



## **2017 Membership Survey Analysis**

### **Summary**

A membership survey was conducted December 2017 to determine members' opinions about the past, present and future of the Fountaingrove Club. Similar to previous surveys, it addressed the Club's services, activities, structures, governance and communications.

As of October 2017 the membership overall satisfaction with the club was the highest it has been since surveys were first conducted in 2009. Survey results also indicated a high level of satisfaction with the golf course and golf operations. Generally, members were satisfied with the Club's fitness, swimming, and tennis services and programs. Management and leadership were commended for their work and communications post fire.

The survey did reveal members' desire for improvements in the clubhouse, food quality, food service, social activities and children/youth activities. Responses included members' vision for the future of the club, especially the design of the new clubhouse.

Below are the highlights of the survey results as summarized by the Strategic Planning Committee. However, in order to obtain the greatest benefit from the survey, and to avoid missing any suggestions that are not set forth in this summary, the complete survey questions and member responses should be reviewed to capture the true communicated feelings of those who responded.

It is intended that the membership survey will be used by the Club's Board of Directors and management, not only to guide them in the restoration of services and facilities post fire, but also to improve all aspects of the club. Additional surveys will be conducted over the coming months to keep the membership informed and involved during the planning process.

### **Survey Highlights**

#### **I. Overall Participation & Club Satisfaction**

- a. The December 2017 Fountaingrove Club Membership Survey had a total of 690 participants out of approximately 1,800 members and spouses/partners (38% participation).
- b. 82% of the respondents said that they felt they received "good value" for their dues prior to October 2017. This is higher than the 81% of the participants who answered the same question in 2009 and 75% in 2013.
- c. Golf, Athletic/Fitness, Swimming/Pool Area, and Tennis received relatively high levels of satisfaction (50% or more) and low levels of dissatisfaction (less than 5%). The lowest levels of satisfaction (23%) and the highest levels of dissatisfaction (40%) were given to the Clubhouse.

- d. Our members were “highly satisfied” with our golf area, while they were merely “satisfied” with our fitness/tennis/swimming pool areas. Members clearly indicated that they wanted improvement with the club’s social activities, children/youth activities, food service and the design and amenities of the clubhouse.
- e. The highest areas of use in the Club by those who responded were the Athletic Center and fitness programs (490), followed closely by the restaurant and food services (481) and the swimming pool area (390). Golf use was noted by 304 respondents, tennis by 169 respondents and children/youth activities by 125 respondents.

(More data regarding who participated in the survey can be found at the end of this analysis.)

## II. Club Direction and Satisfaction

- a. 59% stated the Club was headed in the “Right Direction” prior to October 2017. It is significant to note that this is slightly lower than the 66% of the participants who answered the same question in 2009 and 62% in 2013.
- b. 91% were “Overall pleased with the Club”, either strongly (36%) or Somewhat (56%). This is higher than the 83% who were somewhat or strongly pleased with the Club in 2009 and 79% for the same question in 2013.
- c. On the high end of the scale 82% were Satisfied or Very Satisfied with Golf, 78% with the Swimming/Pool area and 74% with Athletic Center/Fitness.
- d. On the low end of the scale 40% were Dissatisfied or Very Dissatisfied with the Clubhouse and 24% with Restaurant/food service.

## III. Level of Importance

- a. “Outstanding sports, recreation and fitness” (88%), “Open and transparent communication from management” (80%) and “Strong financial position”(79%) were Extremely or Very important features of the Club.
- b. Looking forward, members felt that a bar, grill, sports bar, fine dining, sizeable locker rooms and lounge areas are “important”. Members thought that a sauna, steam room, added amenities in the locker rooms, a card room and separate bathrooms for locker room and grill, while important, are of lesser importance.

## IV. Golf Operations & Maintenance

- a. Our current golf management team was commended for doing an outstanding job post fire. The visual presence and communication from management was also noted and appreciated.
- b. The members have placed high importance on the overall condition of the golf course (78% extremely important), greens (77% extremely important), availability of tee times, extended driving range hours, speed of play and better practice facilities. Marshalling and food and beverage cart, while important, were of lesser importance.

- c. Pro shop services that received a high level of importance were the online reservation system and knowledgeable and helpful staff. Many of the comments praised the golf pros and pro shop staff.
- d. Female golfers want a more engaging and welcoming program for the Women's Golf League (WGL).
- e. There were multiple comments asking for golf carts with GPS built-in.

**V. Athletic Center & Kidd Zone**

- a. Looking forward, members put a high level of importance on the availability of equipment, quality of fitness equipment and the quality of fitness classes.
- b. Many of the respondent comments focused on the need for increasing the size of the athletic center.
- c. On the members' wish lists are: separate and larger spin room, separate cardio/weight rooms, designated areas for men/women and separate stretching area.
- d. The membership desires new equipment, with built in TV's on each cardio machine and quicker turnaround times for equipment repairs.
- e. No cable news networks on TV's should be considered (as a response to negative comments about specific networks being shown).
- f. Based on the success of group exercise classes, there is a desire for additional classes to be added, particularly later in the afternoon and evening.
- g. Exercise that is tailored for seniors.
- h. Larger, improved spa services space.
- i. Kids Zone - Some members would like to have two separate programs for the Kidd Zone (5 and under and 6 and older), and earlier/extended hours on weekdays and weekends.

**VI. Tennis**

- a. Of most importance to tennis players are the maintenance of courts, availability of courts, courtside facilities and adult tennis lessons and activities.
- b. Tennis playing members comments stressed a need for:
  - i. Restroom close to the hardcourts.
  - ii. Tennis hut next to court so players can get out of the elements and for food service, etc..
  - iii. A viewing area or deck above court #4.
  - iv. A viewing/sitting area next to all courts.
  - v. Improved courtside landscaping & maintenance.
  - vi. Courtside lighting (for night-time tennis matches).

- vii. More social tennis activities.
- viii. More youth programs.
- ix. More courts (increasing use of clay tennis court next to Athletic Center or exploring option of converting to a hard court surface that can be used for both pickleball and tennis).
- x. Lights on all hardcourts.

**VII. Swimming and Pool**

- a. Our membership finds the maintenance & cleanliness of the pool to be extremely important.
- b. Members comments recommended:
  - i. Increase the temperature of the pool
  - ii. Improve and expand youth swim programs
  - iii. Provide poolside bar and food
  - iv. A children's pool (other than the kiddy pool)
  - v. Better staff/parental supervision of children
  - vi. Have designated child/adult areas

**VIII. Food and Beverage**

- a. The overall rating for our food & beverage department was poor.
- b. Members comments focused on:
  - i. Service in the past was slow
  - ii. The environment was noisy
  - iii. The temperature in the dining area was not comfortable
- c. Members suggested bringing back the F&B minimum.
- d. Members would like to see a warm and inviting setting with better service.
- e. Outdoor dining that accentuates views.
- f. The club be more competitive with top restaurants in the area and possibly allow non-members to dine with us.
- g. Provide regular breakfast services on weekends.

**IX. Communications**

- a. Our members would like to be communicated with more.
- b. There is frustration and difficulty with logging in and navigating the current website.

- c. Many members desire a mobile app to place orders, book tee times, reserve tennis courts, sign-up for fitness classes, etc..
- d. Members would also prefer to receive email blasts based on their subscription preferences.
- e. The club should be sending event and activities information earlier to members to increase attendance.

**X. Governance & Management**

- a. The membership is overall “satisfied” with the current governance & management of the club.
- b. They feel the visible presence of the COO is excellent.
- c. They would like to see exemplary customer service, where staff respectfully acknowledge members by name.
- d. Decrease the frequency of management/staff turnover.
- e. Desire for more transparency & communication from the club’s leadership & management team.

**XI. New Clubhouse**

- a. There was 434 comments, some lengthy, on what should be included in the new clubhouse. Areas mentioned one or more times:
  - i. Lounge areas - indoor and outdoor with fire pit and heaters
  - ii. Casual eating bar/grill, outside dining
  - iii. Fine dining - comments were divided between having and not having a fine dining experience
  - iv. Larger deck overlooking golf course
  - v. Family oriented dining area
  - vi. Sports bar, better bar with experienced bartenders, wine bar, whiskey bar
  - vii. Adults only bar/lounge area
  - viii. Quick and convenient F&B at the turn
  - ix. A space for members to conduct business (laptop plug-in, computers, printer, etc.)
  - x. Multi-use area for lectures, small concerts and performances
  - xi. Quiet space for reading/library (no TV, cell phones, etc.)
  - xii. Smaller meeting rooms for groups/committees meetings and activities.
  - xiii. Pro shop - larger with more selection (golf, tennis, fitness, etc.), view of, or video stream of, 1st and 10th tees

- xiv. An activity space for tweens/teens (TV, computers, arcade games, air hockey, pool table, ping pong, table games, climbing wall, etc.)
- xv. Indoor Golf simulators with lounge for fun and lessons
- xvi. Less separate areas, more open space areas, higher ceilings
- xvii. Juice bar
- xviii. Cigar bar
- xix. Yoga studio, pilates studio with machines
- xx. Charging stations in parking lot for electric vehicles
- xxi. Solar panels and an energy efficient building
- xxii. Fire resistant building
- xxiii. Full spa salon, massage facilities, spray tanning
- xxiv. Larger and better locker rooms; larger and equal men and women's lounge areas; enough lockers for all members, full length lockers
- xxv. Steam room, sauna
- xxvi. Banquet facilities for members and outside parties/events; and smaller or more multi-use oriented facilities
- xxvii. Kitchen and eating/banquet on same level, kitchen designed to allow for cooking classes/demonstrations
- xxviii. More parking
- xxix. Jukebox
- xxx. Fewer floors, main services on first floor
- xxxi. Ample office space for staff
- xxxii. Live video stream of 9th and 18th greens
- xxxiii. Less "country club", more "sports complex"
- xxxiv. More of a "country club clubhouse feel"; golf members only area
- xxxv. Use wedding deck area for expansion of clubhouse
- xxxvi. Wine storage area, wine lockers
- xxxvii. LED monitors displaying club news and events
- xxxviii. Multi zone HVAC
- xxxix. Surveillance video system
- xl. Entry area with historical photos, photos of club members (leadership, new members, etc.), plaques and awards, etc.
- xli. Tournament scoring wall under cover

- xlii. Comments for both keeping the Asian design theme and changing to a western design theme

### **Summary of Other Comments:**

Repeated member suggestions are summarized below.

- **Membership**
  - Limited use memberships (tennis only, swimming only, etc.)
  - Family membership deals
  - Temporary or seasonal memberships, discounted rate for college students on Xmas/Summer break, etc.
  - Dues are too expensive for services offered/condition of the club (prior to October/2017)
  - Increased exclusivity of the FG membership
- **Communication**
  - Mobile phone app
  - Subscription management for email blasts, based on preferences
  - Easier navigation of website
- **Athletic Center**
  - Improve leadership & direction/better trained staff
  - Increase the overall size
  - New & improved equipment with individual TV's on machines
  - Improved equipment repair times (machines, steam room, etc.)
  - Separate spin room
  - Separate yoga/pilates room
  - Cleaner locker rooms with updated amenities
  - Separate stretching area; men's & women's areas
  - More variety of classes & class times (afternoon/evening classes)/ higher intensity classes for younger crowd
  - Teen activities – cycling, pilates, etc.
- **Kidd Zone**
  - Separate programs for each age group (5 & under, 6+)
  - Open earlier on weekdays/weekends
- **Events**

- More events that entice the younger members to attend
- Better promotion & execution of events
- **Golf**
  - Extend driving range hours
  - More attentive staff (collecting balls & cleaning off greens, bag drop, etc.)
  - Improve practice facilities & driving range
- **Food and Beverage**
  - Love outdoor deck & seating
  - Lower prices
  - More vegan/vegetarian options
  - Childcare available while dining
  - Improve ambiance & service
  - Better wine choices
  - Enjoy the poolside bar, with healthier menu options
  - Indoor/Outdoor Sports Bar & grill – fire pits, heat lamps, TVs
  - Larger amount of menu selections
  - Bring back F&B minimum
  - Allow non-members to dine at the club for social gatherings
  - Smoothie Bar/Café at the Athletic Center
  - Utilize an experienced restaurant designer to create a warm & inviting dining experience that is competitive with top restaurants in the area
- **Tennis**
  - Viewing area
  - Tennis hut
  - Stronger youth program
  - Restroom at courts
  - Pool of players, 1 vs. 1 matches, more social tennis
- **Swim**
  - Increase the pool temperature
  - Better supervise children/kid friendly area & stronger youth program

- **Management/BOD**
  - High turnover of management & staff
  - Lack of communication from board to membership
  - Improve customer service – learn member names/preferences
  - Excellent visibility from COO
  - Improve equality between athletic vs. golf members

### **Survey Participant Breakdown**

- 54% of the respondents are men and 46% women. 70% are age 51 or older.
- 88% of our members have a spouse/partner, and half of them have children whom are members
- The majority of our members (around 65%) are actively employed, and approximately 30% are retired