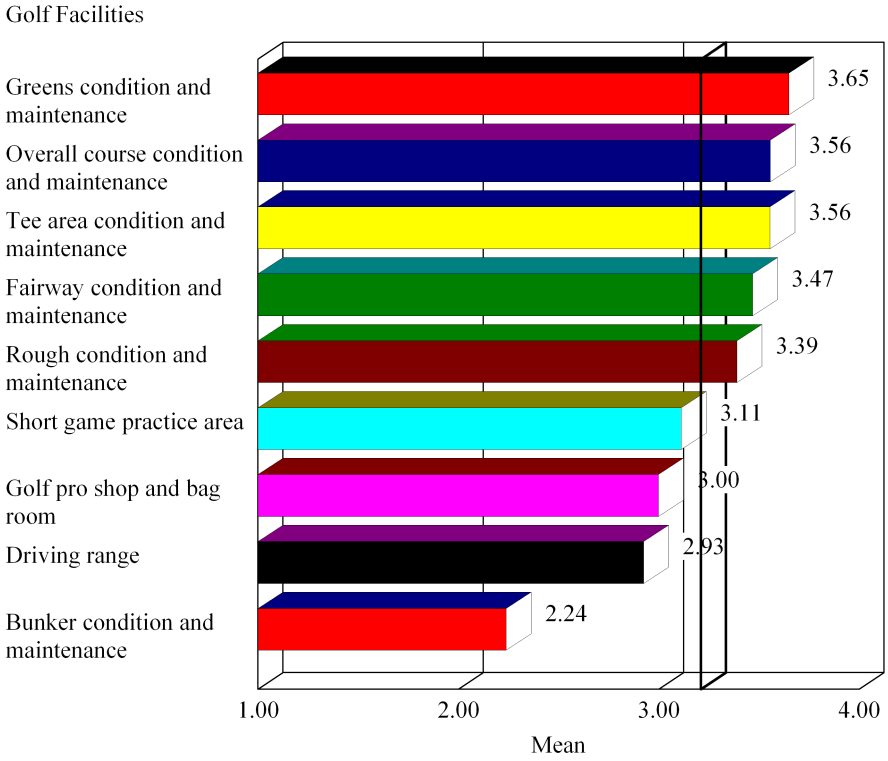
Most respondents were very satisfied or satisfied with the appearance and size of the Ballroom (mean=3.57, 98%); the appearance and size of the Casual Grill and Lounge (3.45, 97%); the appearance and size of the meeting room(s) (3.44, 97%); and the appearance and size of the Dining Room (3.30, 92%). *(Most of the previous survey facility scores were similar to the current ones.)*

[Most of these facility satisfaction scores were higher than the average scores at other comparable country clubs (3.00-3.30).]

	Dining Areas Facilities							
	Appearance and size of the Dining Room		Appearance and size of the Casual Grill and Lounge		Appearance and size of the Ballroom		Appearance and size of the meeting room(s)	
Frequencies: Very Satisfied	40.5%	402	48.9%	446	60.7%	585	46.4%	389
Satisfied	51.0%	506	47.8%	436	37.0%	357	51.0%	427
Dissatisfied	6.0%	60	2.9%	26	0.8%	8	2.6%	22
Very Dissatisfied	2.4%	24	0.4%	4	1.5%	14	0.0%	0
Totals	100.0%	992	100.0%	912	100.0%	964	100.0%	838
Replies		992		912		964		838
Forms		1012		1012		1012		1012
Mean		3.30		3.45		3.57		3.44
Std Dev		0.69		0.58		0.59		0.55
Mean Error*		±0.04		±0.04		±0.04		±0.04

* Note: Mean error covers 95% of distribution.

Golf Facilities
(Questions 62-70)



Most respondents were very satisfied or satisfied with the greens condition and maintenance (mean=3.65, 98%), the overall course condition and maintenance (3.56, 97%), the tee area condition and maintenance (3.56, 97%), the fairway condition and maintenance (3.47, 96%), the rough condition and maintenance (3.39, 94%), and the short game practice area (3.11, 87%). Fewer respondents were satisfied with the appearance and size of the golf pro shop (3.00, 78%), the driving range (2.93, 75%), and the bunker condition and maintenance (2.24, 37%). *(Most of the previous survey golf facility scores were similar to current ones, except condition of the roughs (3.04) was lower, while condition of the bunkers (3.01) was higher in the previous survey.)*

[Many of the golf facility scores were above the average scores achieved by other comparable country clubs (3.10-3.35), while some were similar to the averages and three were below the averages.

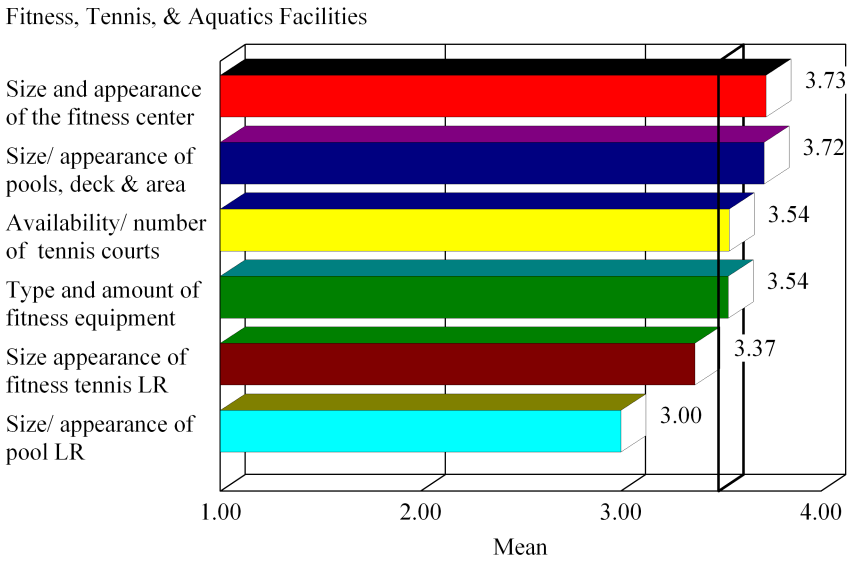
	Golf Facilities									
	Driving range		Short game practice area		Overall course condition and maintenance		Greens condition and maintenance		Tee area condition and maintenance	
Frequencies: Very Satisfied	24.6%	215	26.1%	226	60.3%	520	66.8%	580	59.5%	518
Satisfied	50.2%	439	60.4%	523	36.4%	314	31.3%	272	37.9%	330
Dissatisfied	18.3%	160	12.1%	105	1.9%	16	1.8%	16	1.1%	10
Very Dissatisfied	6.9%	60	1.4%	12	1.4%	12	0.0%	0	1.4%	12
Totals	100.0%	874	100.0%	866	100.0%	862	100.0%	868	100.0%	870
Replies		874		866		862		868		870
Forms		1012		1012		1012		1012		1012
Mean		2.93		3.11		3.56		3.65		3.56
Std Dev		0.84		0.65		0.61		0.51		0.59
Mean Error*		±0.06		±0.04		±0.04		±0.03		±0.04

	Golf Facilities							
	Fairway condition and maintenance		Rough condition and maintenance		Bunker condition and maintenance		Golf pro shop and bag room	
Frequencies: Very Satisfied	51.4%	445	47.2%	407	11.1%	96	27.8%	243
Satisfied	44.2%	383	46.3%	399	25.8%	222	49.8%	435
Dissatisfied	4.4%	38	4.9%	42	39.0%	336	16.9%	148
Very Dissatisfied	0.0%	0	1.6%	14	24.1%	208	5.5%	48
Totals	100.0%	866	100.0%	862	100.0%	862	100.0%	874
Replies		866		862		862		874
Forms		1012		1012		1012		1012
Mean		3.47		3.39		2.24		3.00
Std Dev		0.58		0.66		0.94		0.82
Mean Error*		±0.04		±0.04		±0.06		±0.06

* Note: Mean error covers 95% of distribution.

Fitness, Tennis, and Aquatics Facilities

(Questions 71-76)



Most of the respondents were very satisfied or satisfied with the size and appearance of the fitness center (mean=3.73, 98%); the size and appearance of the pools, deck and area (mean=3.72, 97%); the availability and number of tennis courts (3.54, 96%); the type and amount of fitness equipment (3.54, 95%); and the size and appearance of the fitness/tennis locker room (3.37, 92%). Fewer respondents were satisfied with the size and appearance of the pool locker room (3.00, 76%). *(The previous survey facility scores were slightly lower then current ones.)*

[Most of the facility scores were above the average scores achieved by other comparable country clubs (3.00-3.35), except one was similar.

CROSSTABULATION:

Members with a dependent child (mean=2.83), members under 50 years of age (2.72), frequent tennis users (2.61) and frequent aquatic users (2.73) were less satisfied compared to members with no dependent children (3.22) and those 50 years of age or older (3.32) with the size and appearance of the pool locker room. Refer to Crosstabulation Appendix D, Question 76.

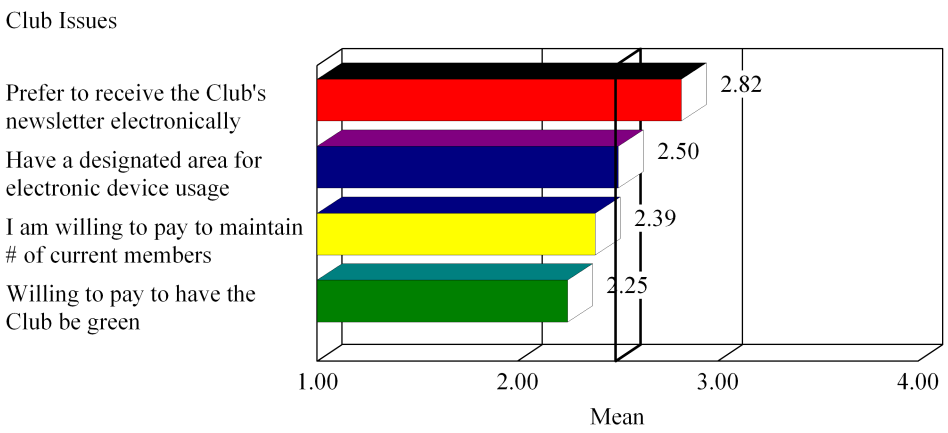
	Fitness, Tennis, & Aquatics Facilities							
	Size and appearance of the fitness center		Type and amount of fitness equipment		Size appearance of fitness tennis LR		Availability/ number of tennis courts	
Frequencies: Very Satisfied	74.2%	542	61.2%	427	47.1%	281	58.3%	224
Satisfied	24.1%	176	33.4%	233	45.1%	269	37.5%	144
Dissatisfied	1.6%	12	3.4%	24	5.4%	32	4.2%	16
Very Dissatisfied	0.0%	0	2.0%	14	2.3%	14	0.0%	0
Totals	100.0%	730	100.0%	698	100.0%	596	100.0%	384
Replies		730		698		596		384
Forms		1012		1012		1012		1012
Mean		3.73		3.54		3.37		3.54
Std Dev		0.48		0.66		0.69		0.58
Mean Error*		±0.04		±0.05		±0.06		±0.06

	Fitness, Tennis, & Aquatics Facilities			
	Size/ appearance of pools, deck & area		Size/ appearance of pool LR	
Frequencies: Very Satisfied	74.8%	609	29.7%	208
Satisfied	22.0%	179	45.9%	321
Dissatisfied	3.2%	26	19.3%	135
Very Dissatisfied	0.0%	0	5.1%	36
Totals	100.0%	814	100.0%	700
Replies		814		700
Forms		1012		1012
Mean		3.72		3.00
Std Dev		0.52		0.83
Mean Error*		±0.04		±0.06

* Note: Mean error covers 95% of distribution.

Club Issues

(Questions 77-80)



Some respondents agreed they would prefer to receive the Club's newsletter as an attachment to an e-mail and not mailed to save printing and postage costs (2.82, 65%); the Club should have more designated areas for members to use cell phones, iPods, PDAs, computer laptops, and other electronic devices (2.50, 53%); they were willing to pay more in dues to maintain the membership at its current number of members (2.39, 46%); and it is important that the Club try to be as environmentally conscious ("green") as possible, even if it increases operating costs and membership dues (2.25, 41%).

CROSSTABULATION:

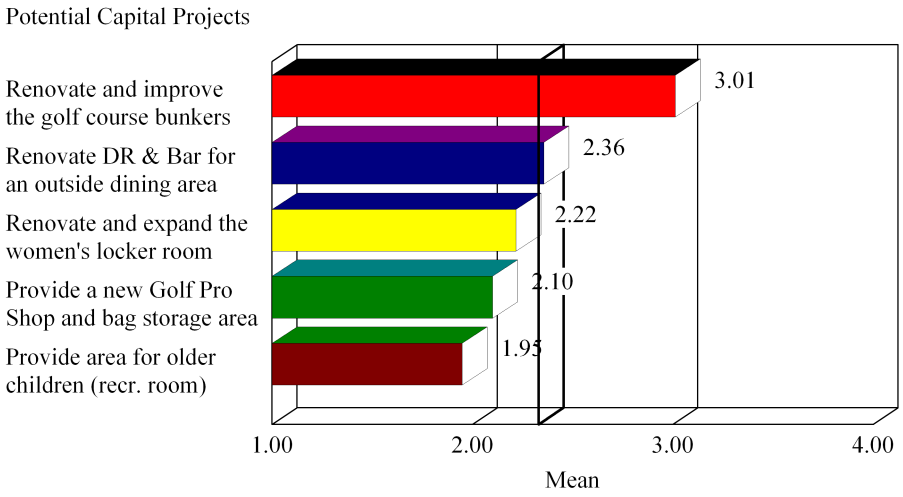
Members under 60 years of age agreed more often than those 60 years of age or older that they would prefer to receive the Club's newsletter as an attachment to an e-mail and not mailed to save printing and postage costs (3.03 vs. 2.57). Refer to Crosstabulation Appendix D, Question 78.

	Club Issues							
	Have a designated area for electronic device usage		Prefer to receive the Club's newsletter electronically		I am willing to pay to maintain # of current members		Willing to pay to have the Club be green	
Frequencies: Strongly Agree	13.7%	126	31.3%	304	9.5%	91	5.0%	49
Somewhat Agree	39.1%	359	34.1%	331	36.1%	347	36.1%	351
Somewhat Disagree	31.0%	285	20.1%	195	38.1%	366	37.7%	366
Strongly Disagree	16.1%	148	14.6%	142	16.2%	156	21.2%	206
Totals	100.0%	918	100.0%	972	100.0%	960	100.0%	972
Replies		918		972		960		972
Forms		1012		1012		1012		1012
Mean		2.50		2.82		2.39		2.25
Std Dev		0.92		1.03		0.87		0.84
Mean Error*		±0.06		±0.07		±0.06		±0.05

* Note: Mean error covers 95% of distribution.

Capital Project Preferences

(Questions 81-85)



Many respondents preferred the Club renovate and improve the golf course bunkers (mean=3.02, 71%). Some respondents preferred to renovate the Dining Room and the Bar area to create room for an outside dining area (2.36, 47%) and renovate and expand the women's locker room (2.22, 42%).

A small number of respondents preferred that the Club provide a new Golf Pro Shop and bag storage area (2.10, 35%) and provide an area for older children - recreation technology room, WiFi, Wii, etc. (1.95, 28%).

(Two of these questions were asked in the previous survey with similar results: renovate and expand the women's locker room and provide a new Golf Pro Shop.)

[While the percentage of those supporting these capital projects appears low, prior surveys completed at clubs that required a vote of approval by the membership, indicated that with a proper promotional plan the projects were passed by the membership when approximately 40% or more of the respondents on the survey preferred that specific project.]

CROSSTABULATION:

Females (mean=2.66) and those 60 years of age and older (2.59) indicated that they agreed more often compared with males (1.94), those under 50 years of age (1.99), and members whose monthly statements were typically $1,000 or less (1.88) that the Club should renovate and expand the women's locker room. Those under 50 years of age (2.43), frequent tennis users (2.66), and frequent aquatic users (2.51) indicated that they agreed more often compared with members with no dependent children (1.63) and those 60 years of age and older (1.64) that the Club should provide an area for older children. Refer to Crosstabulation Appendix D, Questions 83 and 85.

	Potential Capital Projects					
	Provide a new Golf Pro Shop and bag storage area		Renovate and improve the golf course bunkers		Renovate and expand the women's locker room	
Frequencies: Highly Preferred	12.8%	120	43.2%	400	19.1%	148
Preferred	21.7%	204	27.6%	256	22.7%	176
Less Preferred	28.3%	265	16.5%	153	19.2%	149
Not Preferred	37.2%	349	12.6%	117	39.0%	303
Totals	100.0%	938	100.0%	926	100.0%	776
Replies		938		926		776
Forms		1012		1012		1012
Mean		2.10		3.01		2.22
Std Dev		1.05		1.05		1.16
Mean Error*		±0.07		±0.07		±0.08

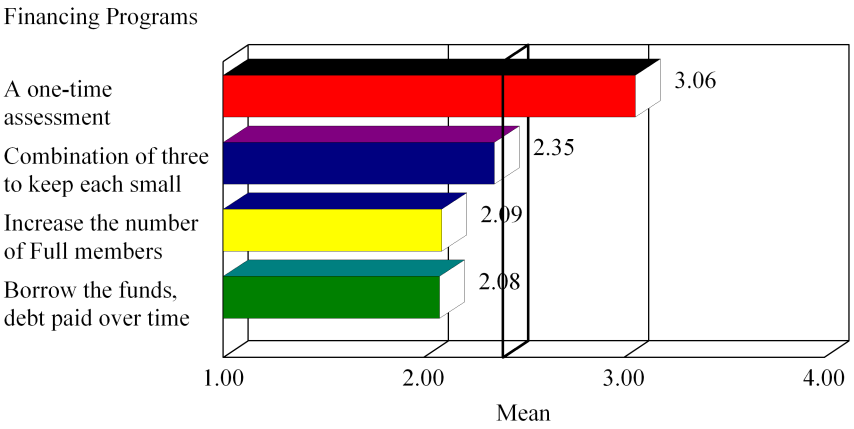
	Potential Capital Projects			
	Renovate DR & Bar for an outside dining area		Provide area for older children (recr. room)	
Frequencies: Highly Preferred	13.7%	134	8.2%	76
Preferred	33.1%	324	19.4%	180
Less Preferred	28.4%	278	31.4%	291
Not Preferred	24.7%	242	40.9%	379
Totals	100.0%	978	100.0%	926
Replies		978		926
Forms		1012		1012
Mean		2.36		1.95
Std Dev		1.00		0.96
Mean Error*		±0.06		±0.06

* Note: Mean error covers 95% of distribution.

Capital Financing Preferences

Financing Programs

(Questions 86-89)



Respondents most preferred a one-time assessment (mean=3.06, 79%) to finance capital projects. Some respondents preferred a combination of a moderate assessment, moderate monthly dues increase, and/or small increase in the number of members (2.35, 45%). A small number of respondents preferred increasing the number of Full members only (2.09, 35%) and borrowing the funds with the debt paid back through a capital dues or regular dues increase - amortized over the life of the capital project (2.08, 32%). *(Most of the previous survey financing preferences were similar to the current results.)*

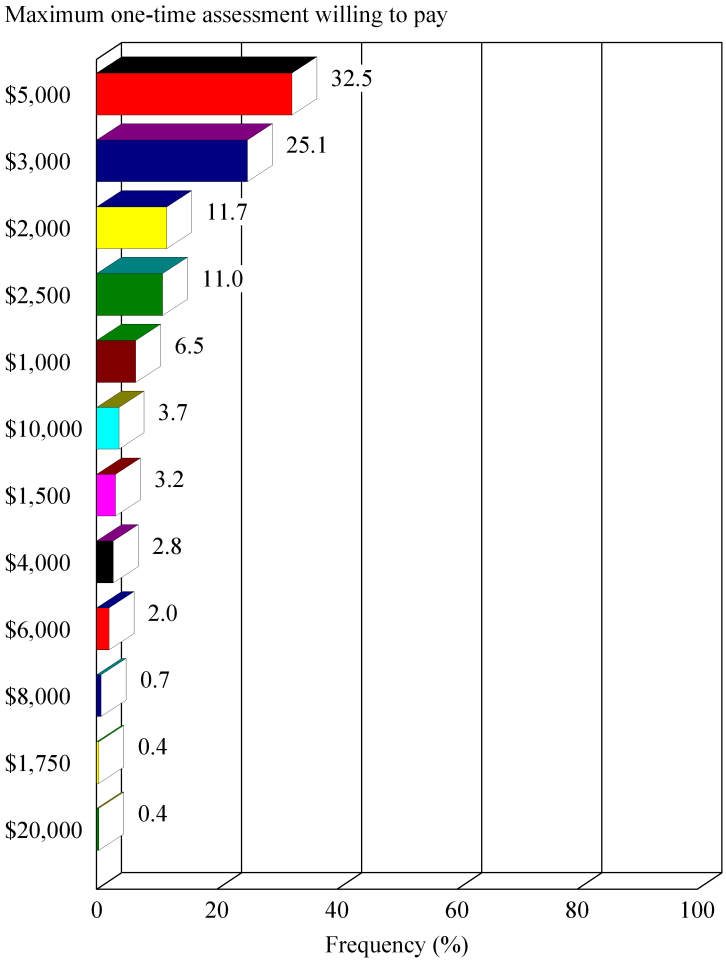
[The percentages of the financing methods were different to the averages at other comparable country clubs. More members at the other clubs preferred to borrow the funds with the debt paid back through a capital dues or regular dues increase. Fewer members at those other clubs preferred a one-time assessment.

	Financing Programs							
	A one-time assessment		Borrow the funds, debt paid over time		Increase the number of Full members		Combination of three to keep each small	
Frequencies: Highly Preferred	38.6%	349	5.9%	52	11.5%	106	17.0%	152
Preferred	39.9%	361	26.3%	230	23.5%	216	28.1%	252
Less Preferred	10.2%	92	37.6%	329	27.6%	254	28.2%	253
Not Preferred	11.3%	102	30.1%	263	37.4%	344	26.7%	239
Totals	100.0%	904	100.0%	874	100.0%	920	100.0%	896
Replies		904		874		920		896
Forms		1012		1012		1012		1012
Mean		3.06		2.08		2.09		2.35
Std Dev		0.97		0.89		1.03		1.05
Mean Error*		±0.06		±0.06		±0.07		±0.07

Maximum One-Time Assessment

(Question 90)

Approximately 53% of the members indicated an amount they would pay as a maximum one-time assessment. They were willing to pay an average of $3,000 to $3,746 if the membership was in agreement that a one-time assessment should be part of the financing package. *(The average amounts indicated in the previous survey were $2,250 to $2,658.)*



Maximum one-time assessment willing to pay		
$5,000	32.5%	175
$3,000	25.1%	135
$2,000	11.7%	63
$2,500	11.0%	59
$1,000	6.5%	35
$10,000	3.7%	20
$1,500	3.2%	17
$4,000	2.8%	15
$6,000	2.0%	11
$8,000	0.7%	4
$1,750	0.4%	2
$20,000	0.4%	2
Totals	100.0%	538
Replies		538
Forms		1012
Mean		3746.28
Median		3000.00
Std Dev		2127.88
Mean Error*		±183.48

* Note: Mean error covers 95% of distribution.

CROSSTABULATION:

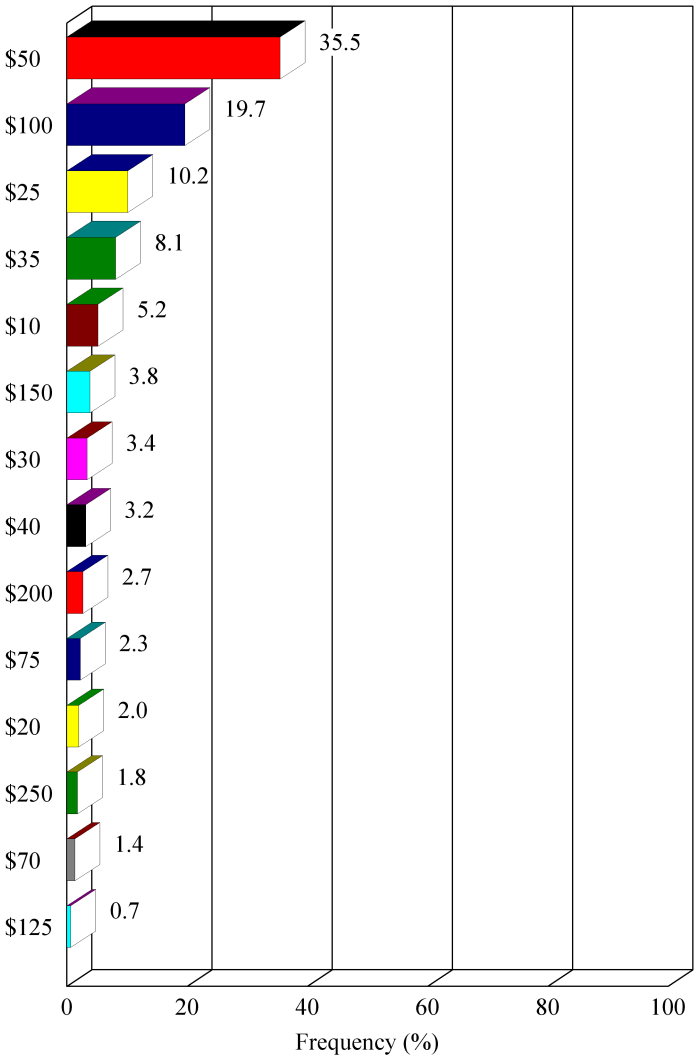
Members with children (mean=$4,164) and members who had a vacation or second home ($4,259) indicated a higher one-time assessment that they were willing to pay for capital projects compared to females ($3,309) and members with no children ($3,268). Refer to Crosstabulation Appendix D, Question 90.

Maximum Monthly Dues Increase

(Question 91)

Almost 44% of the members indicated an amount they were willing to pay as a maximum monthly capital or regular dues increase. They were willing to pay an average dues increase of $50 to $65 per month, if the membership was in agreement that borrowing the funds should be part of the financing package. *(The average amounts in the previous survey were $50 to $67.)*

Maximum monthly dues increase willing to pay



Maximum monthly dues increase willing to pay		
$50	35.5%	157
$100	19.7%	87
$25	10.2%	45
$35	8.1%	36
$10	5.2%	23
$150	3.8%	17
$30	3.4%	15
$40	3.2%	14
$200	2.7%	12
$75	2.3%	10
$20	2.0%	9
$250	1.8%	8
$70	1.4%	6
$125	0.7%	3
Totals	100.0%	442
Replies		442
Forms		1012
Mean		65.27
Median		50.00
Std Dev		47.34
Mean Error*		±4.50

* Note: Mean error covers 95% of distribution.

CROSSTABULATION:

Members with children (mean=$71), members under 50 years of age ($72), frequent tennis users ($86), frequent aquatic users ($76), and members whose monthly statements were typically more than $1,000 ($71) indicated a higher monthly dues increase that they were willing to pay compared to members with no children ($58), members 60 years of age or older ($54), and members whose monthly statements were typically $1,000 or less ($54). Refer to Crosstabulation Appendix D, Question 91.

APPENDIX A

Copy of the Questionnaire

Sample Country Club Membership Survey

Please answer each question by selecting the answer that best reflects your opinion. Completing this survey is one way of having a voice in the future of the Club. ***Each spouse should complete a separate questionnaire.***

IF YOU CANNOT ANSWER A QUESTION, ARE UNFAMILIAR WITH THAT ITEM, HAVE NO OPINION, OR IF THE QUESTION DOES NOT PERTAIN TO YOU OR YOUR MEMBERSHIP STATUS, **PLEASE LEAVE THE QUESTION BLANK OR SELECT N/A**.

There is a section for your written comments at the end of the survey. Please compile any comments you feel are important and enter them in that section. Moreover, there will also be a section at the end for you to express or clarify any areas you expressed dissatisfaction with.

MISSION STATEMENT

The Country Club will be one of the top-tiered country clubs in the greater metropolitan area. The Country Club will be a family-oriented country club that will provide outstanding social and recreational services to its members. The Country Club will remain as the premier private country club in the west metropolitan area.

GENERAL ISSUES

Please indicate your level of agreement with the following statements:

		Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree	N/A
(1)	The Club's mission statement is appropriate	0	0	0	0	0
(2)	Overall, I am pleased with the Club	0	0	0	0	0
(3)	The Club is a good value for what I pay in dues and fees	0	0	0	0	0

(4) The Club should: (please select only one)

- 0 Seek to **improve**, add, and/or enlarge its amenities/services/infrastructure to meet or exceed the members needs, recognizing that this will likely require a dues increase or an assessment
- 0 Seek to **maintain** current amenities/services consistent with having modest increases in dues, but limited or no assessments
- 0 Seek the **lowest** possible dues structure and no assessments, even if it results in reductions in services and fewer amenities

IMPORTANCE OF CLUB AREAS AND ACTIVITIES

Please indicate how important the following areas and activities at the Club are for you and your family:

		Very Important	Important	Unimportant	Very Unimportant	N/A
(5)	Golf	0	0	0	0	0
(6)	Fitness	0	0	0	0	0
(7)	Tennis	0	0	0	0	0
(8)	Aquatics	0	0	0	0	0

		Very Important	Important	Unimportant	Very Unimportant	N/A
(9)	Adult dining/socializing	0	0	0	0	0
(10)	Casual family dining/socializing	0	0	0	0	0
(11)	Club special events/social functions	0	0	0	0	0
(12)	Hosting a private party/meeting/wedding	0	0	0	0	0
(13)	Family/children activities	0	0	0	0	0

OVERALL SATISFACTION WITH CLUB AREAS AND ACTIVITIES

Please rate your overall level of satisfaction with the different areas and activities of the Club:

		Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	N/A
(14)	Golf	0	0	0	0	0
(15)	Fitness	0	0	0	0	0
(16)	Tennis	0	0	0	0	0
(17)	Aquatics	0	0	0	0	0
(18)	Adult dining/socializing	0	0	0	0	0
(19)	Casual family dining/socializing	0	0	0	0	0
(20)	Club special events/social functions	0	0	0	0	0
(21)	Hosting a private party/meeting/wedding	0	0	0	0	0
(22)	Family/children activities	0	0	0	0	0

GENERAL CLUB OPERATIONS

Please rate your level of satisfaction with the following aspects of the Club:

		Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	N/A
(23)	Overall sense of safety and security	0	0	0	0	0
(24)	Overall staff courtesy/friendliness	0	0	0	0	0
(25)	Initiation fee	0	0	0	0	0
(26)	Dues and fees	0	0	0	0	0
(27)	Communication from the Club	0	0	0	0	0

GOLF OPERATIONS

Please rate your level of satisfaction with the following aspects of the golf operations:

		Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	N/A
(28)	Golf staff	0	0	0	0	0
(29)	Golf lessons and clinics	0	0	0	0	0
(30)	Golf events, tournaments, & programs	0	0	0	0	0
(31)	Junior golf program	0	0	0	0	0
(32)	Ability to play golf on the day and time of your preference	0	0	0	0	0
(33)	Speed or pace of play on the golf course	0	0	0	0	0

		Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	N/A
(34)	Merchandise in the golf pro shop	0	0	0	0	0

FITNESS, TENNIS, AND AQUATICS OPERATIONS

Please rate your level of satisfaction with the following operational areas of the Club:

		Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	N/A
(35)	Fitness staff	0	0	0	0	0
(36)	Group exercise class instructors and personal trainers	0	0	0	0	0
(37)	Fitness classes and programs	0	0	0	0	0
(38)	Ability to use fitness equipment on the day and time of your preference	0	0	0	0	0
(39)	Tennis staff	0	0	0	0	0
(40)	Tennis lessons, programs, & events	0	0	0	0	0
(41)	Junior tennis program	0	0	0	0	0
(42)	Ability to play on a tennis court on the day and time of your preference	0	0	0	0	0
(43)	Aquatic lifeguards and staff	0	0	0	0	0
(44)	Aquatics lessons, programs, & events	0	0	0	0	0
(45)	Swim team	0	0	0	0	0
(46)	Number of individuals using the aquatic facilities	0	0	0	0	0

SATISFACTION WITH FOOD SERVICE

Please rate your overall level of satisfaction with the food service at the Club:

		Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	N/A
(47)	Quality of the food	0	0	0	0	0
(48)	Menu selection	0	0	0	0	0
(49)	Food and beverage prices	0	0	0	0	0
(50)	Quality of service	0	0	0	0	0
(51)	Speed of service	0	0	0	0	0

(52) When you choose to dine somewhere other than the Club (when it's open), what drives your decision to go there? (please select all that apply)

- ○ Convenience of other restaurants
- ○ Prefer variety of other restaurants
- ○ Change of "pace"
- ○ Appearance & size of the dining area
- ○ Dress code at the Club
- ○ Dining area is not family friendly
- ○ Price of food and beverage
- ○ Inconsistent quality of service
- ○ Inconsistent quality of food
- ○ Other: _____

CLUB FACILITIES

Please rate your level of satisfaction with the following facilities and areas:

GENERAL

		Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	N/A
(53)	Overall exterior appearance of the clubhouse	0	0	0	0	0
(54)	Amount of available parking	0	0	0	0	0
(55)	Overall interior appearance of the clubhouse	0	0	0	0	0
(56)	Appearance and size of the men's locker room	0	0	0	0	0
(57)	Appearance and size of the women's locker room	0	0	0	0	0

DINING AREAS

		Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	N/A
(58)	Appearance and size of the Dining Room	0	0	0	0	0
(59)	Appearance and size of the Casual Grill and Lounge	0	0	0	0	0
(60)	Appearance and size of the Ballroom	0	0	0	0	0
(61)	Appearance and size of the meeting room(s)	0	0	0	0	0

GOLF

		Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	N/A
(62)	Driving range	0	0	0	0	0
(63)	Short game practice area	0	0	0	0	0
(64)	Overall course condition and maintenance	0	0	0	0	0
(65)	Greens condition and maintenance	0	0	0	0	0
(66)	Tee area condition and maintenance	0	0	0	0	0
(67)	Fairway condition and maintenance	0	0	0	0	0
(68)	Rough condition and maintenance	0	0	0	0	0
(69)	Bunker condition and maintenance	0	0	0	0	0
(70)	Golf pro shop and bag room	0	0	0	0	0

FITNESS, TENNIS, AND AQUATICS

		Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	N/A
(71)	Size and appearance of the fitness center	0	0	0	0	0
(72)	Type and amount of fitness equipment	0	0	0	0	0
(73)	Size and appearance of the fitness/tennis locker room	0	0	0	0	0
(74)	Availability/number of the tennis courts	0	0	0	0	0
(75)	Size and appearance of the pools, deck and area	0	0	0	0	0
(76)	Size and appearance of the pool locker room	0	0	0	0	0

CLUB ISSUES

Please indicate your level of agreement with the following statements:

		Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree	N/A
(77)	The Club should have more designated areas for members to use cell phones, iPods, PDAs, computer laptops, and other electronic devices	0	0	0	0	0
(78)	I would prefer to receive the Club's newsletter as an attachment to an email and not mailed to save printing and postage costs	0	0	0	0	0
(79)	I am willing to pay more in dues to maintain the membership at its current number of members	0	0	0	0	0
(80)	It is important to me that the Club try to be as environmentally conscious ("green") as possible, even if it increases operating costs and dues	0	0	0	0	0

CAPITAL PROJECT PREFERENCES

The Club is considering several potential future capital projects and is trying to gauge member sentiment about priorities. Please rate your preference for the following potential capital projects, facility improvements, and new areas. In answering the following questions, please consider that capital projects have an associated cost and annual operating cost with them that will need to be paid by the Club and its members.

		Highly Preferred	Preferred	Less Preferred	Not Preferred	N/A
(81)	Provide a new Golf Pro Shop and bag storage area	0	0	0	0	0
(82)	Renovate and improve the golf course bunkers	0	0	0	0	0
(83)	Renovate and expand the women's locker room	0	0	0	0	0
(84)	Renovate the Dining Room and the Bar area to create room for an outside dining area	0	0	0	0	0
(85)	Provide an area for older children: (recreation technology room, WiFi, Wii, etc.)	0	0	0	0	0

CAPITAL FINANCING PREFERENCES

One aspect of long-range planning for the Club is to determine what the needs and expectations of its membership are. The prior questions addressed those issues. The other aspect in regards to long-range planning is understanding the willingness of the membership to finance capital projects to help expedite them. Completing some projects at the same time versus over an extended time period may result in material cost savings to the Club.

To assist us in this regard, please consider the following points:
** The following finance methods should only be considered as options. The exact costs and other specifics will only be known once a particular project is designed from the information gathered in this survey and other facility analyses.*
**** PLEASE REMEMBER THAT THE FINANCE METHODS LISTED BELOW ARE ONLY EXAMPLES.***

ONE-TIME ASSESSMENT *(Example 1)*
Each member would pay a one-time assessment. Based on the number of members the Club has, every $3,000 assessment per Full member, and prorated over other applicable membership categories, would fund approximately $2 million in improvements.

CAPITAL DUES OR DUES INCREASE *(Example 2)*
Each member would pay a capital dues or regular dues increase. Funds collected would be used to pay the principal and interest of a long-term loan. Based on the number of members the Club has, every $35 monthly increase per Full member, and prorated over other applicable membership categories, would fund approximately $2 million in improvements over 10 years.

THE ABOVE FINANCE METHODS ARE ONLY EXAMPLES AND THE BOARD WILL USE THE INFORMATION COLLECTED FROM THIS SURVEY TO RECOMMEND FINANCING ALTERNATIVES TO THE MEMBERSHIP

		Highly Preferred	Preferred	Less Preferred	Not Preferred	N/A
(86)	A one-time assessment	0	0	0	0	0
(87)	Borrowing the funds, debt to be paid back through a capital dues or regular dues increase (amortized over the life of the capital project)	0	0	0	0	0
(88)	Increase the number of Full members	0	0	0	0	0
(89)	A combination of a moderate assessment, moderate dues increase, and/or small increase in the number of members	0	0	0	0	0

(90) If the membership is in agreement that a one-time assessment should be part of the financing package, please indicate the maximum one-time assessment you are willing to pay . . . . . $

(91) If the membership is in agreement that borrowing the funds should be part of the financing package, please indicate the maximum monthly capital dues or regular dues increase you are willing to pay to finance the borrowed amount . . . . . $

CLASSIFICATION

(92) Please indicate your membership category:
0 Full 0 Junior 0 Seniors 0 Clubhouse 0 Non-Resident 0 Associate

(93) Person completing the survey . . . . . 0 Member 0 Spouse

(94) What is your gender? . . . . . 0 Female 0 Male

(95) What is your age? . . . . . 0 Under 40 0 40 to 49 0 50 to 59 0 60 to 69 0 70 and over

(96) Approximately how long have you been a Member at the Club?
0 Four years or less 0 5-10 years 0 11-19 years 0 20-29 years 0 30 or more years

(97) Which areas do you currently use at least four times per month on average during its season? (please select all that apply)
0 Dining Areas 0 Golf 0 Tennis 0 Aquatics 0 Fitness

(98) How many children in your family under the age of 26 live in your home? . . . . . 0 None 0 One 0 Two 0 Three or more

(99) What are the age(s) of those children (please select all that apply) . . . . . 0 Under 6 years 0 6-10 years 0 11-15 years 0 16-20 years 0 21-25 years

(100) What is your typical monthly statement at the Club including dues?
0 Less than $500 0 $500-$1,000 0 $1,001-$1,500 0 $1,501-$2,000 0 Over $2,000

(101) I have a vacation or second home . . . . . 0 Yes 0 No

(102) Suggestions for membership recruitment _____

_____

_____

_____

_____

_____

_____

_____

(103) If you expressed dissatisfaction in any previous area of the survey, please elaborate. Moreover, if the survey has not touched on a topic that is important to you, please list any additional comments and suggestions that would enhance your experience at the Club

_____

_____

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(104) Membership number (The Ferreira Company will ensure the privacy of your response and your input will not be shared with the Club, the Board, or its committees. We are seeking your membership number to help better understand the survey response and to afford a follow-up mechanism to remind members to complete the survey.) . . . . . [ ]

Thank you for your time and opinions. Please return this questionnaire in the enclosed postage-paid envelope or to the ***Ferreira Company****, 220 Creek Run Court, Alpharetta, GA 30005.*

APPENDIX B

Summary of Responses to Open-Ended Questions

Summary of Frequent Comments: (*The number next to the comment in parenthesis indicates the number of similar responses to that type of comment).*

Question 102: Suggestions for membership recruitment. (130 responses from 1,012 respondents)

- Offer social and/or non-golf, membership categories (14)
- Have more golf outings to attract participants as members (9)
- Offer incentives to members to recruit candidates (7)
- Reduce the initiation fee (2)
- Offer partial refund on initiation fee if new members are transferred or move away from the area (2)

Question 103: If you expressed dissatisfaction in any previous area of the survey, please elaborate. Moreover, if the survey has not touched on a topic that is important to you, please list any additional comments and suggestions that would enhance your experience at the Club. (257 responses from 1,012 respondents)

- Bunkers need to be better maintained and improved (48)
- Quality of food at the casual family dining room needs improvement (40)
- Women's locker room needs to be updated and improved (25)
- Food quality needs to be more consistent (19)
- Pool locker rooms need to be better maintained and cleaned (10)

Private Club Logo

Sample Country Club

APPENDIX D

Questions 1-101

Crosstabulation Tables:

Full membership category, gender, length of membership, number of dependent children, vacation or second home ownership, age, frequently used Club areas, and average monthly statement

"to make the right decisions you need to ask the right questions and get the right information"

Ferreira Company

Club Consultants

Consultants to private clubs: helping clubs succeed!!

220 Creek Run Court
Alpharetta GA 30005
404-229-0718
www.ferreiracompany.com

Crosstab Question 1 -- General Issues: The Club's mission statement is appropriate

	Overall		Full Member		Gender				Length of Membership				Number of Children				Vacation/ second home			
					Female		Male		Ten years or less		More than 10 years		None		One or more		Yes		No	
The Club's mission statement is appropriate																				
Strongly Agree	72.9%	723	69.1%	374	80.7%	267	68.8%	444	69.4%	308	75.2%	391	72.6%	345	72.7%	364	70.8%	294	73.5%	400
Somewhat Agree	25.3%	251	30.9%	167	18.1%	60	29.0%	187	27.5%	122	24.0%	125	26.1%	124	25.0%	125	28.2%	117	23.9%	130
Somewhat Disagree	1.8%	18	0.0%	0	1.2%	4	2.2%	14	3.2%	14	0.8%	4	1.3%	6	2.4%	12	1.0%	4	2.6%	14
Strongly Disagree	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Totals	100.0%	992	100.0%	541	100.0%	331	100.0%	645	100.0%	444	100.0%	520	100.0%	475	100.0%	501	100.0%	415	100.0%	544
Replies		992		541		331		645		444		520		475		501		415		544
Forms		1012		547		343		649		452		528		485		507		425		546
Mean		3.71		3.69		3.79		3.67		3.66		3.74		3.71		3.70		3.70		3.71
Std Dev		0.49		0.46		0.43		0.52		0.54		0.45		0.48		0.51		0.48		0.51
Mean Error*		±0.03		±0.04		±0.05		±0.04		±0.05		±0.04		±0.04		±0.05		±0.05		±0.04

	Age						Frequently Used Areas										Monthly Statement			
	Under 50		50 to 59		60 and over		Dining Areas		Golf		Tennis		Aquatics		Fitness		$1,000 or less		More than $1,000	
The Club's mission statement is appropriate																				
Strongly Agree	74.3%	272	76.1%	197	69.5%	244	74.0%	442	71.7%	492	85.3%	116	78.5%	186	72.6%	308	71.4%	227	74.1%	468
Somewhat Agree	22.4%	82	23.9%	62	28.8%	101	25.6%	153	25.9%	178	14.7%	20	20.7%	49	23.6%	100	23.6%	75	25.6%	162
Somewhat Disagree	3.3%	12	0.0%	0	1.7%	6	0.3%	2	2.3%	16	0.0%	0	0.8%	2	3.8%	16	5.0%	16	0.3%	2
Strongly Disagree	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Totals	100.0%	366	100.0%	259	100.0%	351	100.0%	597	100.0%	686	100.0%	136	100.0%	237	100.0%	424	100.0%	318	100.0%	632
Replies		366		259		351		597		686		136		237		424		318		632
Forms		368		265		359		613		698		138		239		434		324		636
Mean		3.71		3.76		3.68		3.74		3.69		3.85		3.78		3.69		3.66		3.74
Std Dev		0.52		0.43		0.50		0.45		0.51		0.36		0.44		0.54		0.57		0.45
Mean Error*		±0.05		±0.05		±0.05		±0.04		±0.04		±0.06		±0.06		±0.05		±0.06		±0.04

* Note: Mean error covers 95% of distribution.

Crosstab Question 2 -- General Issues: Overall, I am pleased with the Club

	Overall		Full Member		Gender				Length of Membership				Number of Children				Vacation/ second home			
					Female		Male		Ten years or less		More than 10 years		None		One or more		Yes		No	
Overall, I am pleased with the Club																				
Strongly Agree	63.1%	637	61.1%	334	65.6%	225	61.9%	402	65.0%	294	61.2%	323	61.2%	297	65.1%	330	59.3%	252	66.3%	362
Somewhat Agree	32.8%	331	35.6%	195	31.5%	108	33.1%	215	31.0%	140	34.7%	183	35.1%	170	30.2%	153	37.9%	161	28.6%	156
Somewhat Disagree	2.6%	26	2.6%	14	2.9%	10	2.5%	16	1.3%	6	3.4%	18	3.3%	16	2.0%	10	2.4%	10	2.6%	14
Strongly Disagree	1.6%	16	0.7%	4	0.0%	0	2.5%	16	2.7%	12	0.8%	4	0.4%	2	2.8%	14	0.5%	2	2.6%	14
Totals	100.0%	1010	100.0%	547	100.0%	343	100.0%	649	100.0%	452	100.0%	528	100.0%	485	100.0%	507	100.0%	425	100.0%	546
Replies		1010		547		343		649		452		528		485		507		425		546
Forms		1012		547		343		649		452		528		485		507		425		546
Mean		3.57		3.57		3.63		3.55		3.58		3.56		3.57		3.58		3.56		3.59
Std Dev		0.63		0.58		0.54		0.67		0.66		0.60		0.58		0.67		0.57		0.67
Mean Error*		±0.04		±0.05		±0.06		±0.05		±0.06		±0.05		±0.05		±0.06		±0.06		±0.06

	Age						Frequently Used Areas										Monthly Statement			
	Under 50		50 to 59		60 and over		Dining Areas		Golf		Tennis		Aquatics		Fitness		$1,000 or less		More than $1,000	
Overall, I am pleased with the Club																				
Strongly Agree	65.8%	242	63.8%	169	59.6%	214	68.8%	422	66.8%	466	69.6%	96	70.3%	168	65.4%	284	47.8%	155	71.1%	452
Somewhat Agree	28.8%	106	32.5%	86	37.0%	133	29.2%	179	29.5%	206	27.5%	38	28.9%	69	29.5%	128	44.1%	143	26.4%	168
Somewhat Disagree	2.2%	8	2.3%	6	3.3%	12	1.6%	10	1.4%	10	1.4%	2	0.8%	2	1.8%	8	3.7%	12	2.2%	14
Strongly Disagree	3.3%	12	1.5%	4	0.0%	0	0.3%	2	2.3%	16	1.4%	2	0.0%	0	3.2%	14	4.3%	14	0.3%	2
Totals	100.0%	368	100.0%	265	100.0%	359	100.0%	613	100.0%	698	100.0%	138	100.0%	239	100.0%	434	100.0%	324	100.0%	636
Replies		368		265		359		613		698		138		239		434		324		636
Forms		368		265		359		613		698		138		239		434		324		636
Mean		3.57		3.58		3.56		3.67		3.61		3.65		3.69		3.57		3.35		3.68
Std Dev		0.70		0.62		0.56		0.52		0.64		0.59		0.48		0.69		0.75		0.53
Mean Error*		±0.07		±0.08		±0.06		±0.04		±0.05		±0.10		±0.06		±0.07		±0.08		±0.04

* Note: Mean error covers 95% of distribution.