



# **STRATEGIC PLANNING MEMBER OPINION SURVEY**

**JUNE 2017**

**PREPARED BY**

**CORNERSTONE**  
Decision Support

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## INTRODUCTION

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This report presents the findings of a survey of member satisfaction conducted for Frenchman’s Creek Beach & Country Club by Cornerstone Decision Support, Inc. The survey is designed to provide the Club with insight about how members view key issues related to their membership experience and the future direction of the Club. Eight topics framed this survey of member opinion:

- Judging Value
- Overall Membership Experience
- Club Operations
- Club and Community Facilities
- Potential Improvements
- Communications
- Club Facility Usage
- Sample Demographics

### Methodology

On March 23, 2017, management invited 1,056 Club members to complete either an online survey or paper survey instrument. A total of 456 members participated in the survey representing an estimated 56 percent response from member *households* and a 43 percent response from *individual* members. Thirty-one members used a paper survey while 425 completed the survey using the online survey instrument. The findings from a sample of 456 from this membership population are associated with a maximum error range of  $\pm 3.24$  percentage points at the 95 percent confidence level. This means that if 100 different samples of 456 members were surveyed, in 95 of them the results would not vary by more than  $\pm 3.24$  percentage points of the true findings if all members participated. This error percentage increases as the sample size decreases.

### Reading Tables

The scaling used in this survey frequently instructed respondents to indicate how satisfied or dissatisfied they are with facility or operational components of the Club. Mean scores were computed for each item by assigning numeric value to each response. For example, a response of satisfied was given a "5" and dissatisfied a "1". Values were then applied to the responses and divided by the number of responses (excluding a “no opinion” or “don’t know” survey response option). A mean score of 4.54, for example, would indicate higher satisfaction, while a score of 2.30 would indicate the member respondents, on the average, are somewhat dissatisfied with the component being measured.

A mean score may not tell the whole story. Where there is statistical variance in response, a variance table will describe the *statistically significant differences* among membership demographic variables, such as gender, age, type of residence, months of residency, or years as a member.

## HEADLINE FINDINGS

Topic	Details on Page	Headline Findings
<b>Demographic Profile</b>	3	The profile of the respondent sample is very representative of the membership demographics for gender, years as a member, and residential type. The sample has a slightly higher percentage of members younger than 75 than are in the membership.
<b>Club Usage</b>	4-5	Lunch dining, Fitness Center use, golfing, and card play are the most frequent activities indicated by survey respondents. The Club's market share of member outside-of-home dining is 45 percent.
<b>Communication</b>	6	Members are largely satisfied with the quality of information from the eight Club communication sources.
<b>Value-Drivers</b>	7	Staff service quality, the Beach Club, community security, landscaping and the Fitness Center, are the most important components when members judge the value of their membership.
<b>Overall Satisfaction</b>	9	Members are most satisfied with staff service quality and the membership experience, but less satisfied with the Club's financial management and Board performance.
<b>Operational Satisfaction</b>	10	Among the 14 operational areas, members are most satisfied with community security, Fitness Center, and golf operations. They are least satisfied with the dining operation.
<b>Clubhouse Facilities</b>	11	Members are more satisfied with the Grille Room and Bar, Pool, and Sports Bar than with the 19 <sup>th</sup> Hole, Card Rooms or Main Dining Room.
<b>Recreational Facilities</b>	12	Members are most satisfied with the pools, Fitness Center, and tennis courts, but least satisfied with the Beach Club facility.
<b>Community Components</b>	13	Members are at least somewhat satisfied with all eight community infrastructure components; however, parking receives the highest percentage of dissatisfaction.
<b>Strengths and Weaknesses</b>	14	When contrasting satisfaction with the components considered most important, security, staff service quality, and fitness are the Club's strengths while dining and the Beach Club require improvement.
<b>Improvements Needed</b>	15	Members consider improvement or refurbishment of the Beach Club, clubhouse décor, Main Dining Room, and 19th Hole to be most important.
<b>Future Ideas</b>	16	Among the nine ideas considered, members rated expansion of the Spa and services plus the development of a golf learning center to be most important.
<b>Club Topics</b>	17-18	Among the topics presented, members indicate strongest agreement with preserving the culture of incomparable service, responsiveness, and a strategy of continuous improvement of facilities, programs and services.
<b>Comments</b>	19-20	The most common themes of comments offered regarding the next five-year direction related to improvements to facilities and décor, food quality/dining, and the Beach Club.

## DEMOGRAPHIC PROFILE

### The respondent sample is very representative of the membership's demographic profile

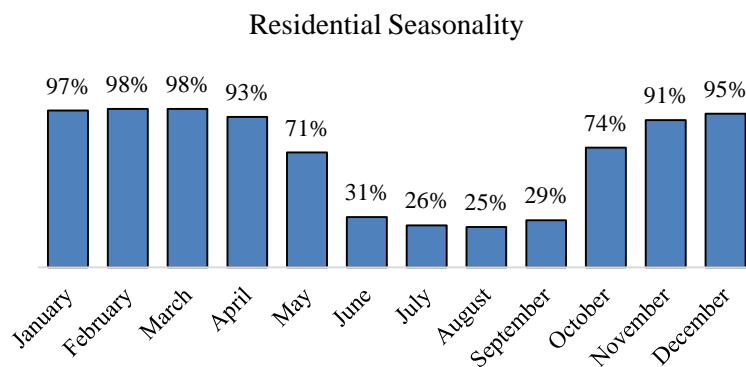
The findings of the survey reflect respondents with the following demographics characteristics, which are largely representative, but slightly younger than that of the Club membership as a whole.

Demographic	Sample (n=456)	Club Census (1,172)	Demographic	Sample (n=456)	Club Census (1,172)
<b>Age Categories:</b>			<b>Years as a Member:</b>		
60 or younger	9%	6%	Fewer than 4 years	13%	11%
61-65	7%	4%	4-9 years	20%	19%
66-70	14%	10%	10-19 years	32%	24%
71-75	26%	20%	20-25 years	12%	18%
76-80	22%	22%	26 or more years	20%	28%
81 or older	22%	37%			
<b>Gender:</b>			<b>Marital Status:</b>		
Men	51%	48%	Married	84%	n/a
Women	49%	52%	Single	9%	n/a
			Significant Other	6%	n/a
<b>Home Type:</b>			<b>Annual Number of Guests</b>		
Patio home	46%	48%	1-5	7%	n/a
Custom home	34%	31%	6-10	19%	n/a
Villa	16%	15%	11-15	21%	n/a
Townhome	4%	6%	16-20	20%	n/a
			21 or more	33%	n/a

### Segment Variance

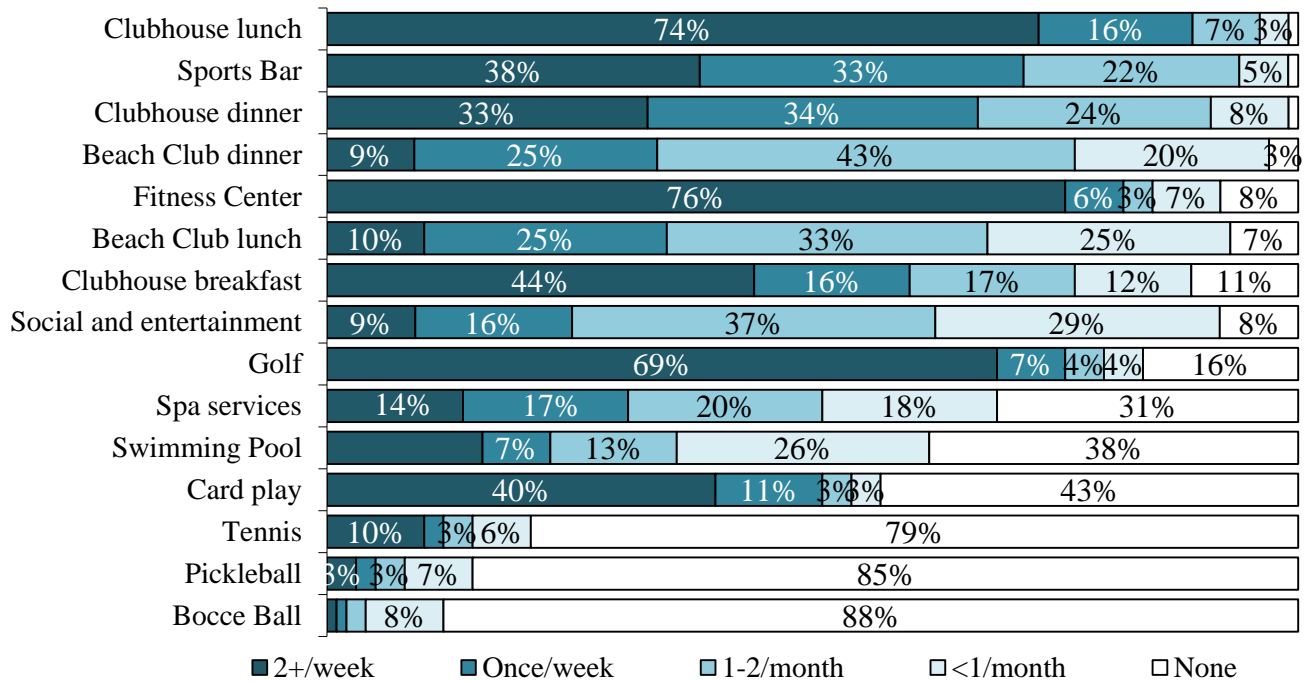
<b>Gender:</b>	Men are <i>twice</i> as likely than women to be older than 80.
<b>Age:</b>	Members for 8 or more years are <i>more</i> likely to be 76 or older. Members for 7 or fewer years are more likely to be 70 or younger.
<b>Years as a Member:</b>	The average number of years as a member among this sample is 15.5 and the median is 16.5. Members for 7 or fewer years are <i>more</i> likely than longer term members to be 65 or younger.
<b>Residence:</b>	Townhouse residents are <i>more</i> likely to be younger than 65 while villa residents are more likely to be 76 or older.

Respondents indicated the months per year that they reside in their Frenchman's Creek residence. For cross tabulation purposes, seasonal residents were considered to be those residing in the community from October to May.



# CLUB USAGE PROFILE

Dining, fitness, golf, and card play are the most frequently used Frenchman's Creek amenities



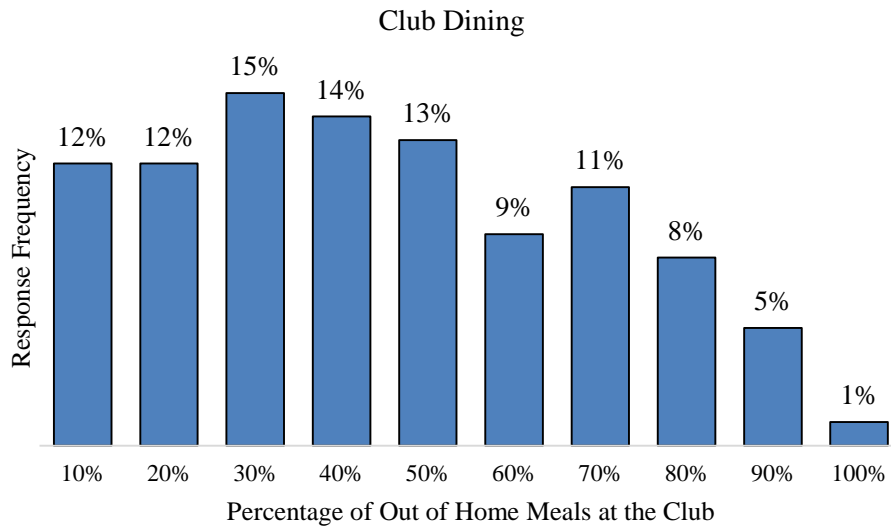
## Segment Variance

Activity	More Frequent Users	Less Frequent Users
Clubhouse lunch	66 and older, members for 8 or more years	65 or younger, members for 7 or fewer years
Sports Bar	65 or younger, members for 7 or fewer years	66 and older, members for 8 or more years
Clubhouse dinner	No variance	
Beach Club dinner	81 and older	80 or younger
Fitness Center	Women, members for fewer than 21 years	Men, members for 21 or more years
Beach Club lunch	No variance	
Clubhouse breakfast	Men, 76 or older	Women, 75 or younger
Social & entertainment	66 and older, members for 7 or fewer years	65 or younger, members for 8 years or longer, custom home residents
Golf	Men, seasonal resident	Women, year-round resident
Spa services	Women, 66 and older, members 7 or fewer years	Men, 65 or younger, members 8 years or longer
Swimming Pool	65 or younger, non-custom homes	66 or older, custom homes
Card play	Women, 66 and older, members for 7 or fewer years	Men, 65 or younger, members for 8 years or longer
Tennis	65 or younger	66 and older
Pickleball	No variance	
Bocce Ball	66 and older, members for fewer than 21 years	65 or younger, members for 21 years or longer

Note: variance among these demographic segments are slight, but statistically significant at the 95 percent confidence interval.

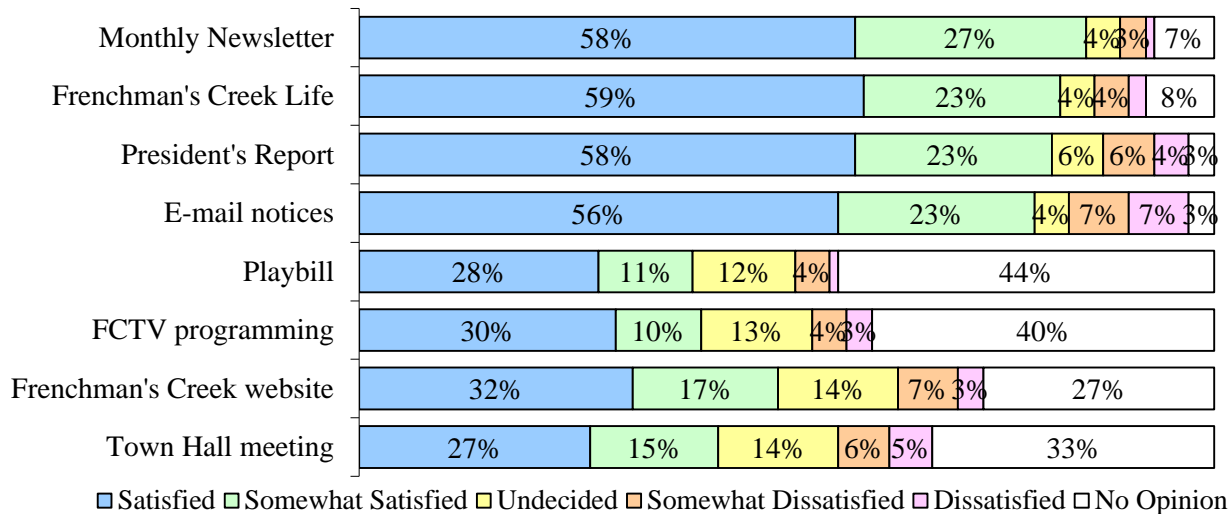
## CLUB USAGE PROFILE

Members were asked what percent of their *outside-the-home meals* are from one of the Club's dining venues. A fourth of the members indicate that 70 percent or more of their outside-the-home meals are at the Club. The average for all respondents is 45 percent of the time, slightly higher than the 33 percent seen in comparable clubs. The percentage is slightly lower for members 66-80 and slightly higher for members 65 or younger, and year-round residents.



## COMMUNICATION SOURCES

Members rated their satisfaction with the quality of the information received from eight sources



**Members are most satisfied with the quality of the Newsletter and Frenchman's Creek Life**

**Indicated by the no opinion response, the first four communication sources are read by the highest percentage of members.**

**Dissatisfaction with the quality of the information ranges from 4% for the newsletter to 14% for e-mail notices. The mean score average of all eight is 4.14.**

Information Sources	Mean Scores
Monthly Newsletter	4.47
Frenchman's Creek Life	4.44
President's Report	4.29
E-mail Notices	4.17
Playbill	4.08
FCTV programming	3.97
Frenchman's Creek website	3.95
Town Hall meetings	3.76

### Segment Variance

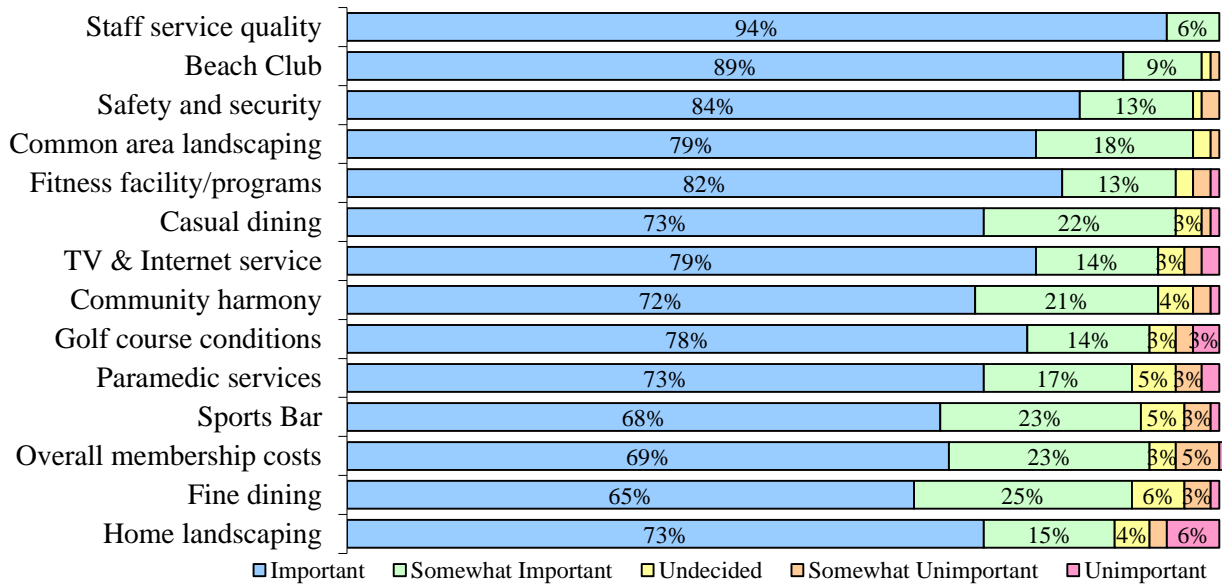
<b>Gender:</b>	Women are <i>more</i> satisfied than are men with the monthly newsletter, Frenchman's Creek Life, Playbill, FCTB programming, and the website.
<b>Age:</b>	Members 65 or younger are <i>less</i> satisfied than are members 76 and older with the quality of all communication sources except Frenchman's Creek Life, where there is no difference. Members 76-80 gave the highest satisfaction ratings for all communication sources.
<b>Years as a member:</b>	Members for 7 or fewer years are <i>less</i> satisfied than are longer term members with the monthly Newsletter, e-mail notices, website, and town hall meetings.
<b>Seasonality:</b>	Year-round residents are <i>less</i> satisfied than are seasonal residents with the President's Report, website, and town hall meetings.



# MEMBERSHIP VALUE-DRIVERS

Members rated the importance of 29 components when judging membership value

The chart shows the Top-14 value-drivers



More than nine-in-ten members rate staff service quality as the top value-driver

The top 14 membership components are considered important or somewhat important value-drivers to between 85% and 100% of the members.

Mean scores indicate the Beach Club, community security and landscaping as close seconds to staff service quality.

The mean scores show minimal separation among the top 14 value-drivers.

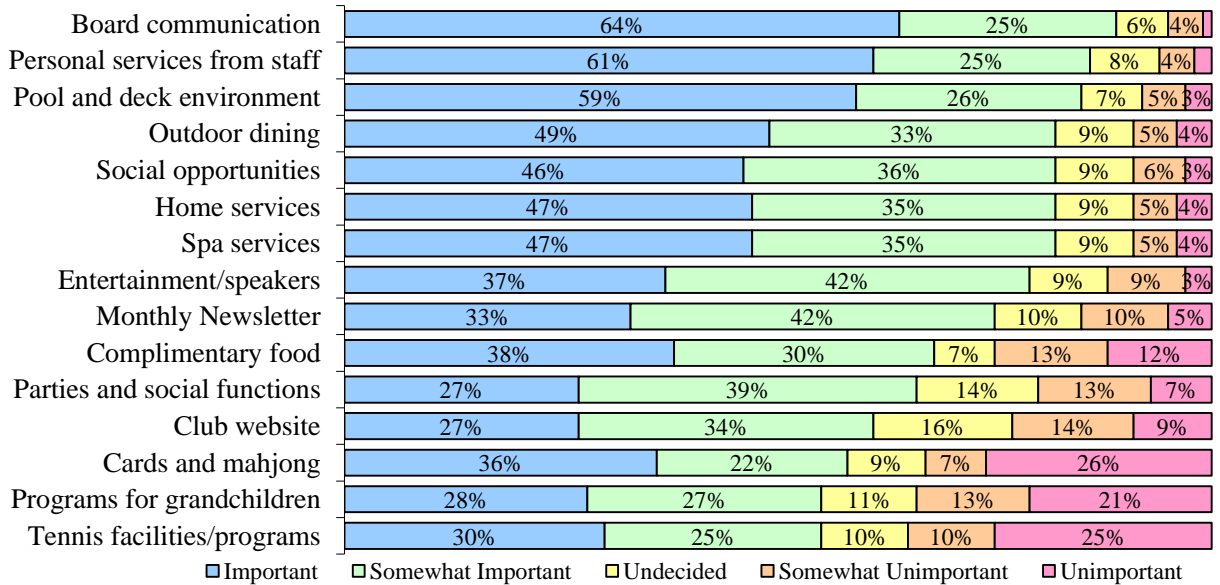
Membership Components	Mean Scores
Staff service quality	4.94
Beach Club	4.85
Community safety and security	4.77
Landscaping of common areas	4.76
Fitness facility and programs	4.72
Casual dining opportunities	4.67
Cable TV and Internet service	4.67
Community harmony	4.61
Golf course conditions	4.61
Paramedic services	4.56
Sports Bar	4.54
Overall membership costs	4.53
Fine dining opportunities	4.50
Home landscaping	4.48

## Segment Variance

<b>Gender:</b>	Women gave <i>higher</i> importance ratings than did men for all components except fitness facilities and golf course conditions where there was no statistical difference in ratings.
<b>Age:</b>	Members 65 and younger gave <i>higher</i> ratings than did older members for casual dining but <i>lower</i> ratings for cable TV/Internet services and golf course conditions. Members 81 or older gave <i>lower</i> ratings than did younger members for fitness facilities, Sports Bar, and fine dining.
<b>Years as a member:</b>	Members for 7 or fewer years gave <i>higher</i> importance ratings than did members for 21 or more years for fitness facilities, casual dining, and the Sports Bar.
<b>Residence:</b>	Residents in townhouses and patio homes gave <i>higher</i> importance ratings than did members in custom homes for membership costs. Custom home residents gave <i>higher</i> importance ratings than did other type of residents for the Sports Bar, but lower ratings for home landscaping.

# MEMBERSHIP VALUE-DRIVERS

These 15 value-drivers are important to somewhat fewer members when judging membership value



**Nine-in-ten members rate Board communication as at least a somewhat important value-driver**

**The top seven of these components is rated somewhat or very important by at least 80% of the respondents.**

**Communication from the Board is rated higher than in many comparable clubs while outdoor dining and opportunities to socialize are rated somewhat lower.**

**The highest percentage of combined unimportance ratings is for cards/mahjong, programs for grandchildren, and tennis.**

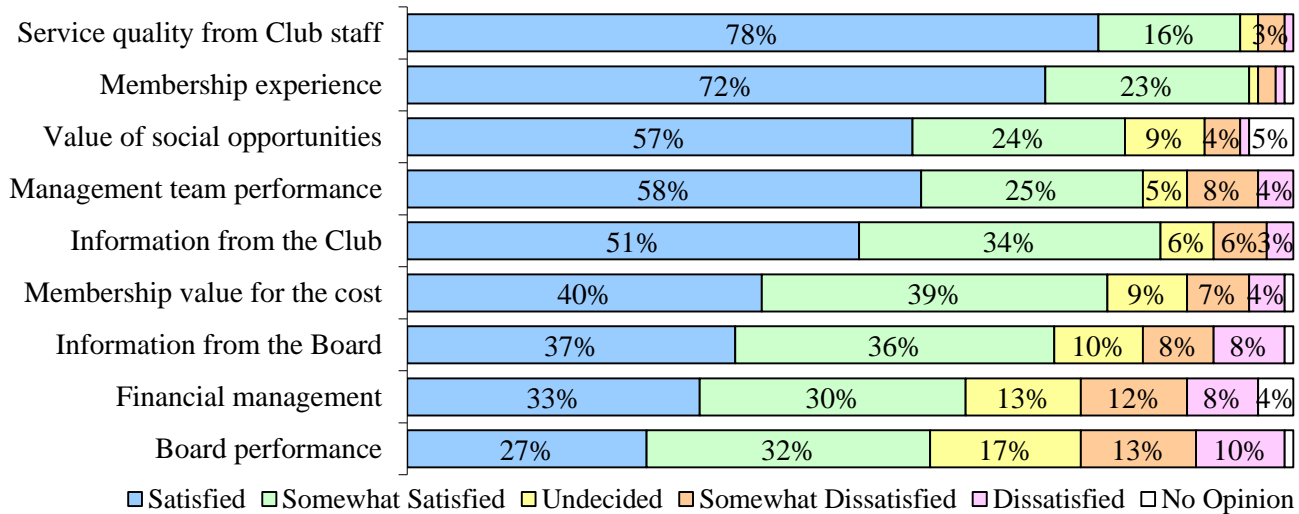
Membership Components	Mean Scores
Communication from the Board	4.46
Personal services provided by staff	4.41
Pool and lounge deck environment	4.33
Outdoor dining opportunities	4.19
Opportunities to socialize with other members	4.17
Home services	4.16
Spa services	4.02
Entertainment and speaker events	4.00
Monthly Newsletter	3.87
Complimentary food, such as breakfast, cookies, fruit, and water	3.69
Parties and social functions	3.66
Club website	3.56
Cards and mahjong play	3.36
Programs for visiting grandchildren	3.28
Tennis facilities and programs	3.24

## Segment Variance

<b>Gender:</b>	Women gave <i>higher</i> importance ratings than did men for all components except programs for visiting grandchildren, where there was no difference in ratings.
<b>Age:</b>	Members 65 and younger gave <i>higher</i> ratings than did older members for outdoor dining and tennis, but lower for cards and mahjong. Members 75 or younger gave <i>higher</i> importance ratings than did older members for spa services. Members 65-80 gave <i>higher</i> ratings than did either younger or older members for programs for visiting grandchildren.
<b>Years as a member:</b>	Members for 7 or fewer years gave <i>higher</i> importance ratings than did longer term members for outdoor dining, spa services, parties, and the website.
<b>Seasonality:</b>	Year-round residents gave <i>higher</i> importance ratings than did seasonal residents for communication from the Board, home services, spa services, and the website.
<b>Residence:</b>	Townhouse and patio residents gave <i>higher</i> importance ratings than did custom home residents for communication from the Board, social opportunities, and entertainment.

# SATISFACTION WITH THE OVERALL MEMBERSHIP EXPERIENCE

Members rated their satisfaction with nine components of their membership experience



Members are most satisfied with staff service quality and the membership experience but less satisfied with Board performance, financial management, and information from the Board

Satisfaction ranges from 94% for service quality to 59% for Board performance.

Dissatisfaction ranges from 3% for the membership experience to 20% for financial management and 23% for Board performance. The average is 4.16.

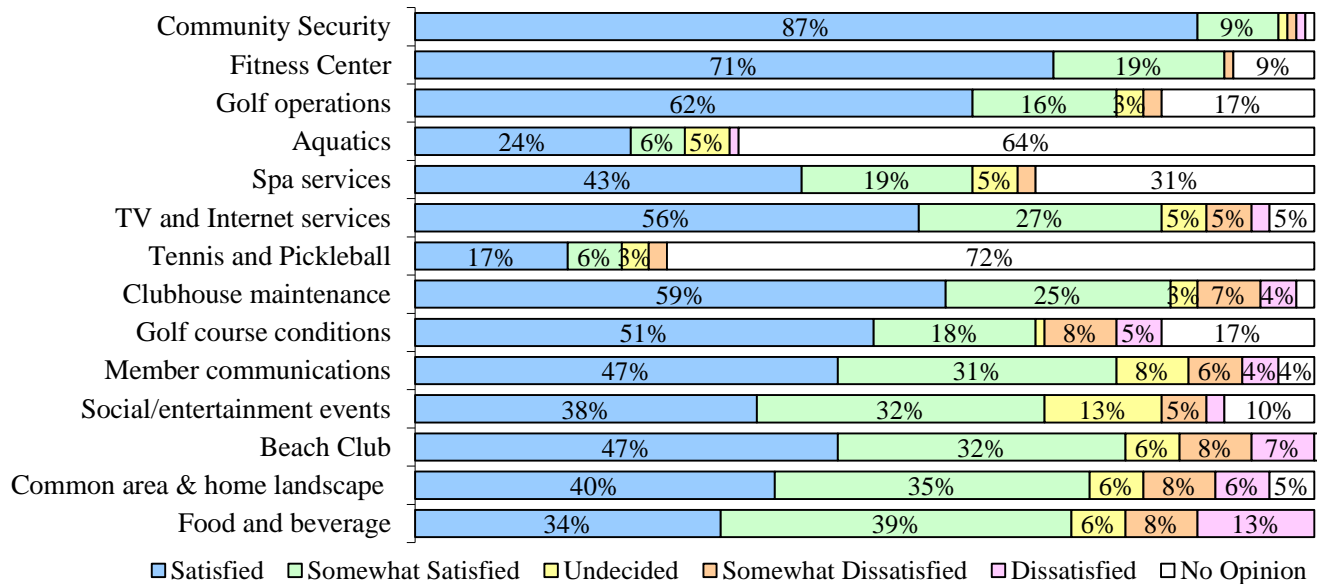
Membership Components	Mean Scores
Overall service quality received from Club staff	4.69
Your overall membership experience	4.63
Overall value of social opportunities	4.38
Overall performance of the management team	4.26
Information received from the Club	4.25
Overall membership value for the cost	4.05
Information received from the Board	3.88
Financial management of the Club	3.72
Overall performance of the Board	3.54

## Segment Variance

<b>Gender:</b>	Women are <i>more</i> satisfied than are men with information received from the Club.
<b>Age:</b>	Members 65 or younger are <i>less</i> satisfied than are older members with <i>all nine</i> components. Members 76 and older tend to be <i>significantly more</i> satisfied than are members 75 or younger with the membership experience, social value, management team, and financial management.
<b>Years as a member:</b>	Members for 7 or fewer years are <i>less</i> satisfied than are longer term members with service quality, membership experience, social value, management team performance, and information received from the Club and Board.
<b>Seasonality:</b>	Year-round members are <i>more</i> satisfied than are seasonal members with service quality and information received from the Club and the Board.

# SATISFACTION WITH OPERATIONAL COMPONENTS

## Members rated their satisfaction with 14 Club operational components



## Members are most satisfied with community security, Fitness Center, and golf operations

The top eight operational components achieved a mean score average of 4.53 (90% satisfaction).

Six components garnered dissatisfaction of 10% or greater, the highest being for food and beverage with 21%.

The average of all 14 operational component mean scores is 4.37 (87% satisfaction).

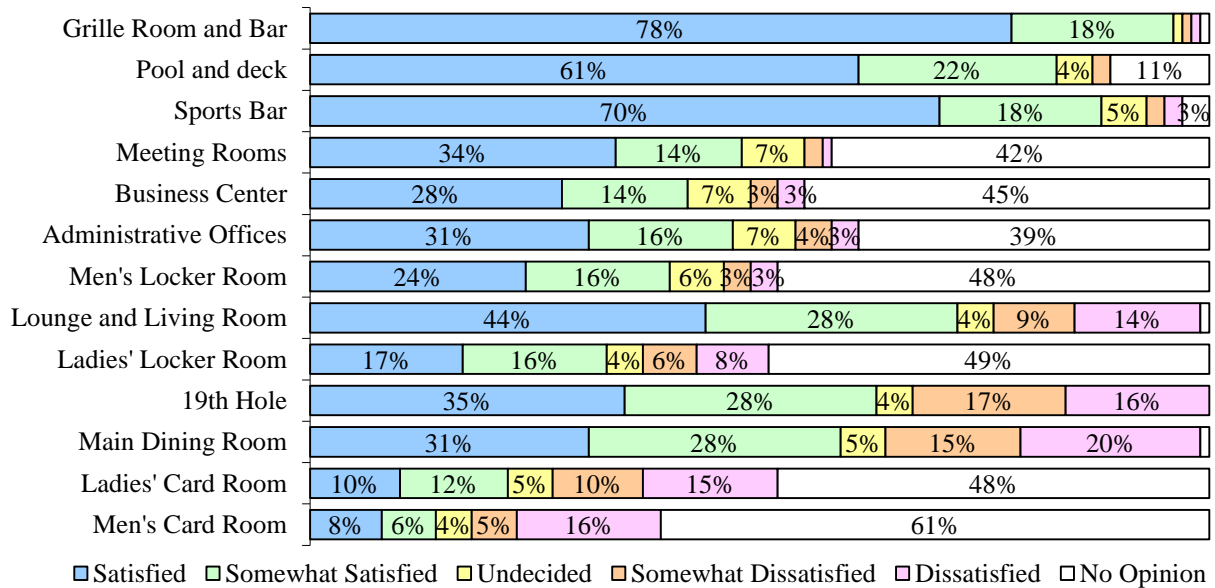
Operational Components	Mean Scores
Community security	4.83
Fitness Center	4.76
Golf operations	4.65
Aquatics	4.49
Spa services	4.48
Television and Internet services	4.37
Tennis and Pickleball	4.34
Clubhouse housekeeping and maintenance	4.31
Golf course conditions	4.24
Member communications	4.16
Social and entertainment events	4.09
Beach Club	4.04
Common area and home landscape services	4.01
Food and beverage	3.73

## Segment Variance

<b>Gender:</b>	Women are <i>more</i> satisfied than are men with aquatics and golf course conditions.
<b>Age:</b>	Members 65 or younger are <i>less</i> satisfied than are older members with TV and Internet service, communications, social and entertainment events. Members 76 and older are <i>more</i> satisfied than are younger members with housekeeping and maintenance, Beach Club, common area landscaping, and food and beverage.
<b>Years as a member:</b>	Members for 8 or <i>more</i> years are <i>more</i> satisfied than are newer members with TV and Internet service and housekeeping. Members of fewer than 21 years are <i>less</i> satisfied than are longer term members with the Beach Club.
<b>Seasonality:</b>	Year-round members are <i>less</i> satisfied than are seasonal residents with housekeeping and maintenance and member communication.

# SATISFACTION WITH CLUBHOUSE FACILITIES

## Members rated their satisfaction with 13 clubhouse facility components



**Mean scores indicate that members are more satisfied with the Grille Room and Bar, Pool, and Sports Bar than with the 19<sup>th</sup> Hole, Main Dining Room or Card Rooms**

**Among those with an opinion, combined satisfaction ranges from a high of 96% for Grille Room and Bar to a low of 14% for Men's Card Room.**

**Combined dissatisfaction ranges from a low of 2% to a high of 35% for the Main Dining Room.**

**The average of these mean scores is 3.86, an overall satisfaction of 77%.**

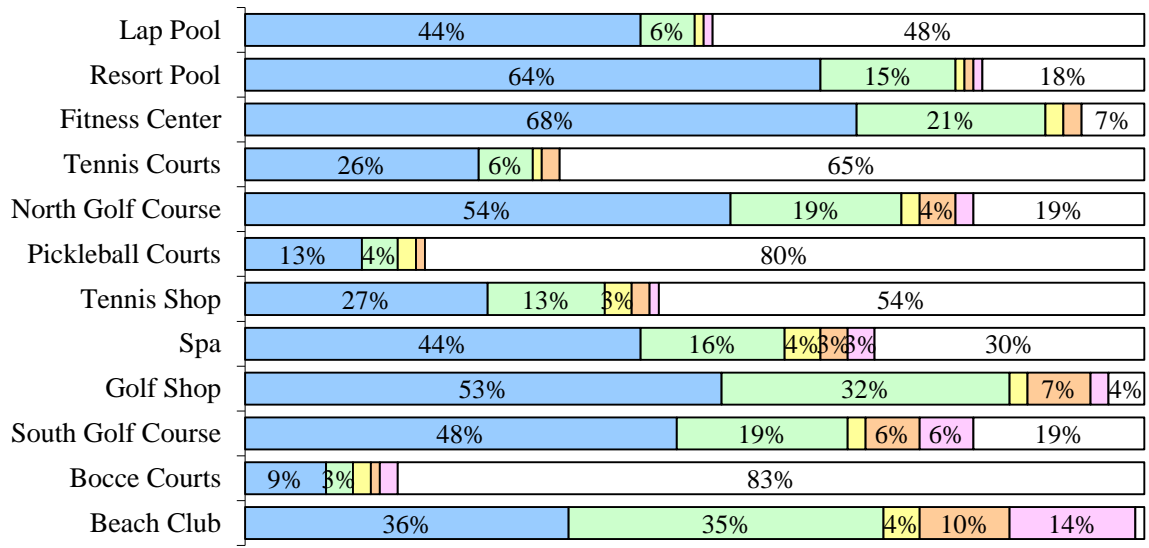
Clubhouse Facilities	Mean Scores
The Grille and Bar	4.71
Pool and surrounding lounge deck	4.58
Sports Bar	4.56
Meeting Rooms (Salons 1-4)	4.32
Business Center	4.12
Administrative offices	4.11
Men's Locker Room	4.03
Lounge and Living Room	3.81
Ladies' Locker Room	3.57
19 <sup>th</sup> Hole	3.49
Main Dining Room	3.35
Ladies' Card Room	2.84
Men's Card Room	2.64

### Segment Variance

<b>Gender:</b>	Men are <i>more</i> satisfied than are women with the Main Dining Room.
<b>Age:</b>	Members 76 and older are <i>more</i> satisfied than are younger members with the pool, meeting rooms, business center, administrative offices, Men's Locker Room, and the 19 <sup>th</sup> Hole. Members 81 and older tend to be the <i>most</i> satisfied age segment with all these facilities.
<b>Years as a member:</b>	Members for 21 or more years are slightly <i>less</i> satisfied than are members of fewer years with the Sports Bar. Members for 7 or fewer years are <i>less</i> satisfied than longer term members with the 19 <sup>th</sup> Hole.
<b>Residence:</b>	Residents in townhouses and patio homes are <i>more</i> satisfied than are residents of other home types with the pool, meeting rooms, men's locker room, ladies' locker room, 19 <sup>th</sup> Hole, Main Dining Room, Lounge and Living Room.

# SATISFACTION WITH RECREATIONAL FACILITIES

## Members rate their satisfaction with 12 recreational facility components



■ Satisfied 
 ■ Somewhat Satisfied 
 ■ Undecided 
 ■ Somewhat Dissatisfied 
 ■ Dissatisfied 
 ■ No Opinion

**Mean scores indicate that members are most satisfied with the pools, Fitness Center and tennis courts, but least satisfied with the Beach Club facility**

**The vast majority of respondents are satisfied with the recreational facilities.**

**Combined dissatisfaction ranges from a low of 2% to a high of 24% for the Beach Club facility.**

**The average of these mean scores is 4.39, an overall satisfaction of 88%.**

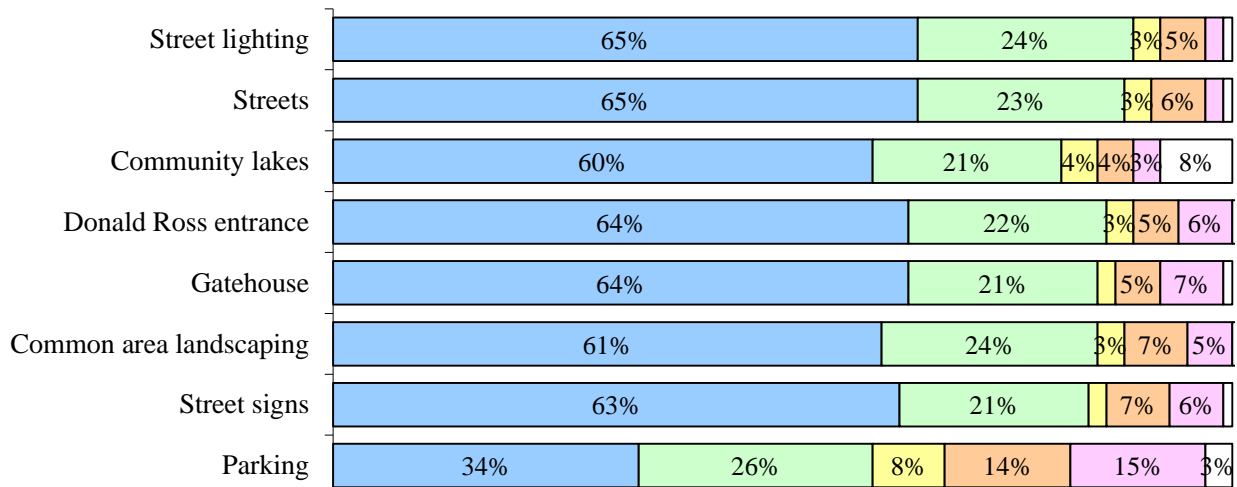
Recreational Facilities	Mean Scores
The lap pool	<b>4.75</b>
The resort pool	<b>4.69</b>
Fitness Center	<b>4.66</b>
Tennis Courts	<b>4.58</b>
North Golf Course	<b>4.46</b>
Pickleball Courts	<b>4.46</b>
Tennis Shop	<b>4.40</b>
Spa	<b>4.36</b>
Golf Shop	<b>4.33</b>
South Golf Course	<b>4.19</b>
Bocce Courts	<b>4.04</b>
The Beach Club	<b>3.70</b>

### Segment Variance

<b>Gender:</b>	Women are <i>more</i> satisfied than are men with the lap pool, and Golf Courses. Men are <i>more</i> satisfied than are women with the Golf Shop.
<b>Age:</b>	Members 75 or younger are slightly <i>less</i> satisfied than are older members with the resort pool, Fitness Center, Tennis courts, Spa, and Beach Club. Members 81 and older tend to be the <i>most</i> satisfied age segment with all these facilities. Members 66-80 are <i>less</i> satisfied with the South course than are either older or younger members.
<b>Years as a member:</b>	Members for 7 or fewer years are <i>less</i> satisfied than are longer term members with the lap pool and resort pool. Members for 21 or more years are <i>more</i> satisfied with the Beach Club than are members of fewer years.
<b>Seasonality:</b>	Year-round members are slightly <i>more</i> satisfied than are seasonal members with the South Golf Course.
<b>Residence:</b>	Members in custom homes are <i>less</i> satisfied than are members in other residence types with the Fitness Center, Spa, and Beach Club.

# SATISFACTION WITH COMMUNITY COMPONENTS

Members rate their satisfaction with eight components of the community and infrastructure



■ Satisfied ■ Somewhat Satisfied ■ Undecided ■ Somewhat Dissatisfied ■ Dissatisfied ■ No Opinion

**Members are at least somewhat satisfied with all components, but parking receives the highest dissatisfaction**

**Combined satisfaction ranges from 89% to 60%.**

**Dissatisfaction ranges from 7% to 29%.**

**The average of these eight components is 4.27 and overall satisfaction of 85%.**

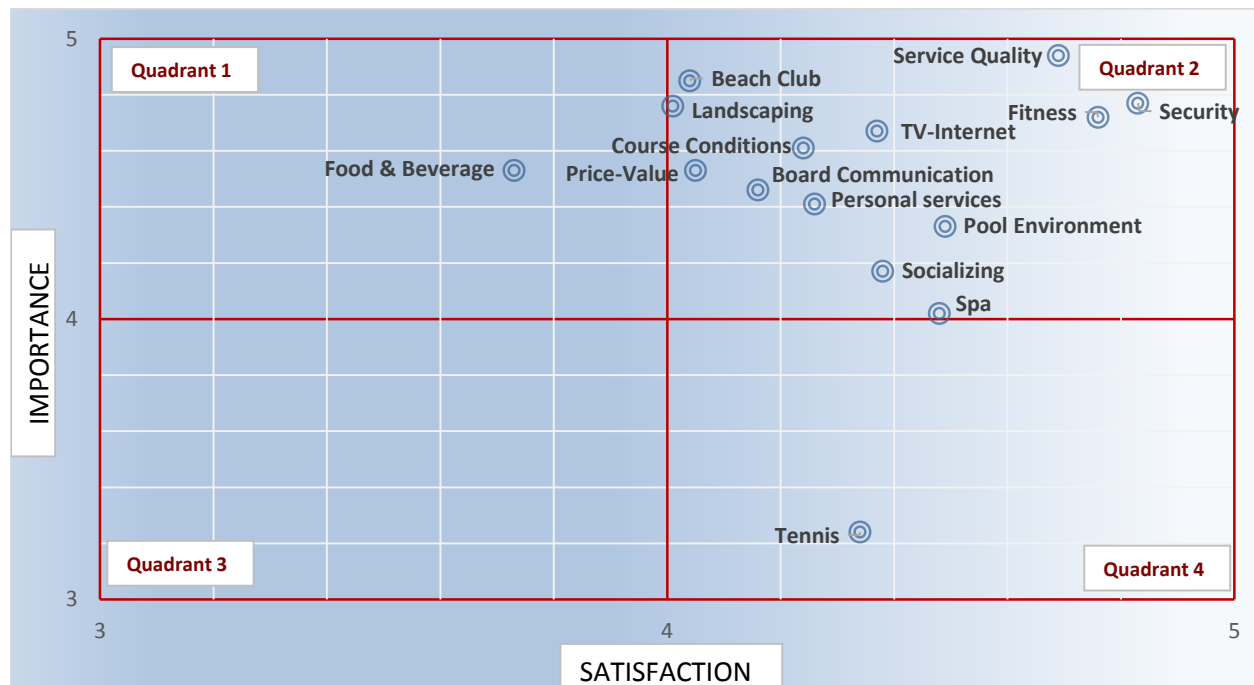
Community Components	Mean Scores
Street lighting	4.46
Streets	4.44
Community lakes	4.43
Donald Ross entrance	4.35
Gatehouse	4.33
Common area landscaping	4.30
Street signs	4.29
Parking	3.52

## Segment Variance

<b>Gender:</b>	No variance was found.
<b>Age:</b>	Members 81 and older tend to be <i>more</i> satisfied than are members 75 or younger with the entrance and common area landscaping. Members 75 or younger are <i>less</i> satisfied than are older members with common area landscaping.
<b>Years as a member:</b>	Members for 21 or more years are <i>more</i> satisfied than are members for 7 or fewer years with the entrance and common area landscaping.
<b>Seasonality:</b>	Year-round residents are <i>less</i> satisfied than are seasonal residents with street lighting, streets, community lakes, and street signs.
<b>Residence:</b>	Residents in townhouses or patio homes are <i>more</i> satisfied than are custom home residents with the gatehouse and parking.

# PERCEPTUAL MAP

Contrasting satisfaction with what's important maps Club strengths and weaknesses



The chart is divided into four quadrants. Attributes that fall into each category are labeled as:

- Quadrant 1:** Higher value importance—Lower satisfaction
- Quadrant 2:** Higher value importance—Higher satisfaction
- Quadrant 3:** Lower value importance—Lower satisfaction
- Quadrant 4:** Lower value importance—Higher satisfaction

A perceptual map shows the relationship between the **importance** of a Club component when judging membership value—and satisfaction with the component. The table below shows the contrast in the 14 mean score combinations.

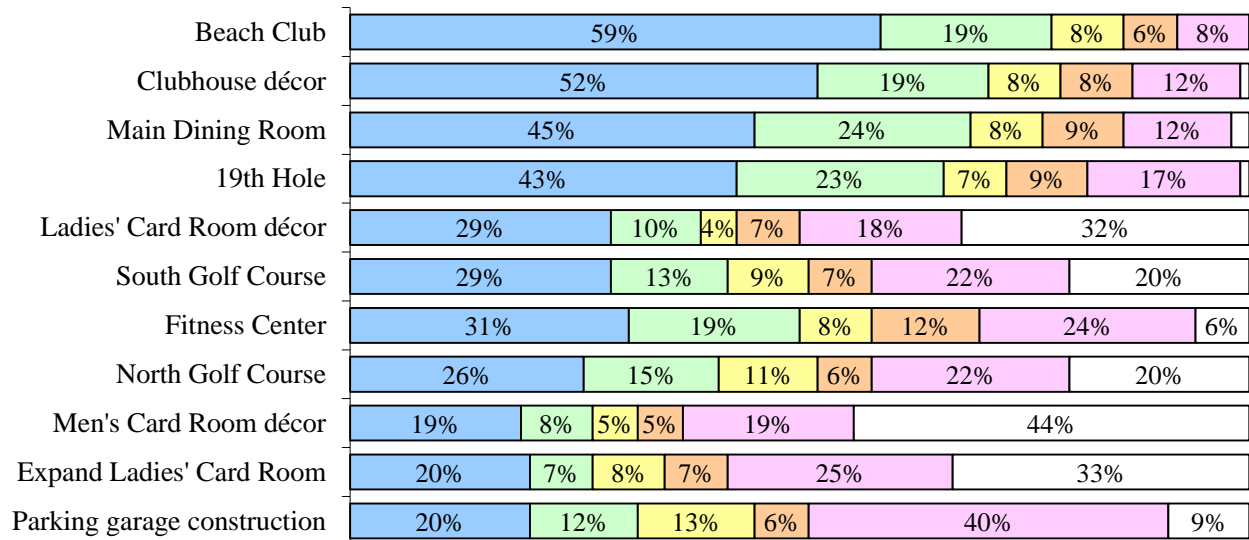
	Service Quality	Beach Club	Safety and Security	Landscaping	Fitness	Cable TV and Internet	Golf Course Conditions	Food & Beverage
Importance	4.94	4.85	4.77	4.76	4.72	4.67	4.61	4.53
Satisfaction	4.69	4.04	4.83	4.01	4.76	4.37	4.24	3.73
	Price-Value	Communication from Board	Personal Services	Pool and Deck Environment	Social Opportunities	Spa Services	Tennis	
Importance	4.53	4.46	4.41	4.33	4.17	4.02	3.24	
Satisfaction	4.05	4.16	4.26	4.49	4.38	4.08	4.34	

The table components are sequenced from left to right by the *importance* mean score. Satisfaction mean scores for all components but one exceed 4.0, regardless of the volume of members who consider them important. The exception is the food and beverage operations. The importance mean score for food and beverage is the average of the three dining venues (casual, fine, and outdoor dining). The importance mean score for personal services was used to contrast with the mean score for satisfaction with management. Price-value is the contrast between the importance of membership costs and satisfaction with the value for dues paid. The chart shows that the Club's strengths, as perceived by the membership, are community safety and security, fitness, and staff service quality.



# EXPLORING FUTURE IMPROVEMENTS

## Members rated the importance of improving or refurbishing 11 facility components



Important 
  Somewhat Important 
  Undecided 
  Somewhat Unimportant 
  Unimportant 
  Don't Know

## Members consider improvement to the Beach Club, Clubhouse décor, Main Dining Room, and 19<sup>th</sup> Hole to be most important

**Combined importance ratings ranges from a high of 78% for the Beach Club to a low of 27% for Ladies' Card Room expansion.**

**Combined ratings of unimportance ranges from a high of 46% for the garage to a low of 14% for the Beach Club.**

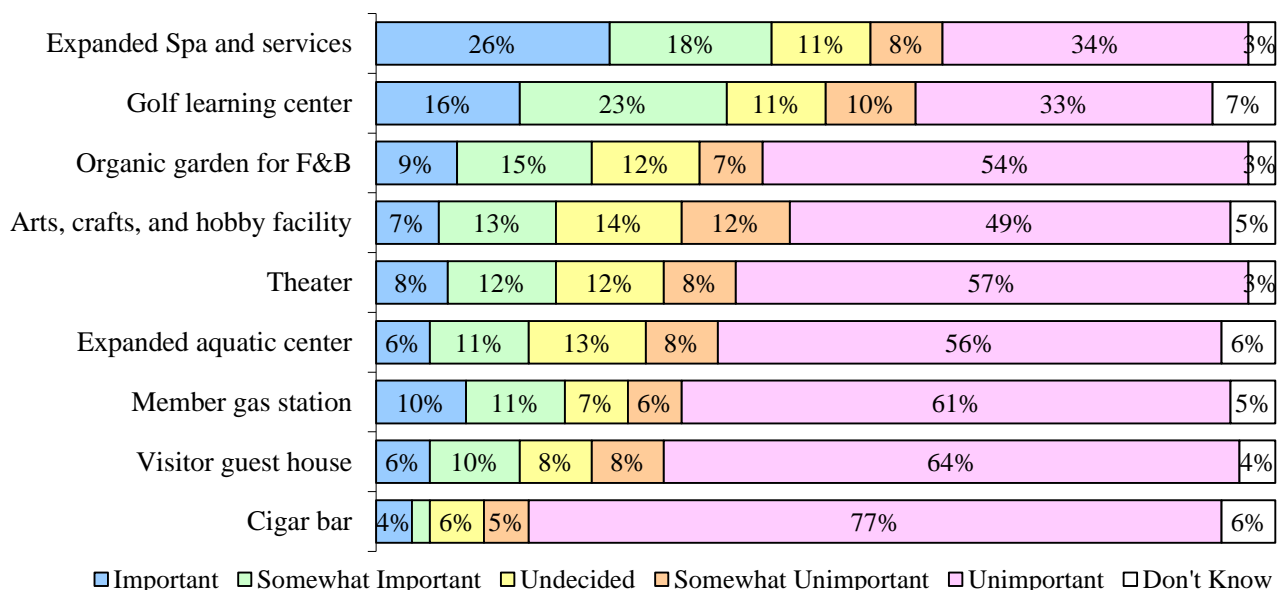
Areas to Improve or Refurbish	Mean Scores
Beach Club	4.16
Overall décor of the clubhouse interior	3.92
Main Dining Room	3.84
19 <sup>th</sup> Hole	3.64
Ladies' Card Room décor	3.39
South Golf Course	3.27
Fitness Center	3.22
North Golf Course	3.21
Men's Card Room décor	3.08
Expanding the Ladies' Card Room to centralize card play	2.83
Construction of a parking garage	2.63

## Segment Variance

<b>Gender:</b>	Women gave <i>higher</i> importance ratings than did men for improving the overall Clubhouse interior décor, Main Dining Room, 19 <sup>th</sup> Hole, Ladies' Card Room décor, and for expanding the Ladies' Card Room.
<b>Age:</b>	Members 66-80 gave <i>higher</i> importance ratings than did older members for improving the clubhouse interior décor, Main Dining Room, and Golf Courses. Members 75 or younger gave <i>higher</i> importance ratings for improving the 19 <sup>th</sup> Hole.
<b>Years as a member:</b>	Members for 7 or fewer years gave <i>higher</i> importance ratings than did longer term members for improving the 19 <sup>th</sup> Hole, but <i>lower</i> ratings for expanding the Ladies' Card Room.
<b>Seasonality:</b>	Year-round residents gave <i>higher</i> importance ratings than did seasonal residents for improving the Ladies' Card Room décor.
<b>Residence:</b>	Villa residents gave <i>higher</i> importance ratings than did residents of other types of homes for improving the North Course.

## EXPLORING FUTURE IDEAS

### Members rate the importance of exploring nine Club improvement ideas



### Members assign the highest importance ratings for an expanded Spa and golf learning center

**Combined importance ranged from a high of 44% for an expanded Spa and services to a low of 6% for a cigar bar.**

**Combined unimportance ratings ranged from a low of 42% to a high of 82%.**

**The combined percentage for undecided and don't know is low, ranging from 12% for a cigar bar, guest house or gas station to 19% for an arts, crafts, and hobby facility.**

Potential Improvements	Mean Scores
An expanded Spa and salon with more upscale services and treatments	<b>2.93</b>
Development of a golf learning center	<b>2.77</b>
A garden for growing organic food to be served in the Club dining venues	<b>2.16</b>
Arts, crafts, and hobby facility	<b>2.11</b>
Development of a theater	<b>2.04</b>
An expanded resort-like aquatic center	<b>1.97</b>
A member gas station with gas sold at deeply discounted prices	<b>1.96</b>
A guest house for very short term use by prospective buyers while visiting	<b>1.79</b>
A cigar bar	<b>1.40</b>

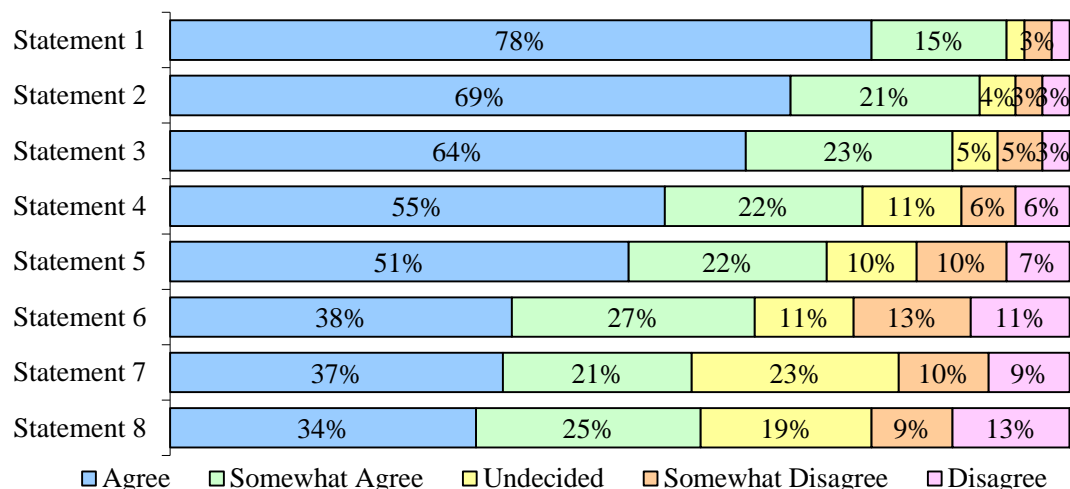
### Segment Variance

<b>Gender:</b>	Women gave <i>higher</i> importance ratings than did men for expanding the spa, constructing a garage, an organic garden, and member gas station. Men gave <i>higher</i> ratings for a cigar bar.
<b>Age:</b>	Members 75 and younger gave <i>higher</i> importance ratings than did older members for an expanded spa, organic garden, expanded aquatic center, a guest house, and a cigar bar. Members 81 and older gave the <i>lowest</i> importance ratings for all components except a gas station, theater and arts and crafts facility.
<b>Years as a member:</b>	Members of 21 or more years gave the <i>lowest</i> importance ratings for all components except a member gas station.
<b>Residence:</b>	Custom home residents gave <i>higher</i> importance ratings than did residents of other types of homes for an expanded Spa and parking garage.

## CLUB TOPICS

Members rated their agreement or disagreement with 16 statements regarding Club topics

The chart shows agreement ratings for the top eight



**Agreement is strongest for preserving the culture and pursuing a strategy of continuous improvement**

**Approximately nine-in-ten either agree or somewhat agree with the first two statements.**

**Approximately three-fourths show agreement with offering healthier food options and a casual menu at the Beach Club.**

**Six-in-ten agree with different themes for each dining venue.**

**Disagreement is somewhat higher for statements 6 and 8.**

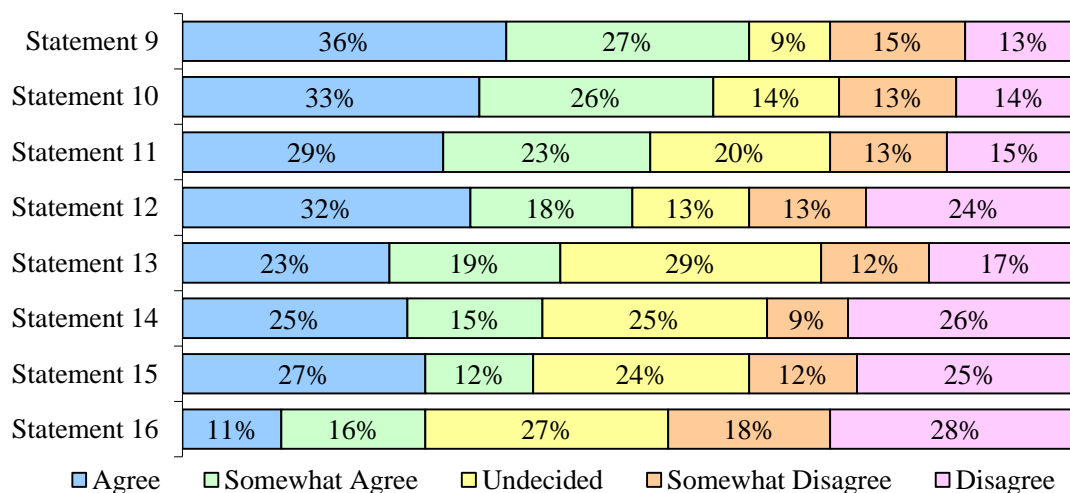
Statements	Mean Scores
1. The Frenchman's Creek culture of incomparable service and responsiveness to member needs and requests should remain the foundation of our strategic plan.	<b>4.64</b>
2. The Board should pursue a strategy of continuous improvement of our Club facilities, programs and services in order to enhance membership value and attract new members.	<b>4.50</b>
3. I am satisfied with the amount of information received from the Club on activities and events.	<b>4.39</b>
4. The Chef should offer health-oriented food options in addition to the current menu in each venue.	<b>4.16</b>
5. The Beach Club should have a casual menu consistent with a traditional beach environment.	<b>3.99</b>
6. Our community is well positioned to compete for new members.	<b>3.69</b>
7. I am satisfied with the Club's effort to attract new members.	<b>3.66</b>
8. Each of the Club's dining venues should have a different theme.	<b>3.60</b>

### Segment Variance

Statement	Stronger Agreement	Less Agreement
Statement 1	Seasonal residents	Year-round residents
Statement 2	75 or younger, custom home residents	76 and older, non-custom home
Statement 3	66 and older	65 or younger
Statement 4	Women, 75 or younger	Men, 81 and older
Statement 5	No variance found	
Statement 6	76 and older, members 8 or more years	65 or younger, members 7 or fewer years
Statement 7	76 and older, members 8 or more years	65 or younger, members for 7 or fewer years
Statement 8	80 or younger, members 7 or fewer years	81 and older, members 21 or more years

## CLUB TOPICS

The chart shows ratings for the eight statements receiving less agreement



**Agreement is strongest with having adequate information and limited menu items, but significantly less regarding the influence of committees**

**Approximately six-in-ten either agree or somewhat agree with statements 9 and 10.**

**Approximately a fourth show agreement that they are satisfied with the influence of committees on the future direction of the Club.**

**Combined disagreement ranges from 27% for a limited menu to 46% for committee influence.**

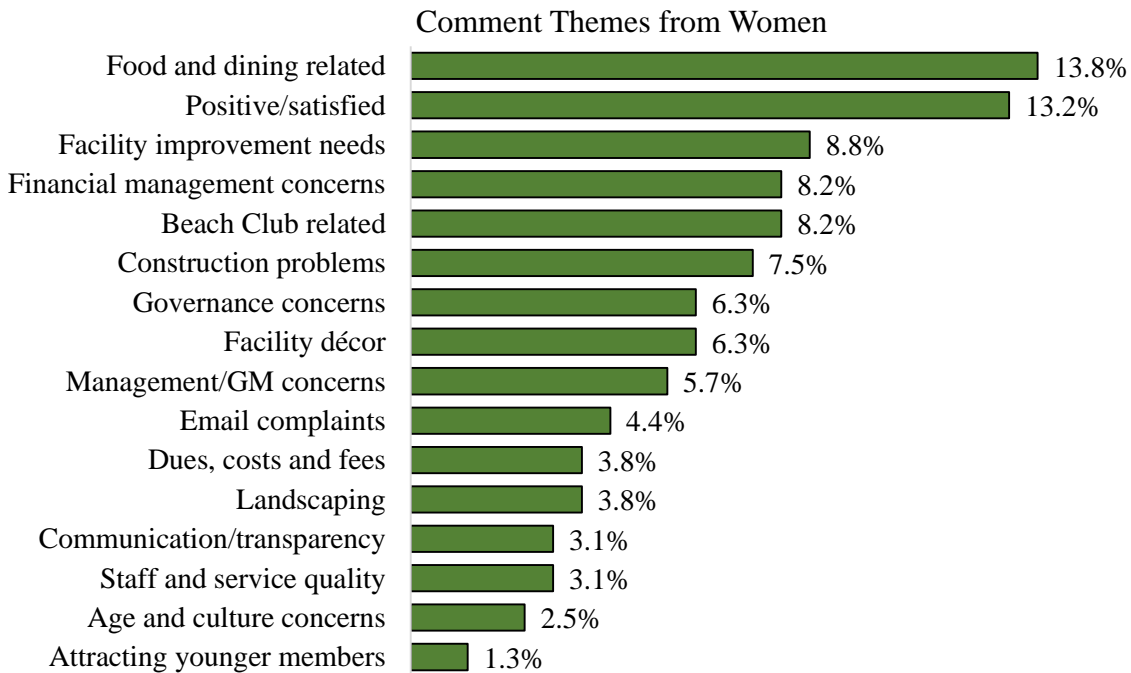
Statements	Mean Scores
9. I receive adequate information from the Board or management on Club issues.	<b>3.58</b>
10. The Club should limit the menu of items served at each venue to improve the quality.	<b>3.50</b>
11. I have adequate opportunities to voice my opinion about Club operations and governance.	<b>3.37</b>
12. I am satisfied with the Club's election process for Board members.	<b>3.19</b>
13. I am satisfied with how committee members are selected.	<b>3.19</b>
14. The Board should consider financing larger projects with debt instead of relying upon just the capital fund.	<b>3.04</b>
15. Committee chairs should be members of the Board.	<b>3.03</b>
16. I am satisfied with the influence of committees on the future direction of the Club.	<b>2.64</b>

### Segment Variance

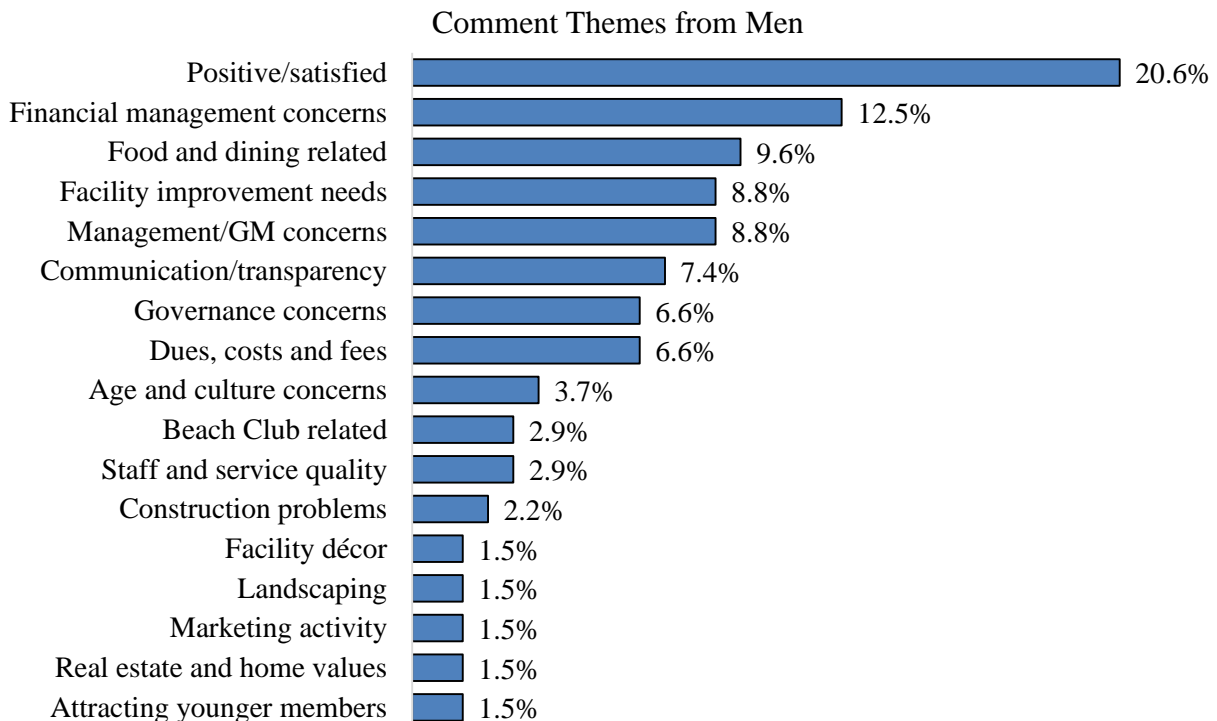
Statement	Stronger Agreement	Less Agreement
Statement 9	66 and older, seasonal residents, members 8 or more years	65 or younger, year-round residents, members for 7 or fewer years
Statement 10	Members for 8-20 years	Members for fewer than 7 years or more than 20 years
Statement 11	76 and older	65 or younger
Statement 12	Men, 66 and older	Women, 65 or younger
Statement 13	66 and older	65 or younger
Statement 14	66-80 custom home residents	65 or younger, 81 and older, townhouse and patio home residents
Statement 15	76-80, members for fewer than 21 years	65 or younger, members for 21 or more years
Statement 16	76 and older, seasonal residents	75 or younger, year-round residents

## COMMENT SUMMARY

Members were given two opportunities in the survey to offer comments. The first asked for comments about their overall membership experience? A total of 97 women offered a comment, representing 43 percent of the sample of women. The chart shows the nature of the comments.



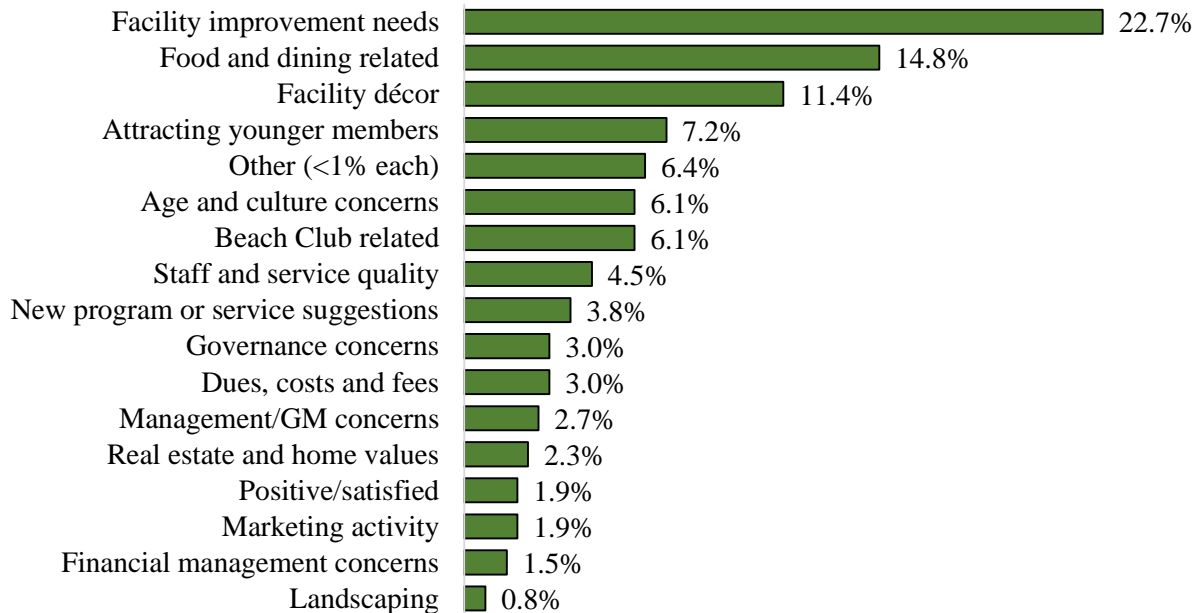
A total of 100 men, representing 43 percent of the sample of men, offered a comment regarding their overall membership experience. The chart shows the nature of the comments.



## COMMENT SUMMARY

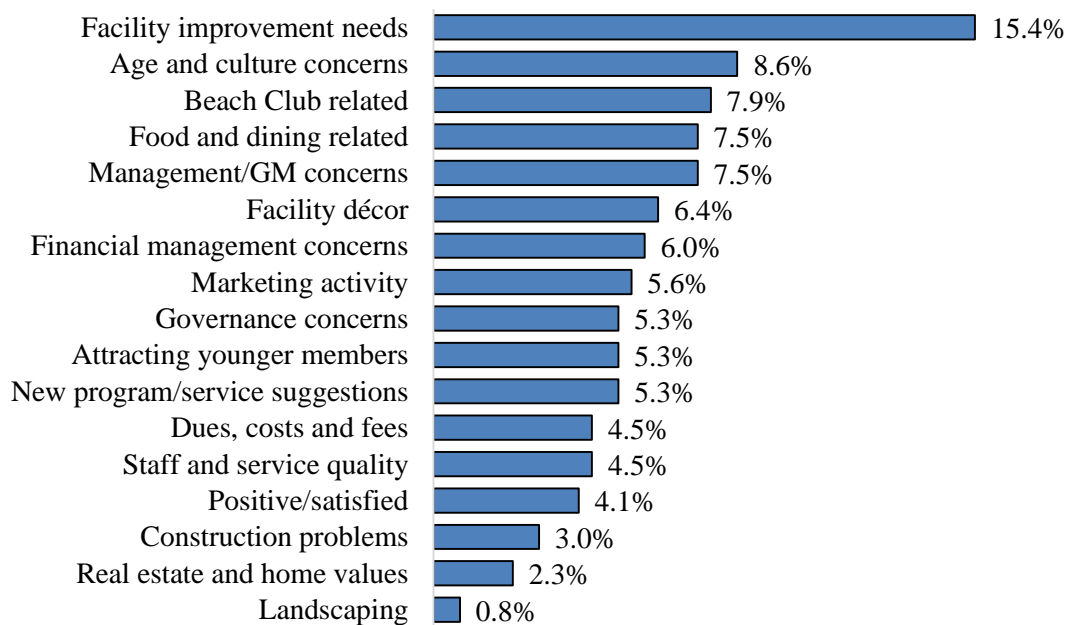
The second opportunity to offer a comment was to the question: *Thinking about the next five years, what, in your opinion, must the Club do to remain contemporary and competitive, to improve the membership experience, and to attract members to the Club and community?* A total of 158 women, representing 70 percent of the women respondents, offered a second comment.

### Comment Themes from Women



A total of 169 men, representing 72 percent of responding men, offered a second comment regarding the five-year direction.

### Comment Themes from Men



## SURVEY IMPLICATIONS

Opinion surveys are often somewhat biased by the members who are most motivated to send management and the Board a message. In this survey of Frenchman’s Creek Beach & Country Club members, that message varied by a member’s age more so than gender. A higher proportion of younger members than are in the membership census participated in the survey.

In general, members 75 or younger and especially those younger than 66 value different membership components and are less satisfied than are members 76 and older. Women tend to be somewhat more satisfied than are men. More specifically, this 75 or younger segment, which comprises 56 percent of the sample and 40 percent of the membership, tend to place more value than do older members on casual and outdoor dining, tennis, and spa services. On the overall experience, they tend to be less satisfied than are older members with the membership experience, social opportunities, management, and financial management of the Club. They are less satisfied with social events, housekeeping, the Beach Club, landscaping, and dining operations. They want an expanded spa, organic garden food, and a better aquatic facility.

### Dissatisfaction

As shown in the table below, the survey revealed challenges with 28 components each garnering dissatisfaction of 10 percent or higher. The highest dissatisfaction is with the Main Dining Room facility, 19<sup>th</sup> Hole, parking, Ladies’ Card Room, Beach Club facility, Board performance, food and beverage, Lounge and Living Room, Men’s Card Room, and financial management of the Club—all with dissatisfaction of 20 percent or higher.

Club Components	Dissatisfied	Club Components	Dissatisfied
Main Dining Room facility	35%	Ladies’ Locker Room	14%
19 <sup>th</sup> Hole facility	33%	Golf course conditions	13%
Parking	29%	Street signs	13%
Ladies’ Card Room facility	25%	Performance of the management team	12%
Beach Club facility	24%	South Golf Course	12%
Overall performance of the Board	23%	Gatehouse	12%
Food and beverage operations	21%	Common area landscaping	12%
Lounge and Living Room	21%	Town Hall meetings	11%
Men’s Card Room	21%	Membership value for the cost	11%
Financial management of the Club	20%	Clubhouse housekeeping and maintenance	11%
Information received from the Board	16%	Donald Ross entrance	11%
Beach Club operations	15%	President’s Report	10%
E-mail Notices	14%	Frenchman’s Creek website	10%
Common area and home landscape services	14%	Member communications	10%

These quantitative ratings are reinforced in the comments provided by both men and women. Younger members are more likely than older members to reflect concerns that the culture of the Club is too oriented toward the needs and desires of the older generation. Even some of the older members indicated a concern that the Club must evolve in appearance and programming to improve the appeal to the younger prospective buyers. The more prevailing comments from women pertain to the need to improve food quality, dining facilities, and clubhouse décor. Men tended to reflect similar comments, but with more emphasis on financial management concerns. A segment of comments from both men and women pertained to concern about management and governance.

## SURVEY IMPLICATIONS

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Judging by the percentage who agree or somewhat agree with the 16 statements in the survey, nine-in-ten members agree that the Frenchman's Creek culture of incomparable service and responsiveness to member needs and requests should remain the foundation of the Club's strategic plan. Approximately the same percentage agree that the Board should pursue a strategy of continuous improvement of Club facilities, programs and services in order to enhance membership value and attract new members. The percentage is even higher among younger members.

Approximately three-fourth indicate agreement that the Chef should offer health-oriented food options in addition to the current menu in each venue—and that The Beach Club should have a casual menu consistent with a traditional beach environment. These are meaningful indicators of what the next generation will likely use as factors in deciding between the competitive set of country club communities. What's more, a quarter of the survey respondents *disagree* that the community is well positioned to compete for new members.

Regarding statements pertaining to governance, younger members *are more likely to disagree* that:

- They have adequate information from the Board or management on Club issues;
- They have adequate opportunities to voice opinions about Club operations and governance;
- They are satisfied with the Club's election process for Board members;
- They are satisfied with how committee members are selected;
- The Board should consider financing larger projects with debt instead of relying upon just the capital fund;
- Committee chairs should be members of the Board; and
- They are satisfied with the influence of committees on the future direction of the Club.

While these opinions are certainly not a mandate, they indicate a need to consider a gradual adaptation to address changing needs while preserving the exceptional service quality that is a key component of Frenchman's brand. The issues that rise to the strategic level include:

- Clubhouse facility and décor refurbishment;
- Enhancement in the dining operation;
- Improvement to the Beach Club facility;
- Programs and services that appeal to younger members and prospective buyers; and
- Leadership and communication from the Board.

The survey also reveals that the Club is *performing well* in many operational areas, specifically staff service quality, security, Fitness Center, Spa, aquatics, tennis, pickleball, and golf course conditions. The value for the price is similar to comparable clubs in South Florida. The findings suggest specific course correction strategies, not radical change.



# SURVEY INSTRUMENT

## 2017 STRATEGIC PLANNING SURVEY

Please rate the **importance** of the following Club components when you **judge** the overall **value** of your membership experience. Please rate each item.

Membership Elements	Important	Somewhat Important	Undecided	Somewhat Unimportant	Unimportant
Beach Club	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cable TV and Internet service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cards and mahjong play	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Casual dining opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communication from the Board	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community harmony	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Complimentary food, such as breakfast, cookies, fruit, and water	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Club website	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community safety and security	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Entertainment and speaker events	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fine dining opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fitness facility and programs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Golf course conditions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Home landscaping	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Home services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Landscaping of common areas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Monthly Newsletter	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Opportunities to socialize with other members	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Outdoor dining opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall membership costs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Paramedic services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Parties and social functions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Personal services provided by staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pool and lounge deck environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Programs for visiting grandchildren	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Spa services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sports Bar	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff service quality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tennis facilities and programs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

# SURVEY INSTRUMENT

Please indicate your frequency of **use or participation** in the following Club areas.

Club Areas	2 or more times per week	Once a week	1-2 time per month	Less than once per month	None
Clubhouse breakfast	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Clubhouse lunch	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sports Bar	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Clubhouse dinner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Beach Club lunch	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Beach Club dinner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fitness Center	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Golf	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Swimming pool	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tennis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pickleball	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bocce Ball	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Social and entertainment events	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Card play	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Spa services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

During the times you are in your Club home, approximately what percent of your outside-the-home meals are at or from one of the Club dining venues?

- 10%    20%    30%    40%    50%    60%    70%    80%    90%    100%

Please rate how **satisfied** or **dissatisfied** you are with components of your membership experience. **Please rate each item.** If you have no opinion or have no experience with a Club element, select *No Opinion*.

Membership Experience Components	Satisfied	Somewhat Satisfied	Undecided	Somewhat Dissatisfied	Dissatisfied	No Opinion
Your overall membership experience	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall value of social opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall service quality received from Club staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall performance of the management team	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Financial management of the Club	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Information received from the Club	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Information received from the Board	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall performance of the Board	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall membership value for the cost	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments about your overall membership experience:

## CLUB OPERATIONS

## SURVEY INSTRUMENT

Please rate how **satisfied** or **dissatisfied** you are with the **overall operations** of the following Club areas. **Please rate each item.** If you have no experience with a specific operation, select *No Opinion*.

Club Areas	Satisfied	Somewhat Satisfied	Undecided	Somewhat Dissatisfied	Dissatisfied	No Opinion
Food and beverage	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Golf operations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Golf course conditions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tennis and Pickleball	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Beach Club	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fitness Center	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Aquatics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Spa services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Common area and home landscape services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Social and entertainment events	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Member communications	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Clubhouse housekeeping and maintenance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community security	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Television and Internet services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### FACILITY APPEARANCE

Please rate how **satisfied** or **dissatisfied** you are with the **overall appearance** of the following Clubhouse facilities. Please consider cleanliness, maintenance, and wear in your judgment. **Please rate each item.** If you have no opinion or have no experience with a facility component, select *No Opinion*.

Clubhouse Facility Components	Satisfied	Somewhat Satisfied	Undecided	Somewhat Dissatisfied	Dissatisfied	No Opinion
Lounge and Living Room	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19 <sup>th</sup> Hole	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Main Dining Room	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Grille and Bar	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sports Bar	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pool and surrounding lounge deck	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ladies' Card Room	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men's Card Room	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ladies' Locker Room	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men's Locker Room	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Meeting Rooms (Salons 1-4)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business Center	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Administrative offices	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## SURVEY INSTRUMENT

Please rate how **satisfied** or **dissatisfied** you are with the **overall appearance** of the following sports and recreational facilities. Please consider maintenance, and functionality in your judgment. **Please rate each item.** If you have no opinion or have no experience with a facility, select *No Opinion*.

Recreational Facility Components	Satisfied	Somewhat Satisfied	Undecided	Somewhat Dissatisfied	Dissatisfied	No Opinion
Golf Shop	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
North Golf Course	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
South Golf Course	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tennis Shop	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tennis courts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pickleball Courts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bocce Courts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fitness Center	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Spa	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The resort pool	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The lap pool	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Beach Club	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### EXPLORING FUTURE IMPROVEMENTS

Please rate how **important** or **unimportant** it is to *improve* or *refurbish* the following facilities over the **next five years**. Please consider the *décor* and *functionality* in your judgement.

Facility Components	Important	Somewhat Important	Undecided	Somewhat Unimportant	Unimportant	Don't Know
19 <sup>th</sup> Hole	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Main Dining Room	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Beach Club	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fitness Center	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall décor of the clubhouse interior	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men's Card Room décor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ladies' Card Room décor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Expanding the Ladies' Card Room to centralize card play	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
North Golf Course	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
South Golf Course	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Construction of a parking garage	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

# SURVEY INSTRUMENT

## EXPLORING FUTURE IMPROVEMENTS

Trends in country clubs continue to evolve. The following list includes examples of improvements that may be of interest to our current and future members. As you think about how to make Frenchman’s Creek the best experience it can be, please rate how **important or unimportant** each are for the Club to explore as future amenity improvements.

Potential Improvement Ideas	Important	Somewhat Important	Undecided	Somewhat Unimportant	Unimportant	Don't Know
A guest house for very short term use by prospective buyers while visiting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
An expanded Spa and salon with more upscale services and treatments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
An expanded resort-like aquatic center	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A cigar bar	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Arts, crafts and hobby facility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Development of a theater	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Development of a golf learning center	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Construction of a parking garage	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A member gas station with gas sold at deeply discounted prices	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A garden for growing organic food to be served in the Club dining venues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please rate how **satisfied or dissatisfied** you are with the **overall appearance** and maintenance of the following community components. Please answer each item.

Community Components	Satisfied	Somewhat Satisfied	Undecided	Somewhat Dissatisfied	Dissatisfied	No Opinion
Streets	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Street lighting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Street signs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Common area landscaping	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community lakes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Donald Ross Entrance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gatehouse	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Parking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please indicate how **satisfied or dissatisfied** you are with the **quality of the information** received from the following communication sources providing information about Club issues, events and activities.

Club Communication Sources	Satisfied	Somewhat Satisfied	Undecided	Somewhat Dissatisfied	Dissatisfied	No Opinion
Frenchman’s Creek Life	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Monthly Newsletter	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
President’s Report	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E-Mail Notices	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FCTV programming	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Playbill	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Town Hall meetings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Frenchman’s Creek website	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## SURVEY INSTRUMENT

Please indicate how much you **agree** or **disagree** with the following statements. Please rate each item.

Statements	Agree	Somewhat Agree	Undecided or Don't Know	Somewhat Disagree	Disagree
I receive adequate information from the Board or management on Club issues.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am satisfied with the amount of information received from the Club on activities and events.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am satisfied with the Club's election process for Board members.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am satisfied with the influence of committees on the future direction of the Club.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am satisfied with how committee members are selected.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Committee chairs should be members of the Board.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have adequate opportunities to voice my opinion about Club operations and governance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am satisfied with the Club's effort to attract new members.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Each of the Club's dining venues should have a different theme.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Club should limit the menu of items served at each venue to improve the quality.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Beach Club should have a casual menu consistent with a traditional beach environment.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Board should pursue a strategy of continuous improvement of our Club facilities, programs and services in order to enhance membership value and attract new members.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Frenchman's Creek culture of incomparable service and responsiveness to member needs and requests should remain the foundation of our strategic plan.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our community is well positioned to compete for new members.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Chef should offer health-oriented food options in addition to the current menu in each venue.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Board should consider financing larger projects with debt instead of relying upon just the capital fund.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## SURVEY INSTRUMENT

Thinking about the next five years, what, in your opinion, must the Club do to remain contemporary and competitive, to improve the membership experience, and to attract members to Frenchman's Creek?

Please indicate the number of years you have been a Club member?

- |                                    |                             |                             |                             |                             |                              |
|------------------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|------------------------------|
| <input type="checkbox"/> 1 or less | <input type="checkbox"/> 2  | <input type="checkbox"/> 3  | <input type="checkbox"/> 4  | <input type="checkbox"/> 5  | <input type="checkbox"/> 6   |
| <input type="checkbox"/> 7         | <input type="checkbox"/> 8  | <input type="checkbox"/> 9  | <input type="checkbox"/> 10 | <input type="checkbox"/> 11 | <input type="checkbox"/> 12  |
| <input type="checkbox"/> 13        | <input type="checkbox"/> 14 | <input type="checkbox"/> 15 | <input type="checkbox"/> 16 | <input type="checkbox"/> 17 | <input type="checkbox"/> 18  |
| <input type="checkbox"/> 19        | <input type="checkbox"/> 20 | <input type="checkbox"/> 21 | <input type="checkbox"/> 22 | <input type="checkbox"/> 23 | <input type="checkbox"/> 24  |
| <input type="checkbox"/> 25        | <input type="checkbox"/> 26 | <input type="checkbox"/> 27 | <input type="checkbox"/> 28 | <input type="checkbox"/> 29 | <input type="checkbox"/> 30+ |

Age category:  60 or younger  61-65  66-70  71-75  76-80  80 or older

Gender:  Male  Female

Marital status:  Married  Single  Significant Other

Home type:  Townhouse  Patio  Villa  Custom

Approximately how many guests per year do you entertain at the Club?

- |                            |                              |                               |                                |                                |                                     |
|----------------------------|------------------------------|-------------------------------|--------------------------------|--------------------------------|-------------------------------------|
| <input type="checkbox"/> 0 | <input type="checkbox"/> 1-5 | <input type="checkbox"/> 6-10 | <input type="checkbox"/> 11-15 | <input type="checkbox"/> 16-20 | <input type="checkbox"/> 21 or more |
|----------------------------|------------------------------|-------------------------------|--------------------------------|--------------------------------|-------------------------------------|

Please check the months per year that you reside in your Frenchman's Creek home?

- |                                  |                                   |                                    |                                  |                                   |                                   |
|----------------------------------|-----------------------------------|------------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| <input type="checkbox"/> January | <input type="checkbox"/> February | <input type="checkbox"/> March     | <input type="checkbox"/> April   | <input type="checkbox"/> May      | <input type="checkbox"/> June     |
| <input type="checkbox"/> July    | <input type="checkbox"/> August   | <input type="checkbox"/> September | <input type="checkbox"/> October | <input type="checkbox"/> November | <input type="checkbox"/> December |

THANK YOU

Please return the survey in the accompanying preaddressed envelope.