



2018 Member Survey Report

CLUB MANAGERS ASSOCIATION OF AMERICA

Florida Chapter

Florida, USA



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Introduction

The Club Managers Association of America Florida Chapter (“FLCMAA”) engaged Global Golf Advisors (“GGA”) to conduct a member survey that shows trends compared to a similar strategic planning survey conducted in 2016. The survey content was based upon input from the management, the Board, and interviews with members. The results of this survey are highlighted in this report.

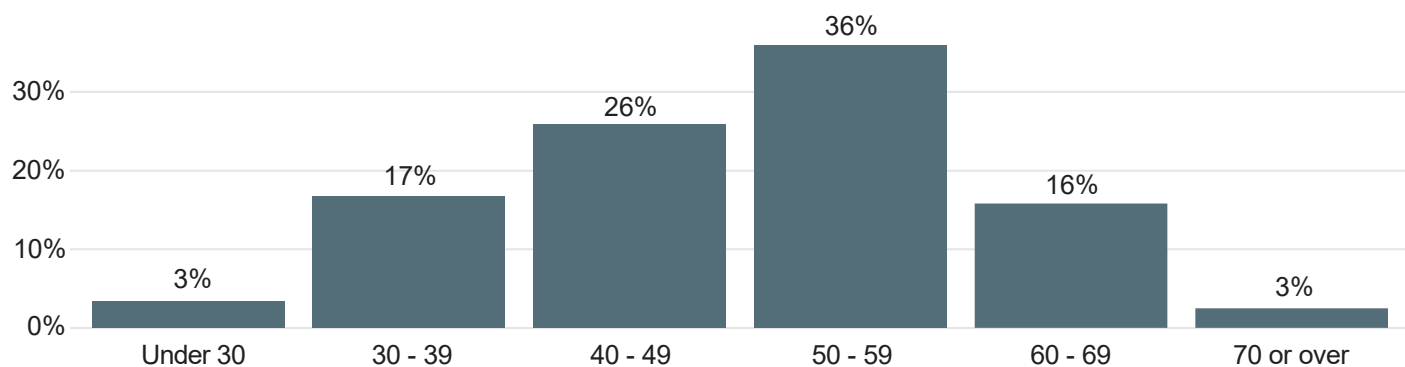
GGA received 122 completed surveys from FLCMAA members out of 740 surveys sent. This represents a 16% response rate from members.

Category	Sent	Received	Response Rate
Total Member Responses	740	122	16%

The report herein contains the results of the survey on a question-by-question basis, covering all sections, questions, and comment fields presented to members in the 2018 FLCMAA Strategic Planning Survey.

The results of the Survey are statistically valid to a 95% confidence level, which means the results to a specific question would not change more than +/- 8.1% if every member had responded. As such, throughout the report the word “respondents” and “members” have been used interchangeably.

Age Category:



Age Category	New Members	Ratings		
		2018	2016	Change
Under 30	0%	3%	3%	-
30 - 39	14%	17%	14%	3%
40 - 49	41%	26%	27%	-1%
50 - 59	41%	36%	37%	-1%
60 - 69	5%	16%	17%	-1%
70 or over	0%	3%	2%	1%

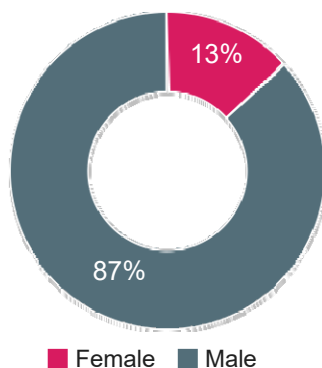
A fifth (20%) of respondents are under the age of 39. Slightly more than a quarter (26%) of respondents are between the ages of 40 and 49. The highest representation came from the 50 to 59 age group, which accounted for 36% of all respondents. One-fifth (19%) of members are over the age of 60.

The average age of respondents was approximately 50 years old.

Trends from 2016

- The age distribution is nearly identical to 2016
- The most significant changes were in the 30 to 39 and the 50 to 59 age groups; the former jumped up 2% and the latter decreased by 2%
- The average age of respondents in 2016 was 50 years, identical to 2018

Gender:

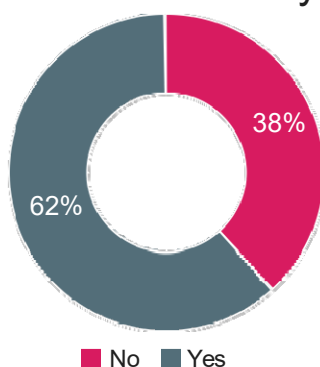


Almost nine in ten (87%) of respondents were male, while the remaining 13% were female.

Trends from 2016

- Respondent gender was virtually identical in 2016, with 1% fewer males and 1% more females responding this year

Club Association with Residential Community

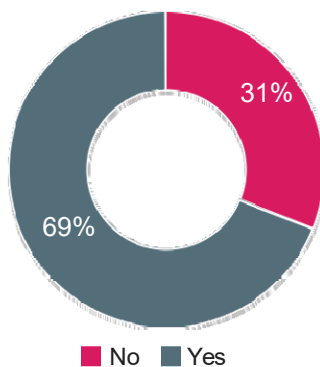


Just over 6 in 10 (62%) respondents indicated that their club was associated with a residential community. The remaining 38% indicated they are a stand-alone facility.

Trends from 2016

- Fewer respondents this year indicated that they are associated with a residential community
- In 2016, 67% of respondents acknowledged an association

Mandatory Membership Communities

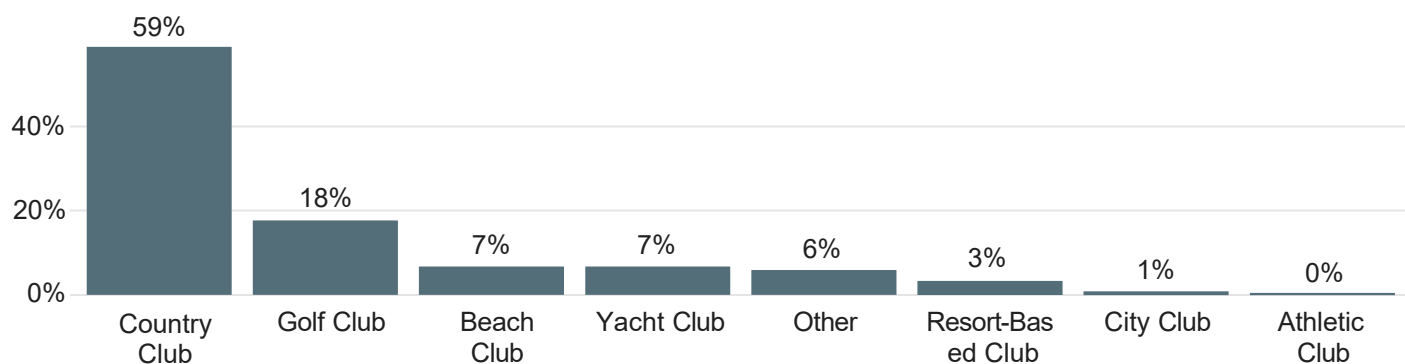


Of the 62% of respondents who indicated that their Club is associated with a residential community, over two-thirds (69%) indicated that membership is mandatory within the community.

2016 Comparisons

- This number experienced a substantial increase since 2016
- Previously, only 58% of respondents indicated that memberships are mandatory within their residential communities

Club Categories:

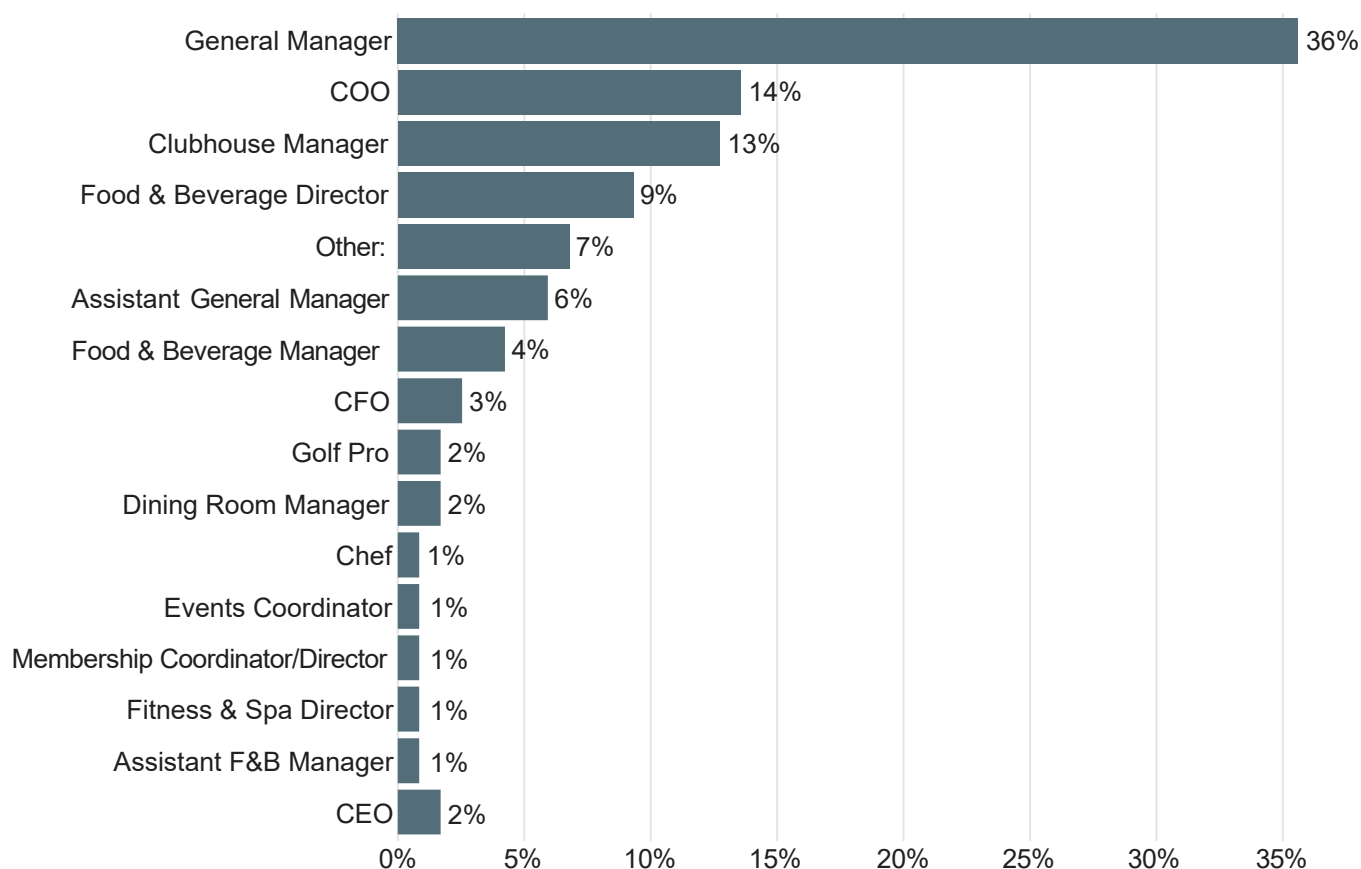


The majority (59%) of respondents identify their Club as a 'Country Club', and nearly one-fifth (18%) identified their Club as a 'Golf Club'. 7% of respondents, respectively, identify as a Yacht Club or a Beach Club, and the remaining tenth (10%) of respondents are either 'Resort-Based Clubs', 'City Clubs', or 'Other'.

Trends from 2016

- 4% more respondents in 2018 listed their Club as a 'Country Club', and 4% fewer listed their Club as a 'Golf Club' versus 2016
- 3% fewer respondents listed their Club as a 'Yacht Club' and 4% more listed their Club as a 'Beach Club' in 2018 versus 2016

Position at the Club:



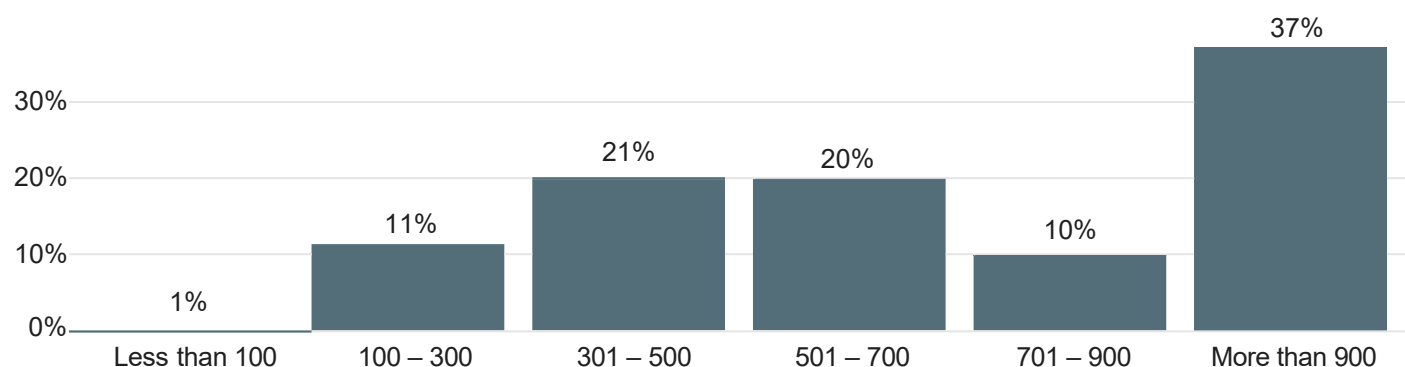
Membership Activities	New Member Ratings	Ratings		
		2018	2016	Change
General Manager / CEO / COO	32%	52%	61%	-9%
CH / Assistant Manager	28%	19%	12%	7%
Food and Beverage	24%	17%	17%	-
Accounting	0%	4%	3%	1%
Golf and Sports	0%	4%	1%	3%
Other (please specify)	18%	7%	6%	1%

Half (52%) of respondents are club leaders that hold the position of either General Manager, CEO, or COO. 19% of respondents are either Clubhouse Managers or Assistant General Managers. 17% of respondents hold a Food & Beverage-related position at the Club. The remaining 14% of respondents are either involved in Golf, Events, Membership, or Fitness.

Trends from 2016

- 10% fewer respondents were club leaders versus 2016 results
- 6% more respondents were either Clubhouse Managers or Assistant GMs this year compared to 2016
- The number of respondents in a Food & Beverage-related role was identical this year compared to 2016

Membership Size:

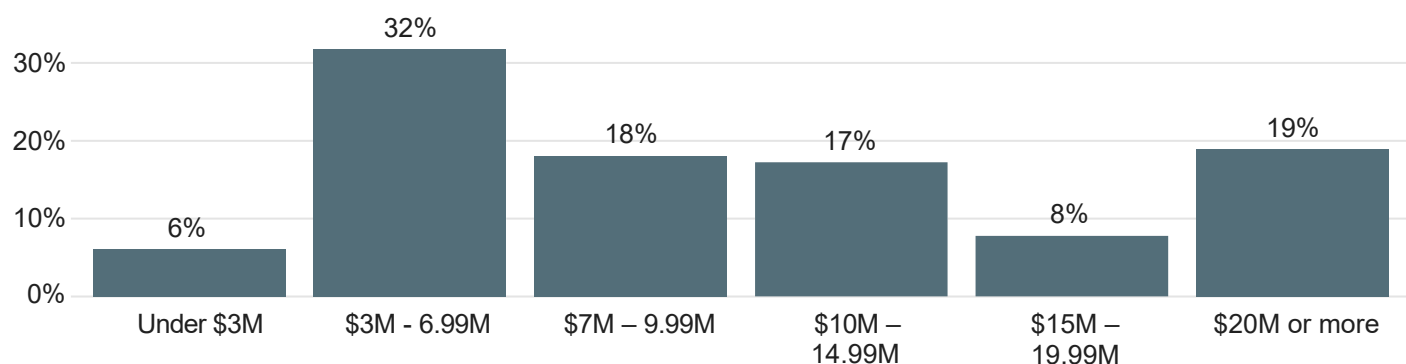


Over one-third of respondents (37%) indicated that their Club's membership size is greater than 900 members. A tenth (10%) of respondents indicated that their Club's membership size is between 701 and 900 members. One-fifth (20%) of respondents indicated that their Club size is 501 to 700 members and 301 to 500 members, respectively. The remaining 12% of respondents indicated that the size of their Club is 300 members or less.

Trends from 2016

- A significantly higher percentage of respondents indicated that their Club has more than 900 members compared to 2016 (31%)
- Fewer Clubs this year listed their size as 701 to 900 compared to 2016 results (14%)

Annual Gross Revenue



A quarter (26%) of respondents indicated that their Club has an annual gross revenue of \$15M or more. The highest representation came from the \$3M - \$6.99M category, which accounted for one-third (32%) of responses. 18% of respondents indicated that their Club has annual revenue of \$7M - \$9.99M and \$10M - \$14.99M, respectively. The remaining 6% of respondents indicated that the annual gross revenue of their Club is less than \$3M.

Trends from 2016

- One-third (33%) of respondents in 2016 stated an annual gross revenue of \$3M - \$6.99M, nearly identical to 2018 results
- Lower representation this year came from the \$7M - \$9.99M and the \$10M - \$14.99M categories, which saw figures of 24% and 19%, respectively, in 2016
- The number of respondents who indicated annual gross revenue of \$20M or more increased substantially, with 18% of respondents selecting this in 2018 versus 13% in 2016

Annual Education Budget

Mean: \$33,633

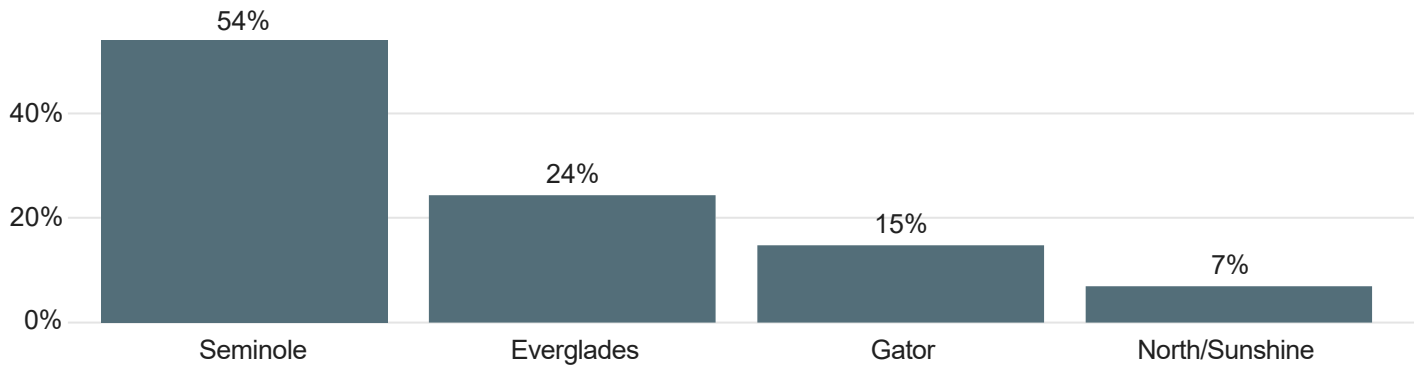
Median: \$15,000

The mean annual educational budget among respondents is \$33,633 and the median annual education budget is \$15,000. This indicates that the distribution is positively skewed, which means there are some Clubs with extremely high budgets which are pushing up the average. The median results of \$15,000 would be a better indicator in this case.

Trends from 2016

- The mean annual educational budget among respondents increased by nearly 20%, from \$28,582 in 2016 to \$33,633 in 2018
- The median annual educational budget among respondents has remained identical since 2016 at \$15,000

FLCMAA Region

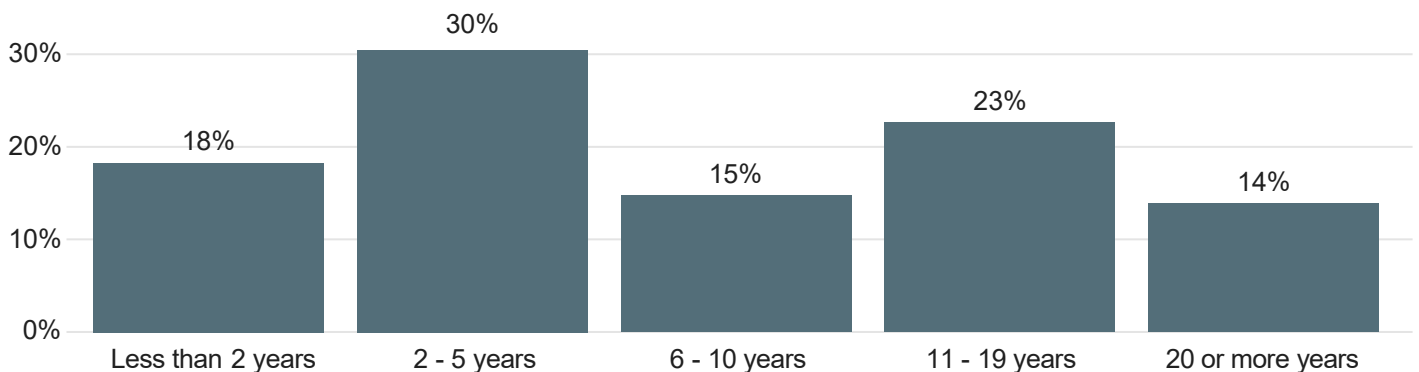


Over half (54%) of respondents indicated that their Club is part of the Seminole region. A quarter (24%) of respondents indicated that they are part of the Everglades region. 15% of respondents indicated that their Club is part of the Gator region, and the remaining 7% indicated that their Club is part of the North/Sunshine region.

Trends from 2016

- The distribution of Clubs was fairly similar in 2016
- The Seminole region grew, from 45% in 2016 to 54% in 2018, as did the Gator region, increasing by 2% over the period
- The Everglades region shrank slightly, from 29% in 2016 to 24% in 2018
- The North/Sunshine region shrank nearly in half, from 13% in 2016 to 7% in 2018

FLCMAA Member Tenure

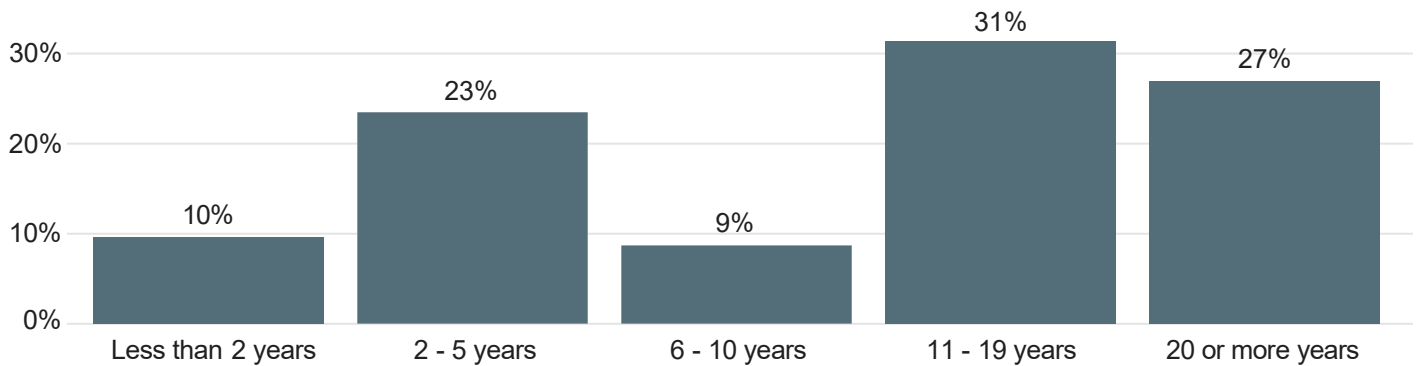


Nearly one-third (30%) of respondents indicated a membership of 2 - 5 years. Almost a quarter (23%) of respondents indicated that they have been a member for 11 - 19 years. One-fifth (18%) of members are relatively new, indicating a tenure of less than 2 years. 15% of members said that they have been a member for 6 - 10 years, and the remaining 14% indicated a membership tenure of 20 or more years.

Trends from 2016

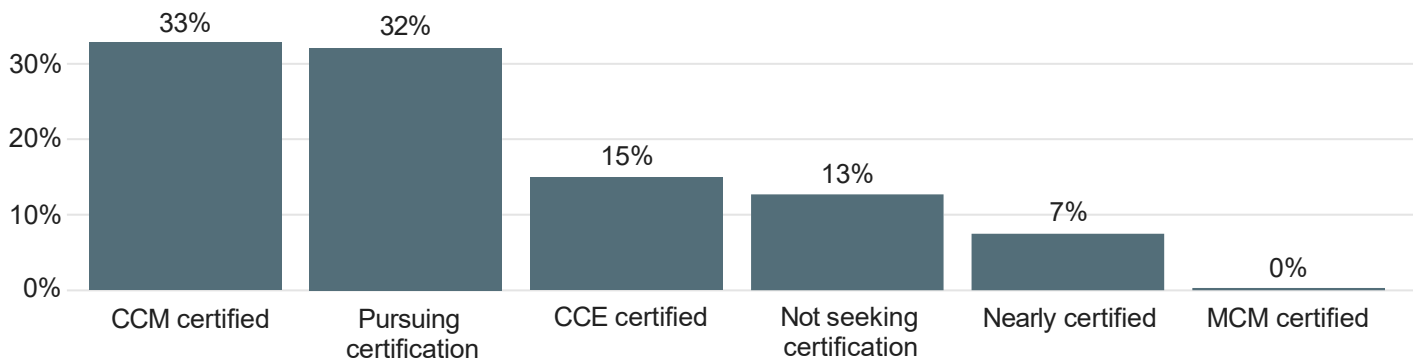
- The highest representation in 2016 was in the 11-19 range, which 26% of respondents indicated was their tenure versus 23% in 2018
- 23% of respondents in 2016 indicated a membership tenure of 2 - 5 years, compared to 30% in 2018
- The number of respondents who indicated a membership tenure of less than 2 years and 20 years or more was nearly identical in 2016, with 18% of respondents indicating a tenure of less than 2 years and 13% indicating a membership of 20 years or more

CMAA Membership Tenure (NEW)



One-third (31%) of respondents indicated a CMAA membership tenure of 11 - 19 years. Just over a quarter (27%) of respondents indicated a membership tenure of 20 or more years, and just under a quarter (23%) indicated a tenure of 2 - 5 years. One-tenth (10%) of respondents have been members for less than 2 years, and another tenth (9%) indicated a membership tenure of 6 - 10 years.

CMAA Certification Status (NEW)

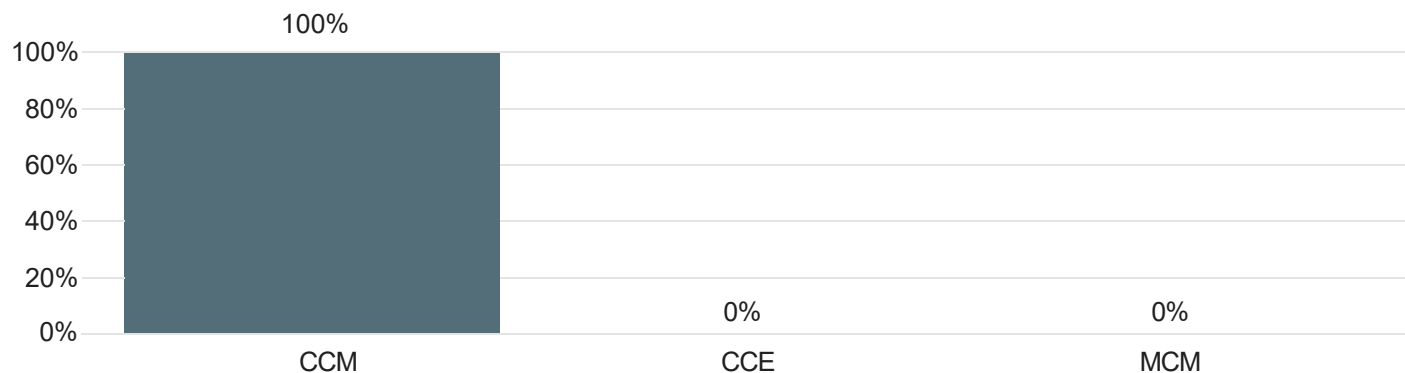


One third (33%) of respondents indicated that they are currently CCM certified. Another third (32%) indicated that they are currently pursuing certification. 15% of respondents indicated that they are CCE certified, and 7% indicated that they are nearly certified. 13% of respondents are not currently seeking certification, and no respondents said that they are MCM certified.

For those respondents who indicated they are “Not seeking certification”, common reasons included:

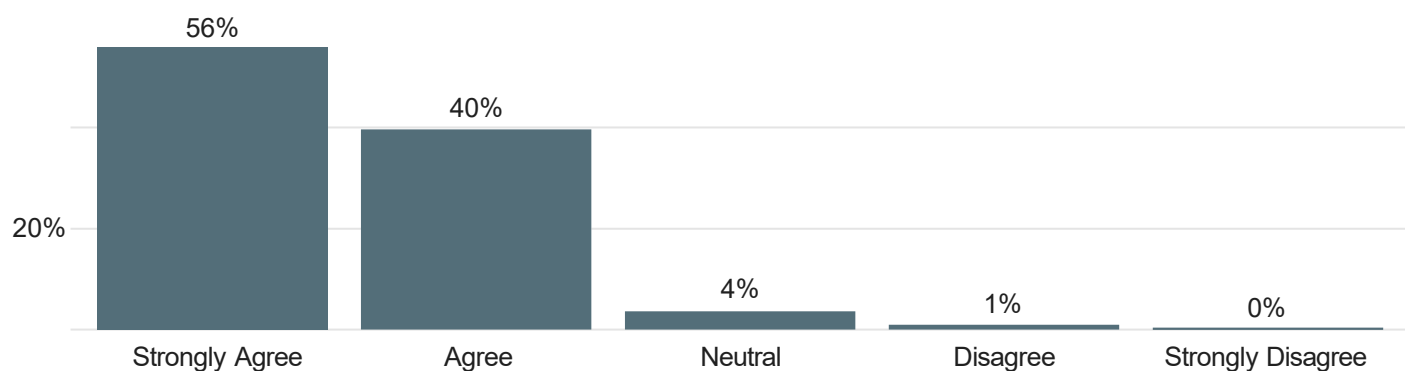
- Lack of time
- No need
- Hold other certifications

Certification Being Pursued (NEW)



Of the 32% of respondents who indicated they are currently pursuing certification, 100% indicated that the certification they are pursuing is CCM.

Mission Statement



Nearly all respondents (96%) indicated a general satisfaction with the current Mission Statement, with 56% indicating they strongly agree with the mission statement and 40% stating they agree. 4% of respondents indicated that they are neutral about the mission statement, and 1% stated that they disagree with it.

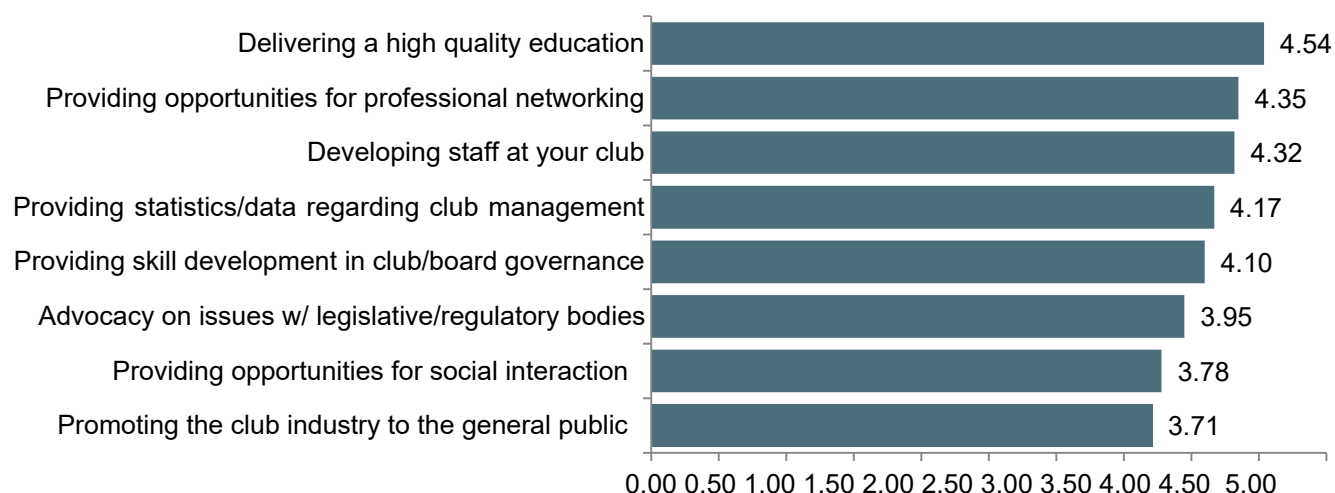
Common themes regarding the comments made about the Mission Statement were as follows:

- Statement is “too long”
- “Friendly relations” should be “professional relations”
- Statement is “spot on”

Trends from 2016

- More respondents (58%) strongly agreed with the mission statement in 2016, but the general satisfaction levels are higher in 2018 as only 29% of respondents in 2016 indicated that they agree with the mission statement
- Fewer 2018 respondents indicated that they are “neutral” or they disagree with the mission statement, with 2016 respondents indicating 10% and 2% for each of these choices respectively

Importance of Membership Activities



Membership Activities	Ratings			
	New Member Ratings	2018	2016	Change
Delivering a high quality education	4.63	4.54	4.30	0.24
Providing opportunities for professional networking	4.30	4.35	4.20	0.15
Developing staff at your club	4.67	4.32	4.00	0.32
Providing statistics/data regarding club management	4.30	4.17	4.10	0.07
Providing skill development in club/board governance	4.12	4.10	3.80	0.30
Advocacy on key issues with legislative/regulatory bodies	4.21	3.95	3.60	0.35
Providing opportunities for social interaction	3.86	3.78	3.50	0.28
Promoting the club industry to the general public	4.14	3.71	3.30	0.41

Club Managers ranked different FLCMAA membership activities by importance, from 1 to 5, with '1' representing "Not At All Important" and '5' representing "Extremely Important".

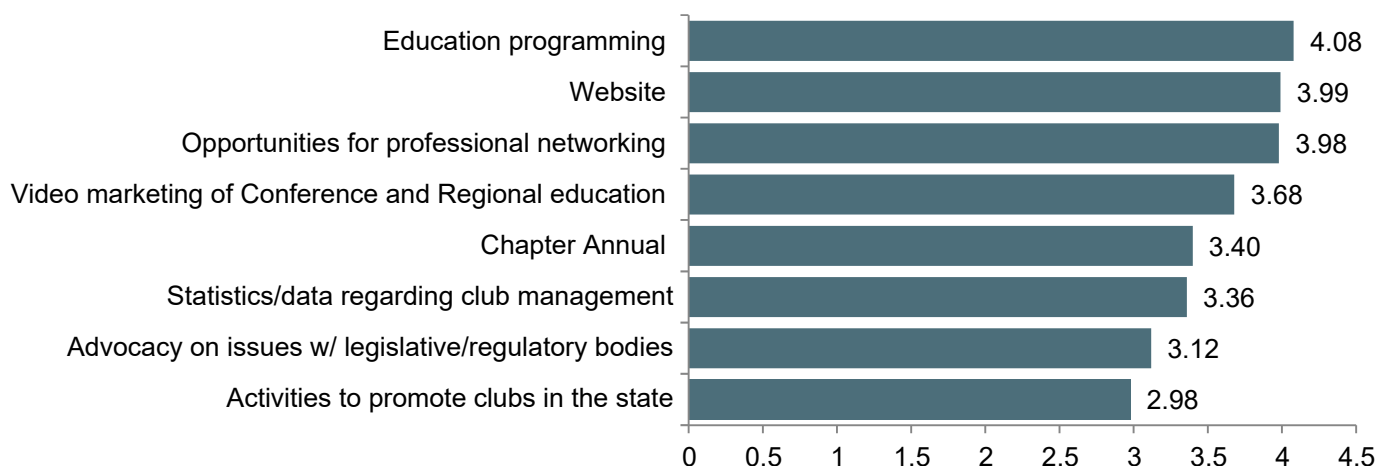
The activities and their corresponding average ratings are listed in descending order in the diagram to the right. All activities received an average rating of at least "Important" (or above 3.0 out of 5.0).

In order of importance, the activities that members believe are "Extremely Important" are as follows: "Delivering a high quality education", "Providing opportunities for professional networking", "Developing staff at your Club", "Providing statistics/data regarding club management", and "Providing skill development in club/board governance".

Trends from 2016

- The responses in 2016 were very similar to 2018 responses; the order of importance for each of the top activities was nearly identical. The only difference was "Developing staff at your Club" and "Providing statistics/data regarding club management" switched places between the two years
- Although the ordering was very similar between the two years, the importance ratings of every single top-rated item increased since 2016
- The most significant changes were in "Delivering a high quality education", which rose by more than 0.2 since 2016, and "Providing skill development in club/board governance", which was ranked below "Extremely Important" in 2016

Familiarity with Membership Options



Membership Options	Ratings		
	2018	2016	Change
Education Programming	4.08	3.90	0.18
Website	3.99	3.70	0.29
Opportunities for professional networking	3.98	3.80	0.18
Video marketing of Conference and Regional education	3.68	3.10	0.58
Chapter Annual	3.40	3.60	-0.20
Statistics/data regarding club management	3.36	3.10	0.26
Advocacy on key issues with legislative/regulatory bodies	3.12	2.70	0.42
Activities to promote clubs in the state	2.98	2.60	0.38

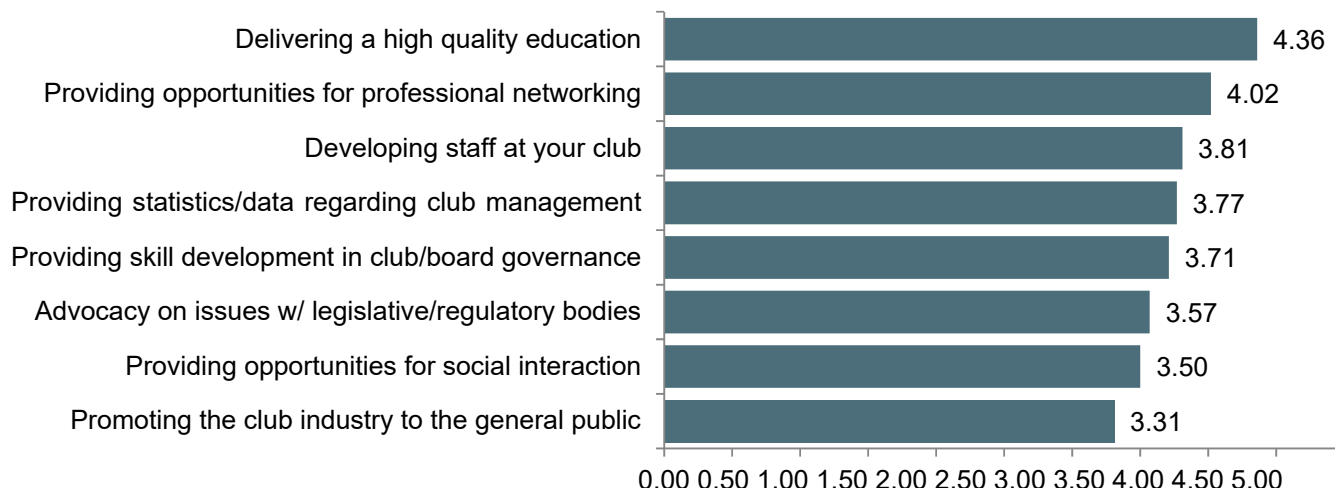
Respondents ranked different membership options currently offered by FLCMAA by familiarity, with '5' being "Extremely Familiar" and '1' being "Not Familiar at All".

Members indicated that they are very familiar with "Education programming", "Website", and "Opportunities for professional networking", all of which scored an average of roughly 4 out of 5. "Advocacy on key issues with legislative/regulatory bodies" and "Activities to promote clubs in the state" scored relatively low, indicating that members do not have strong familiarity with these two subjects.

Trends from 2016:

- Average ratings were noticeably lower in 2016, e.g. "Educational Programming" was 3.9 in 2016 and "Website" was 3.7
- Ordering of options has remained fairly similar
- "Chapter Annual" decreased from 3.6 in 2016 to 3.4 in 2018

Value FLCMAA Delivers



Membership Options	New Member Ratings	Ratings		
		2018	2016	Change
Delivering a high quality education	4.18	4.36	4.00	0.36
Providing opportunities for professional networking	3.94	4.02	3.90	0.12
Developing staff at your club	4.05	3.81	3.40	0.41
Providing statistics/data regarding club management	3.69	3.77	3.30	0.43
Providing skill development in club/board governance	3.49	3.71	3.30	0.41
Advocacy on key issues with legislative/regulatory bodies	3.63	3.57	3.00	0.57
Providing opportunities for social interaction	3.68	3.50	3.50	-
Promoting the club industry to the general public	3.60	3.31	2.80	0.51

Members ranked the FLCMAA in terms of the value it delivers in specific areas, from 1 to 5, with '1' representing "Not Valuable at All" and '5' representing "Extremely Valuable".

Members indicated that the top 3 value drivers were "Delivering a high quality education" with an average rating of 4.4 out of 5, "Providing opportunities for professional networking" with a rating of 4.0 out of 5, and "Developing staff at your club" with a rating of 3.8 out of 5.

Trends from 2016:

- "Delivering a high quality education" was also ranked first in 2016, receiving an average rating of 4.0 at the time
- "Providing opportunities for professional networking" was the second-highest rated category in 2016, receiving a rating of 3.9
- "Providing opportunities for social interaction" was ranked third in 2016; it was given a rating of 3.5 in both years, but other ratings increased substantially, pushing this down to second-last
- Ratings in all categories increased in 2018 versus 2016

Most Important Issue Addressed at Club

Respondents were asked about the most important issue they are addressing at their Club during the year. The most common responses for 2018 were as follows:

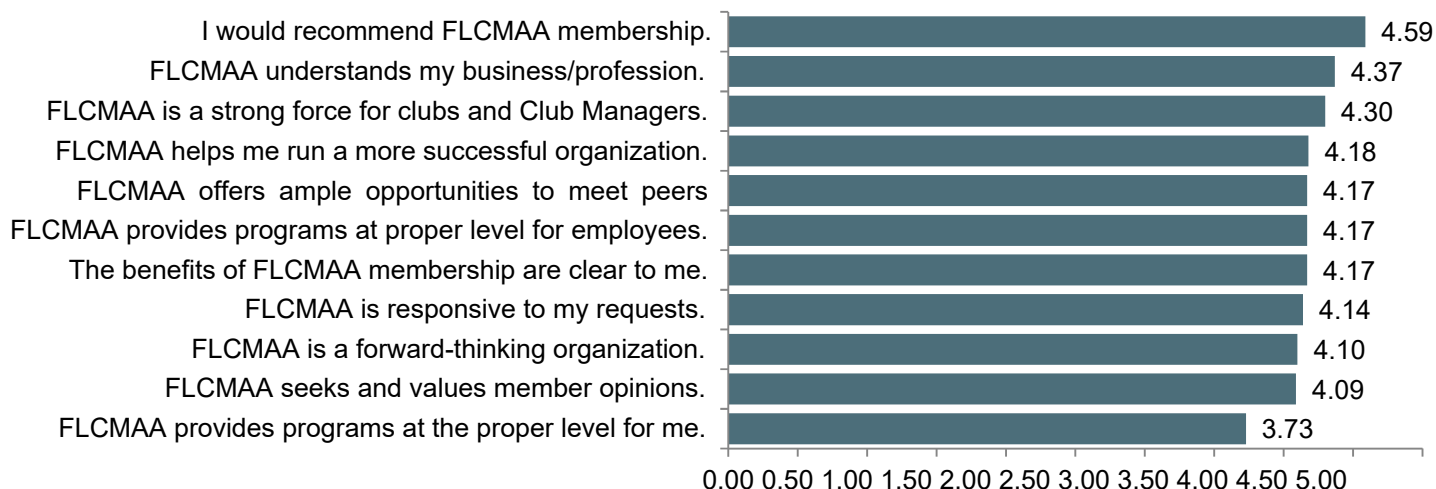
- Clubhouse renovations
- Developing Club/Board governance
- Staffing (training, hiring, retention)

Trends from 2016:

Notable comments in 2016 were as follows, with similar issues bolded:

- **Staff development and training**
- **Capital Improvements & Long-term planning**
- Member growth and retention
- **Recruiting Quality Staff**
- **Governance**

Agree or Disagree



FLCMAA Statements	Ratings		
	2018	2016	Change
I would recommend FLCMAA membership to a fellow Club Manager	4.59	4.40	0.19
FLCMAA understands my business/profession	4.37	4.30	0.07
FLCMAA is a strong force for clubs and Club Managers	4.30	4.10	0.20
FLCMAA helps me run a more successful organization	4.18	3.90	0.28
FLCMAA offers ample opportunities for me to meet my peers	4.17	4.00	0.17
FLCMAA provides educational programs at the proper level for my employees	4.17	3.90	0.27
The benefits of FLCMAA membership are clear to me	4.17	4.00	0.17
FLCMAA is responsive to my requests	4.14	4.00	0.14
FLCMAA is a forward-thinking organization	4.10	4.00	0.10
FLCMAA seeks and values member opinions	4.09	3.90	0.19
FLCMAA provides educational programs at the proper level for me	3.73	3.70	0.03

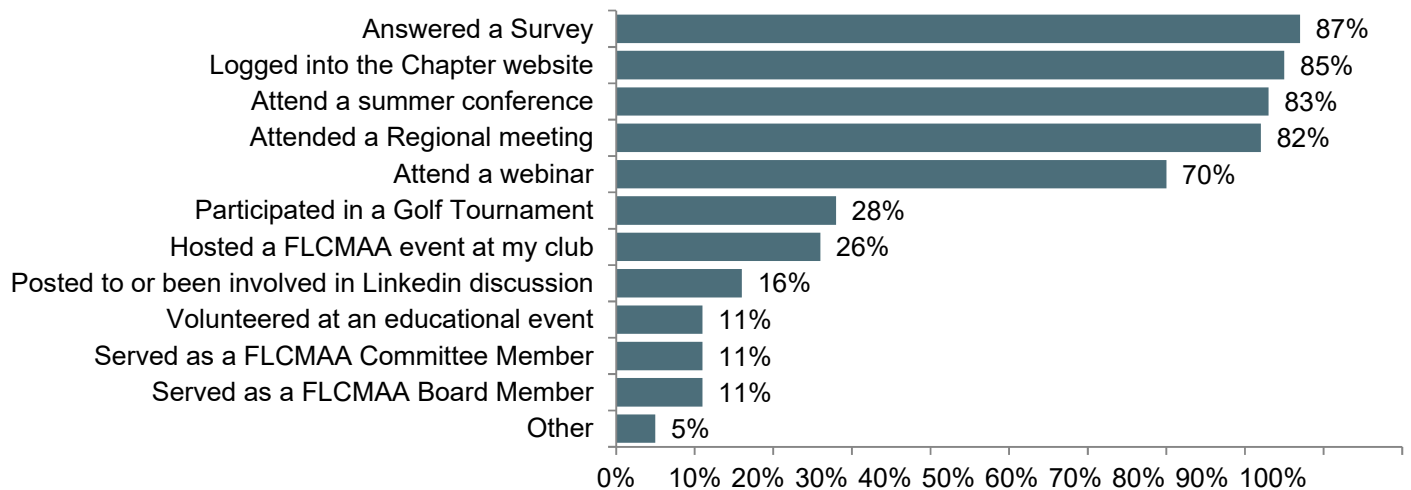
Members were asked to what extent they agreed with a variety of statements regarding the FLCMAA, from 1 to 5, with '1' representing "Strongly Disagree" and '5' representing "Strongly Agree".

4.6 out of 5 respondents indicated that they would recommend the FLCMAA. 4.4 out of 5 respondents agree that the FLCMAA understands their business/profession. All other aspects received ratings above 4.0 with the exception of "FLCMAA provides educational programs at the proper level for my employees", which received a rating of 3.7.

Trends from 2016

- Most ratings increased from 2016 to 2018 with the exception of "FLCMAA provides educational programs at the proper level for my employees", which received a rating of 3.7 in both years.
- The top 3 aspects remained unchanged between 2016 and 2018; all three received slightly higher ratings on average

Member Participation



Member Participation	New Member Ratings	Ratings		
		2018	2016	Change
Answered a Survey	81%	87%	87%	-
Logged into the Chapter website	86%	85%	88%	-3%
Attend a summer conference	76%	83%	77%	6%
Attended a Regional meeting	67%	82%	79%	3%
Attend a webinar	81%	70%	57%	13%
Participated in a Golf Tournament	10%	28%	40%	-12%
Hosted a FLCMAA event at my club	24%	26%	30%	-4%
Posted to or been involved in LinkedIn discussion	10%	16%	22%	-6%
Volunteered at an educational event	0%	11%	18%	-7%
Served as a FLCMAA Committee Member	0%	11%	20%	-9%
Served as a FLCMAA Board Member	5%	11%	11%	-
Other	0%	5%	4%	1%

FLCMAA members were asked to indicate what activities they engaged in over the past two years.

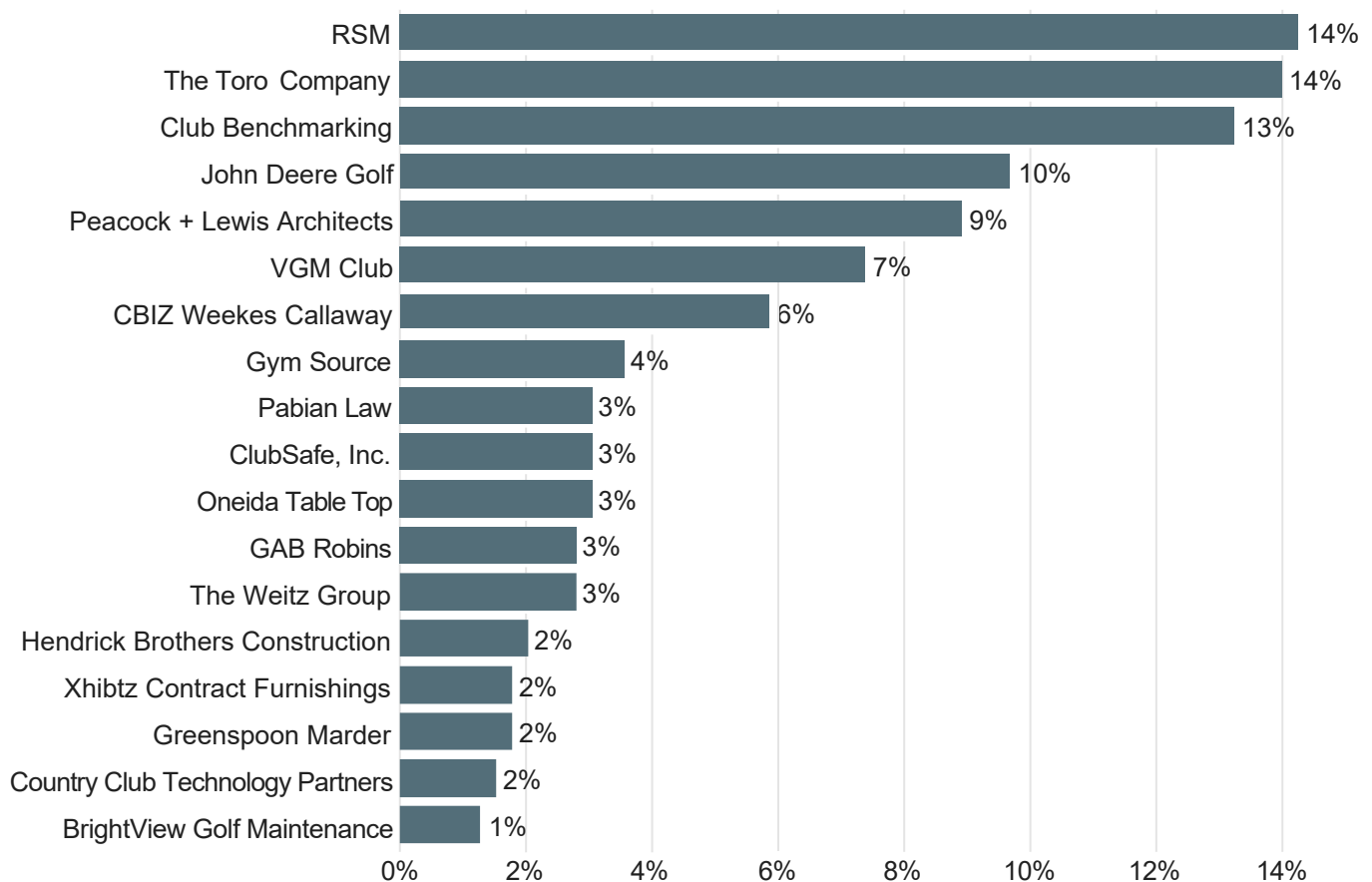
Nine of ten members (87%) have completed a survey in the last two years. Slightly fewer have logged into the Chapter website (85%), attended a summer conference (83%), or attended a Regional meeting (82%). Seven out of ten members (70%) have attended a webinar in the last two years.

Participation is quite high in several aspects, with four activities achieving over 80% participation.

Trends from 2016:

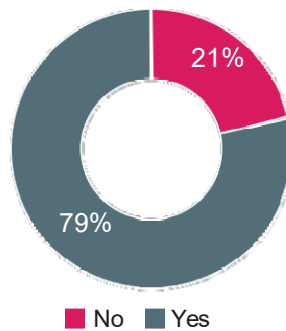
- Participation in the top five activities increased in 2018 compared to 2016, e.g. “Attended a webinar” increased from 57% in 2016 to 70% in 2018 and “Attended a regional meeting” increased from 79% to 82%
- Participation in the lower-half of the activities generally experienced a decrease in participation since 2016, e.g. “Participated in a golf tournament” decreased from 40% to 28%, “Posted to or been involved in a LinkedIn discussion” decreased from 22% to 16%, and “Volunteered at an educational event” decreased from 18% to 11%

Use of Corporate Partners (NEW)



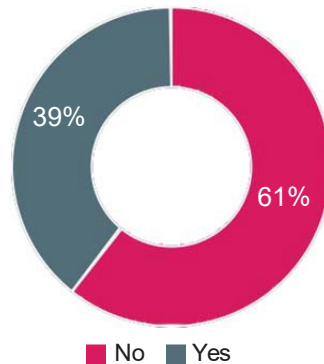
The most commonly used corporate partners were RSM and The Toro Company/Hector Turf, each of which accounted for 14% of members usage. Club Benchmarking accounted for 13% of votes, and John Deere Golf and Peacock + Lewis Architects accounted for a tenth of votes, respectively. The remaining sponsors each received less than 10% of votes.

Awareness of Corporate Partner Program's Value (NEW)



Over three-quarters (78%) of respondents indicated that they are aware of the Corporate Partner Program's value to the Chapter.

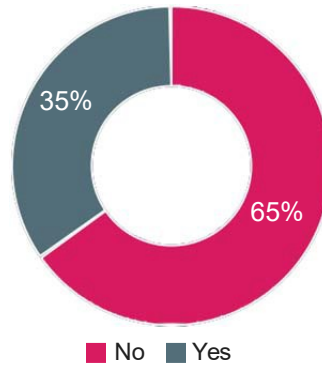
FLCMAA App Usage (NEW)



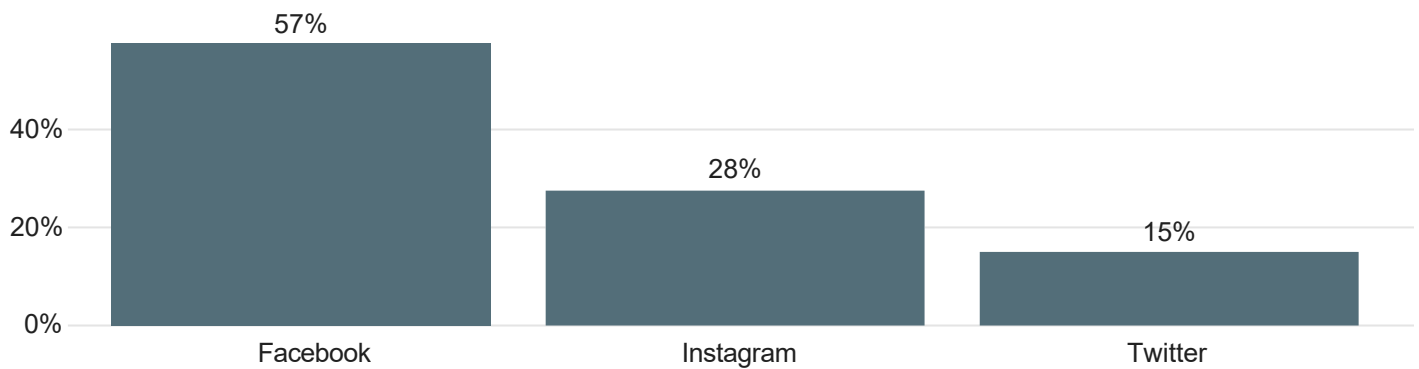
Slightly less than half (40%) of respondents indicated that they use the FLCMAA app. Common reasons for not using the app include:

- Unaware of app's existence
- Preference to use website
- Haven't downloaded the app as of yet

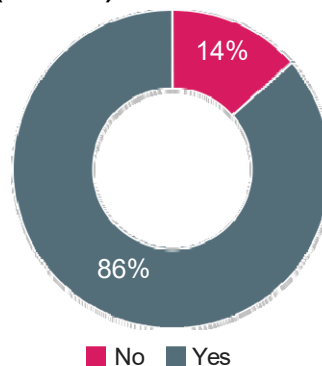
Social Media (NEW)



Platforms (NEW)

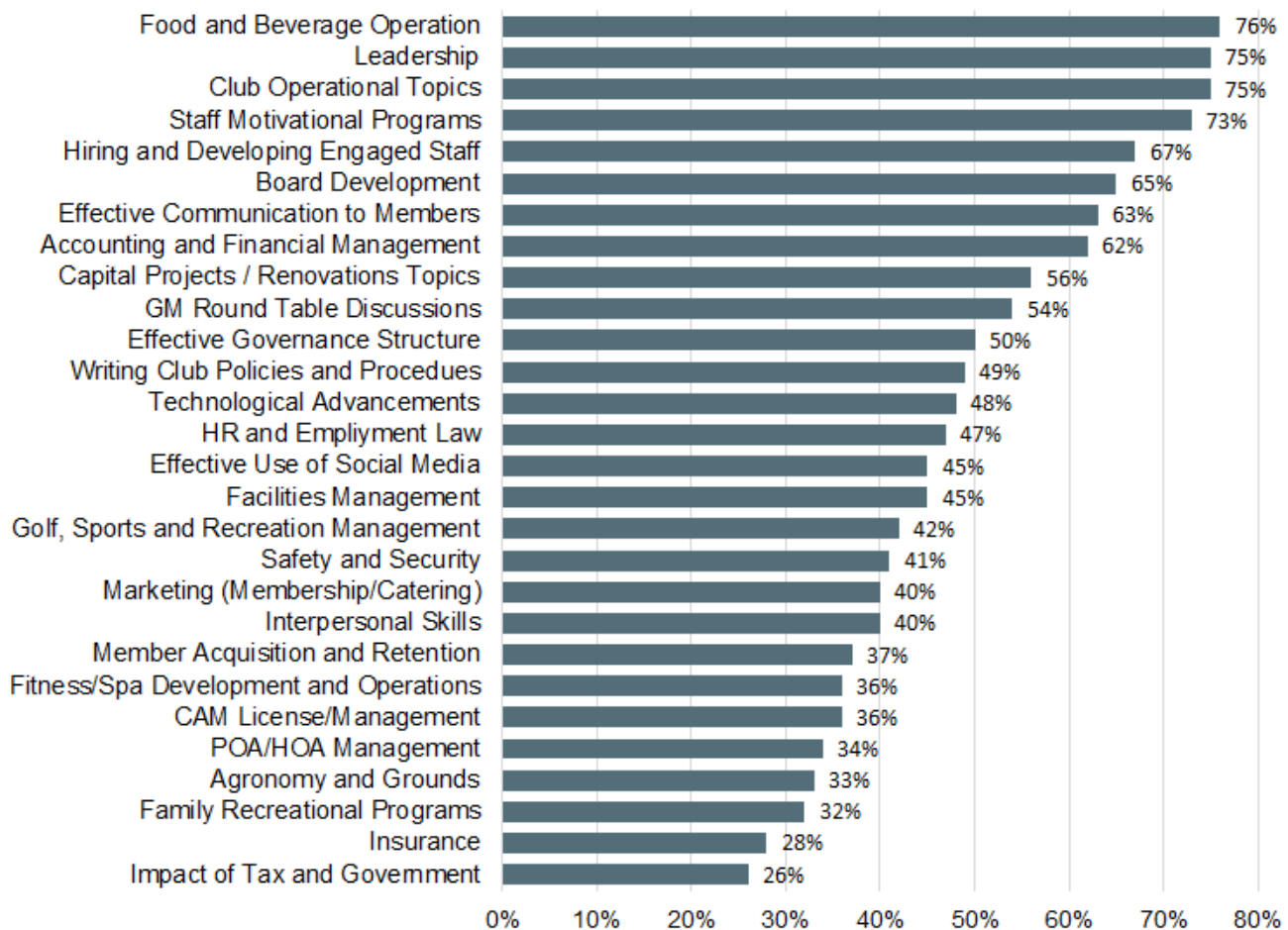


Social Media Effectiveness (NEW)



Only one-third (34%) of respondents indicated that they use social media to keep informed about CMAA and FLCMAA. Of these members, over half (59%) use Facebook, a quarter (27%) use Instagram, and 14% use Twitter. An overwhelming majority (86%) of the respondents that use social media to keep informed find it effective.

Educational Topics of Interest



Educational Topics of Interest	New Member Ratings	Ratings		
		2018	2016	Change
Food and Beverage Operation	71%	76%	71%	5%
Leadership	81%	75%	-	-
Club Operational Topics	90%	75%	-	-
Staff Motivational Programs	77%	73%	73%	-
Hiring and Developing Engaged Staff	76%	67%	64%	3%
Board Development	76%	65%	55%	10%
Effective Communication to Members	57%	63%	72%	11%
Accounting and Financial Management	62%	62%	64%	-2%
Capital Projects / Renovations Topics	57%	56%	-	-
GM Round Table Discussions	57%	54%	67%	-13%
Effective Governance Structure	48%	50%	52%	-2%
Writing Club Policies and Procedures	43%	49%	54%	-5%
Technological Advancements	43%	48%	60%	-12%
HR and Employment Law	57%	47%	60%	-13%
Effective Use of Social Media	57%	45%	58%	-13%
Facilities Management	48%	45%	-	-
Golf, Sports and Recreation Management	48%	42%	-	-
Safety and Security	52%	41%	-	-
Marketing (Membership/Catering)	38%	40%	48%	-8%
Interpersonal Skills	52%	40%	-	-
Member Acquisition and Retention	52%	37%	54%	-17%
Fitness/Spa Development and Operations	19%	36%	46%	-10%
CAM License/Management	52%	36%	44%	-8%
POA/HOA Management	38%	34%	40%	-6%
Agronomy and Grounds	38%	33%	46%	-13%
Family Recreational Programs	38%	32%	34%	-2%
Insurance	19%	28%	-	-
Impact of Tax and Government	14%	26%	37%	-11%

Members were asked to select any educational topics which interested them. The top 5 most interesting educational topics according to members are:

1. Club Operational Topics
2. Leadership
3. Food and beverage operations
4. Staff motivational programs
5. Hiring and developing engaged staff

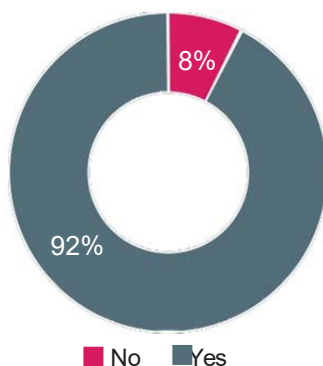
Trends from 2016

The top 5 most interesting educational topics in 2016 were as follows:

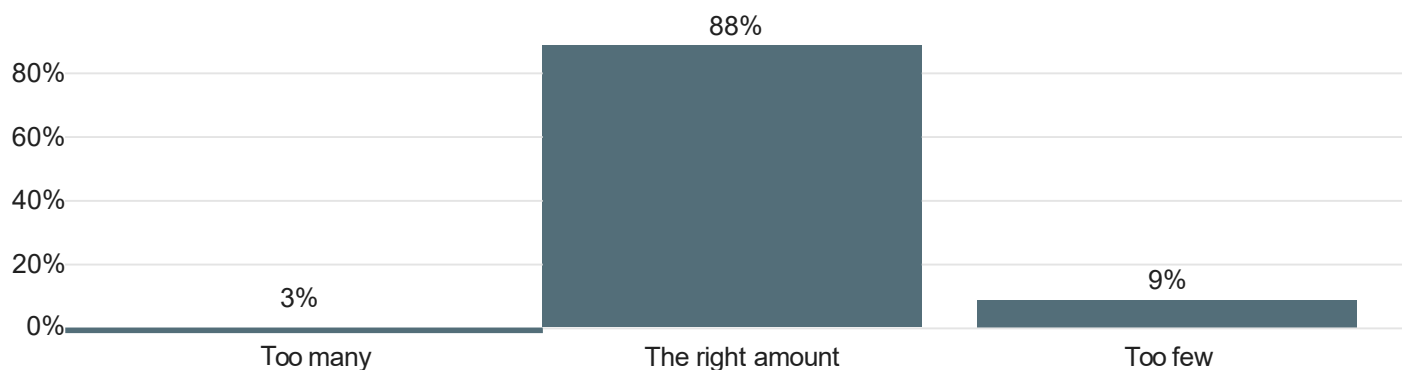
1. Staff motivational programs
2. Effective communication to club members
3. Food & beverage operations
4. GM round table discussions
5. Hiring and developing engaged staff

The trend in responses is fairly similar between 2016 and 2018. "Club Operational Topics" and "Leadership" were introduced as responses in 2018, but "Food & beverage operations", "Staff motivational programs", and "Hiring and developing engaged staff" were ranked highly in both years.

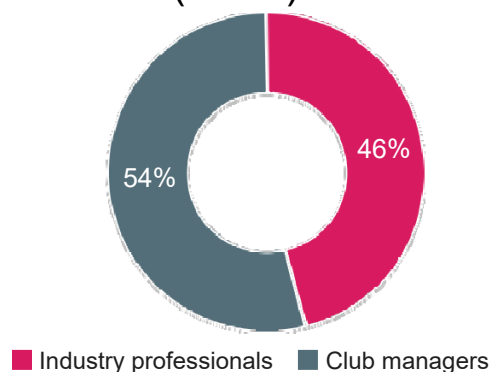
Enough Variety in Educational Topics (NEW)



Number of Sessions per Topic (NEW)



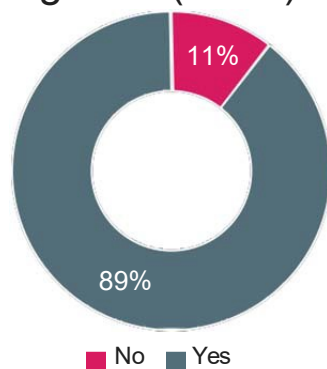
Preferred Source of Information (NEW)



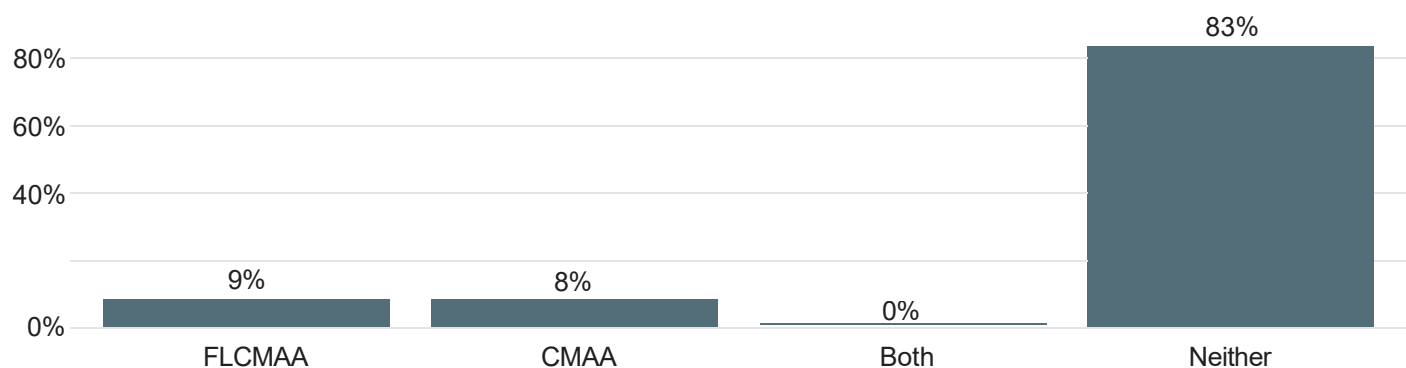
Nearly all respondents (92%) believe there is enough variety in education topics. Nearly the same amount (88%) indicated that the number of sessions per topic is the right amount, with one-tenth (9%) believing that the number is too few.

There is a fairly even split between Club Managers (53%) and Industry Professionals (47%) as the preferred source of information regarding CMAA topics.

Awareness of Scholarship Programs (NEW)

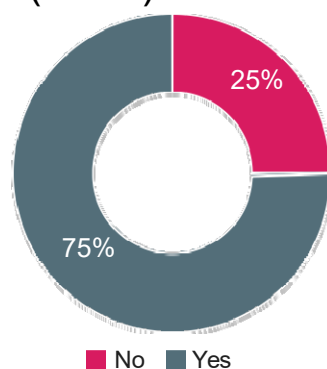


Scholarship Recipient (NEW)

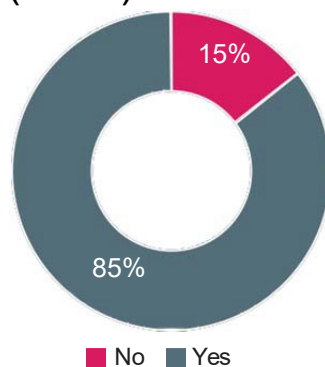


Nine-tenths (89%) of respondents are aware of the available FLCMAA & CMAA scholarship programs. The majority of respondents (83%) have not received a scholarship from either the FLCMAA nor the CMAA. A tenth (9%) have received a scholarship from the FLCMAA and slightly fewer (8%) have received a scholarship from the CMAA. No respondents received a scholarship from both.

Online Learning Participation (NEW)



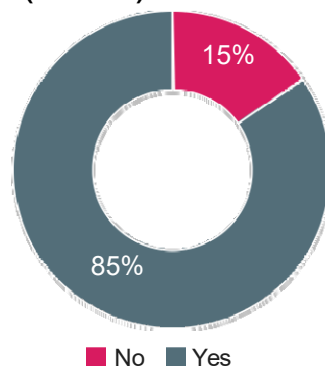
Online Learning Importance (NEW)



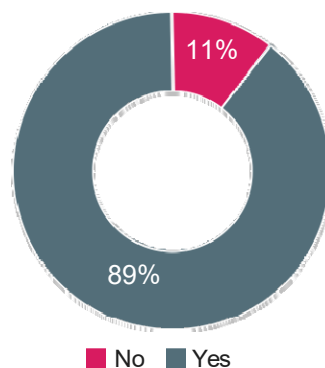
Three-quarters (75%) of respondents participate in online learning. The majority of respondents (86%) indicated that online learning is important to them.

The most common reason for members indicating online learning is not important to them is because they prefer to learn in person.

CMAA Webinar Participation (NEW)



Awareness of Potential to Gain Education Credits (NEW)

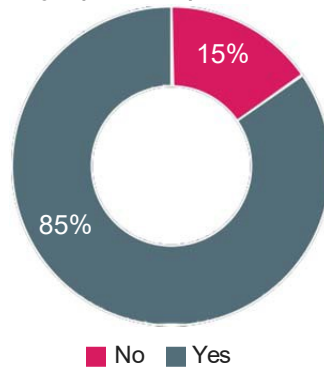


The majority of respondents (84%) participate in CMAA webinars. Nine in ten members (89%) are aware of the potential to gain educational credits through the participation in these webinars.

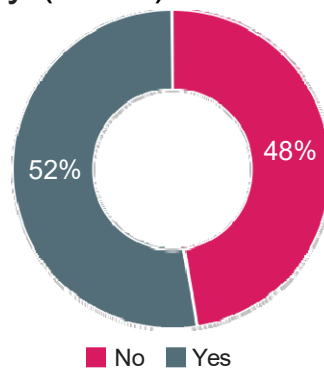
The most common reasons for not participating in webinars were as follows:

1. Lack of time
2. Prefer live interaction

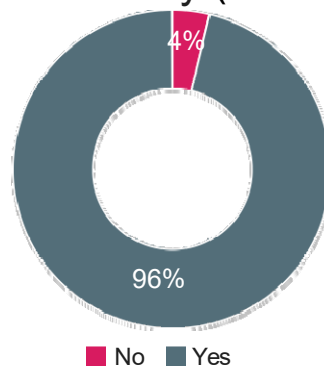
Awareness of CMAA University (NEW)



Past Visit of CMAA University (NEW)

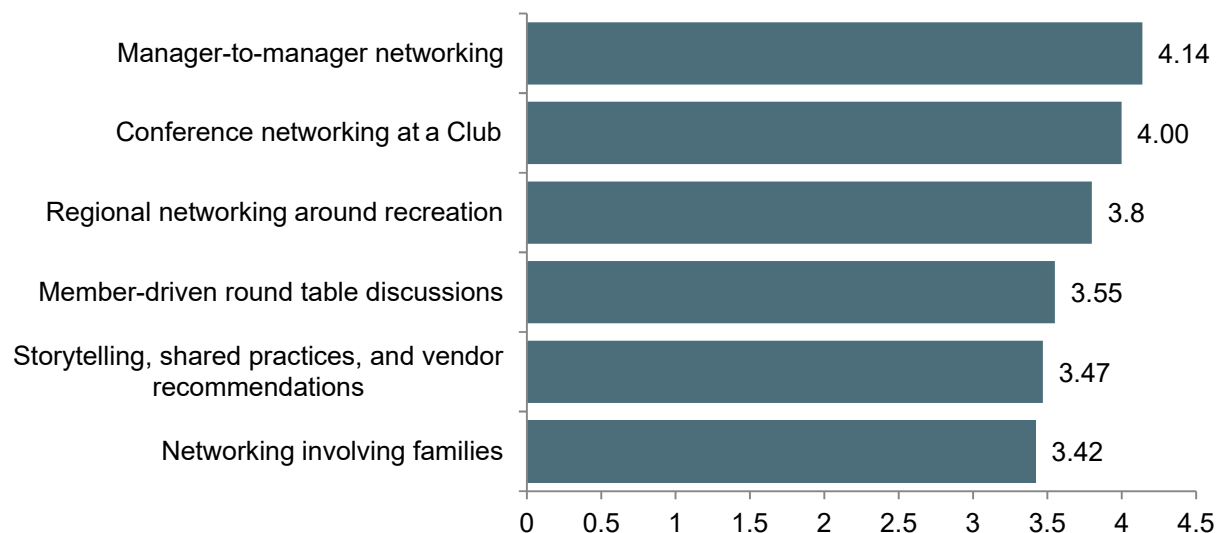


Usefulness of Visit to CMAA University (NEW)



The majority of members (84%) are aware of the CMAA University. Half of respondents (52%) have visited the CMAA University in the past. Of these members, nearly all (96%) found their visit useful.

Networking Components Ratings



Networking Components	Ratings		
	2018	2016	Change
Manager-to-manager networking	4.14	3.87	0.27
Conference networking at a Club	4.00	3.63	0.37
Regional networking around recreation	3.80	3.47	0.33
Member-driven round table discussions	3.55	3.35	0.20
Storytelling, shared practices, and vendor recommendations	3.47	3.35	0.12
Networking involving families	3.42	3.49	-0.07

Members were asked to rate the networking components of FLCMAA, from 1 to 5, with '1' representing "Very Poor" and '5' representing "Excellent".

"Manager-to-manager networking" was rated highly, receiving an average rating of 4.1 out of 5. "Conference networking at a Club" also received a relatively high rating of 4.0 out of 5.

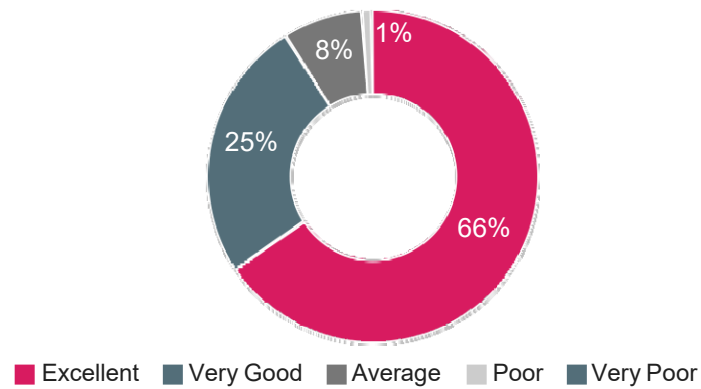
Regarding networking suggestions, some common themes stood out:

1. Informal social events a few times per year (e.g. dinner, cocktails)
2. Holding round-table discussion more frequently

Trends from 2016:

- On average, ratings were higher in 2018. 2016 averages ranged from 3.35 to 3.87
- "Manager-to-manager networking" and "Conference networking at a Club" were the top two components in both years, receiving ratings of 3.87 and 3.63 in 2016
- "Networking involving families" was rated third overall in 2016 with an average rating of 3.49, dropping to the bottom in 2018 with an average rating of 3.42

Satisfaction with FLCMAA Board of Directors



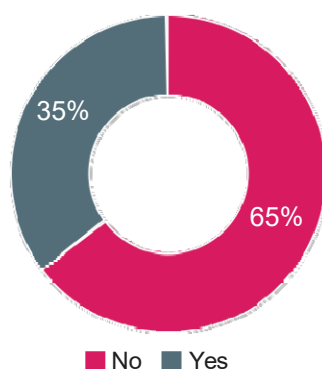
Satisfaction	Ratings		
	2018	2016	Change
Excellent	66%	36%	30%
Very Good	25%	49%	-24%
Average	8%	14%	-6%
Poor	1%	1%	-
Very Poor	0%	0%	-

More than nine out of ten (91%) respondents indicated that their satisfaction with the current FLCMAA Board of Directors was either "Excellent" or "Very Good". A tenth (8%) of respondents indicated that their satisfaction was "Average", and 1% indicated that their satisfaction was "Poor".

Trends from 2016

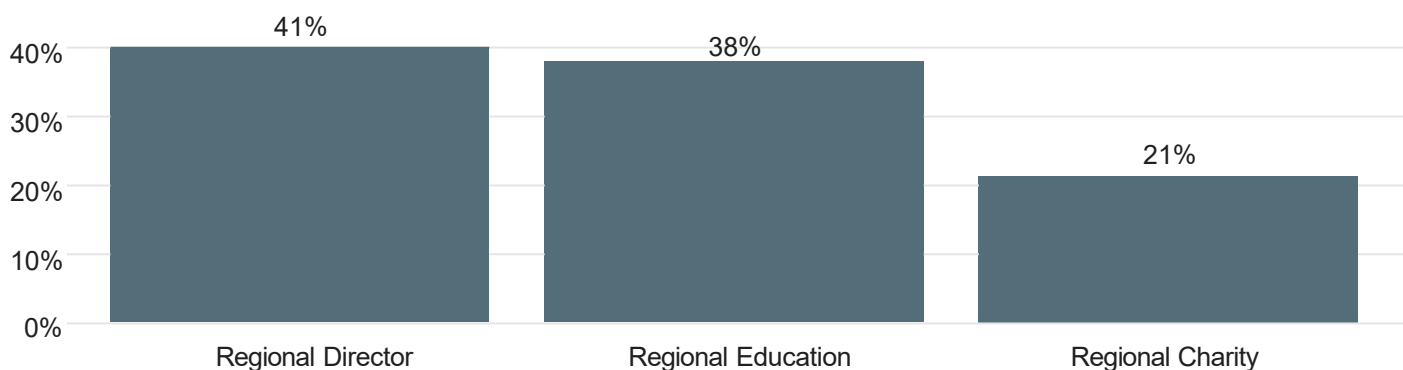
- Generally higher level of satisfaction versus 2016
- 85% of 2016 respondents indicated that their satisfaction was "Excellent" or "Very Good"
- 14% of 2016 respondents indicated "Average" satisfaction, and 1% selected "Poor"

Interest in Serving on FLCMAA Board of Directors



Interest Level	Ratings		
	2018	2016	Change
Yes	35%	40%	-5%
No	65%	60%	5%

FLCMAA Board Position of Interest (NEW)

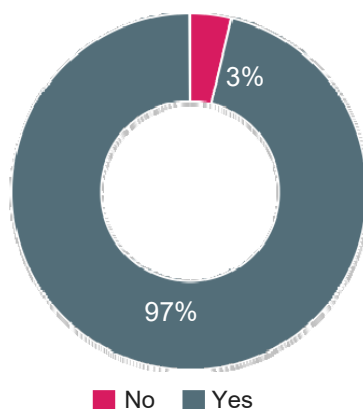


A third (36%) of respondents are interested in serving on the FLCMAA Board of Directors. Of these members, two-fifths are interested in being a Regional Director (41%) or in Regional Education (38%) and a fifth (21%) are interested in a Regional Charity position.

Trends from 2016

- Four in ten participants (40%) showed an interest in serving on the FLCMAA Board of Directors in 2016, showing a slight drop between 2016 and 2018

FLCMAA Currently Meeting Expectations



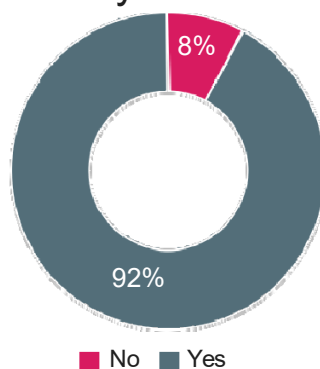
Meeting Expectations	Ratings		
	2018	2016	Change
Yes	97%	90%	7%
No	3%	10%	-7%

Nearly all members (97%) indicated that the FLCMAA is currently meeting their expectations, with only 3% indicating otherwise. This level is above the norm.

Trends from 2016

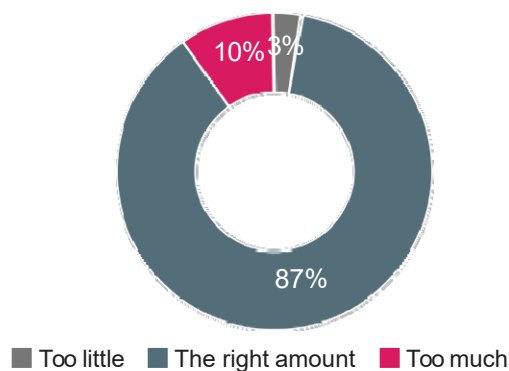
- Nine in ten members (90%) indicated that the FLCMAA is meeting their needs and expectations in 2016
- Members are significantly more satisfied in 2018, with the satisfaction level rising by 7%

Association does enough to enroll you into the Chapter and CMAA (NEW)

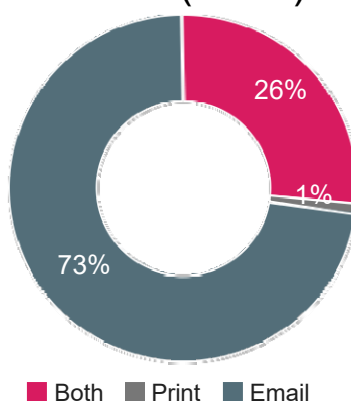


Nine in ten respondents (92%) agree that the association does enough to enroll them into the Chapter and CMAA. One in ten (8%) disagree with this statement.

Volume of Communication from FLCMAA



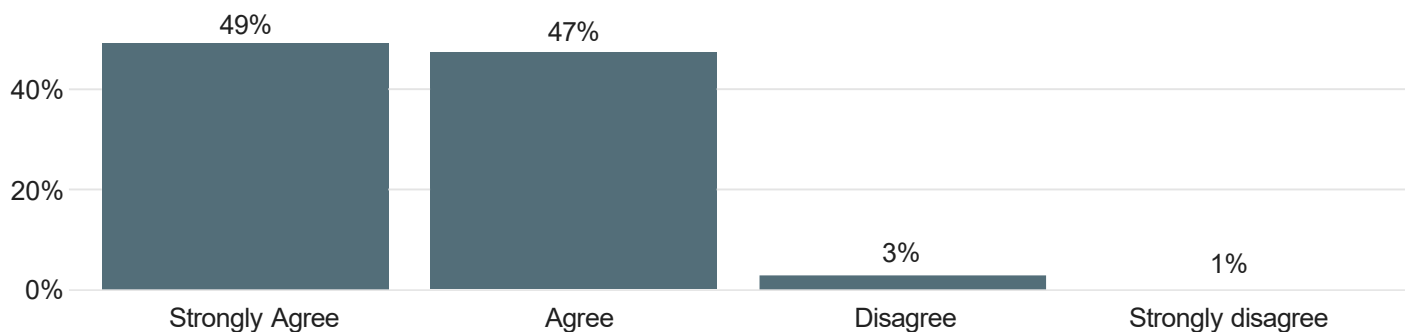
Preferred Method of Communication (NEW)



Nine in ten members (87%) believe the amount of information they receive from the FLCMAA is the right amount. A tenth (10%) of members think the amount they receive is too much, and 3% indicated that they do not receive enough information.

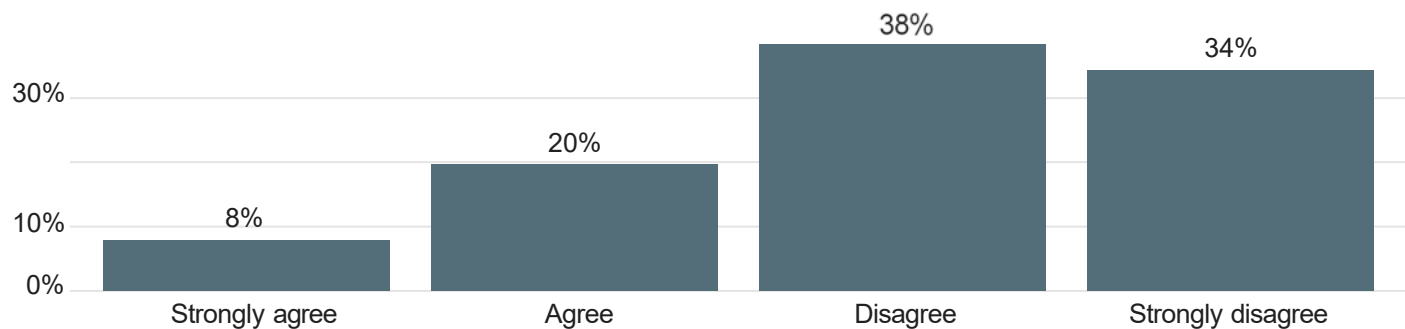
Three-quarters (72%) of respondents prefer to receive information via email. Only 1% of respondents indicated that they would prefer to be contacted via print communication, and a quarter (27%) would like to see both forms of communication used.

Meetings with Allied Associations (NEW)



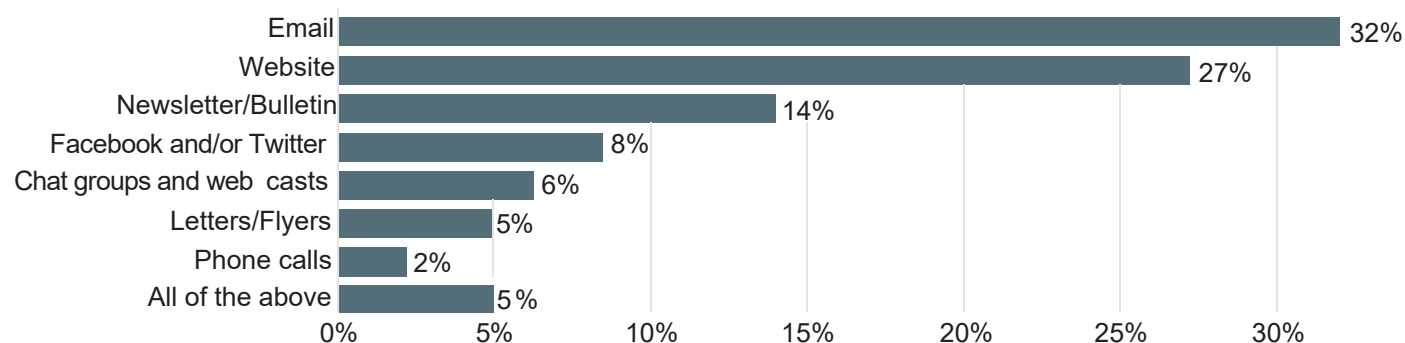
Nearly all members (97%) agree that there should be one or two meetings with allied associations (e.g. PGA, GCSSA, HFTP, USTPA). The remaining 4% of respondents do not think that there should be meetings with allied associations.

Mail a Printed Copy of Newsletter (NEW)



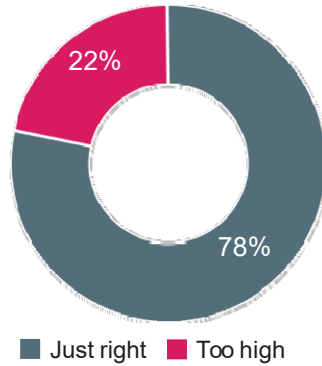
Three-quarters (72%) of respondents do not think the FLCMAA should mail a printed copy of the newsletter. A quarter (28%) would like to receive a printed copy of the newsletter in the mail, with only a tenth (8%) strongly agreeing.

Methods of Communication



A third (32%) of respondents indicated that email is their preferred source of communication from the Chapter. Website and Newsletter/Bulletin each received fairly high interest, with a quarter (27%) of respondents indicating an interest in the website and 14% indicating the newsletter/bulletin as a preference.

FLCMAA Membership Cost



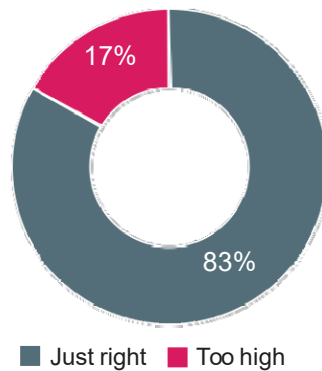
Membership Cost	Ratings		
	2018	2016	Change
Too Low	0%	2%	-2%
Too High	22%	22%	-
Just Right	78%	76%	2%

Four-fifths (78%) of members believe that the cost to be a member of the FLCMAA is "just right", while 22% of respondents believe that the cost is too high. No respondents indicated that they believe the cost to be a member is too low.

Trends from 2016

- 76% of members in 2016 indicated that the membership cost was "just right", very similar to 2018 figures
- 22% of members indicated that the cost to be a member in 2016 was "too high", identical to 2018
- 2% of 2016 members indicated that they thought the cost was too low, which dropped to 0% in 2018

FLCMAA Summer Conference Cost



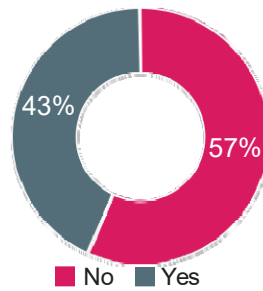
Conference Cost	Ratings		
	2018	2016	Change
Too low	0%	1%	-1%
Too high	17%	19%	-2%
Just right	83%	80%	3%

Eight in ten (83%) members believe that the cost to attend summer conferences is "just right". 17% of members believe that the cost to attend conferences is "too high". No respondents believe that the cost to attend summer conferences is "too low".

Trends from 2016

- 80% of respondents in 2016 believed that the cost to attend summer conferences was just right, slightly less than 2018
- 19% of 2016 respondents thought the cost was too high, which dropped slightly to 17% in 2018

Cost of Dual/Simultaneous Membership with CMAA National is a Hindrance



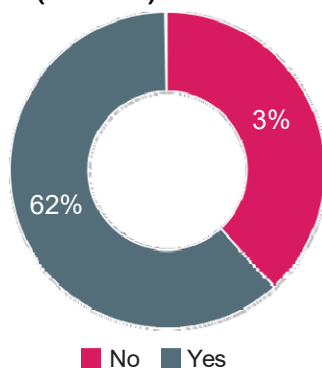
Cost is Hindrance	Ratings		
	2018	2016	Change
Yes	43%	41%	2%
No	57%	59%	-2%

Less than half (43%) of members believe that the cost of dual and simultaneous membership with CMAA National is a hindrance. 57% believe this cost is not a hindrance.

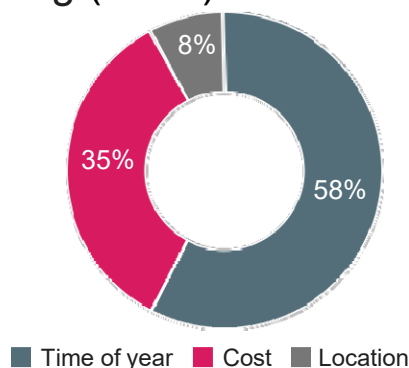
Trends from 2016:

- Results were very similar in both years, with four in ten (41%) of members in 2016 believing the cost is a hindrance

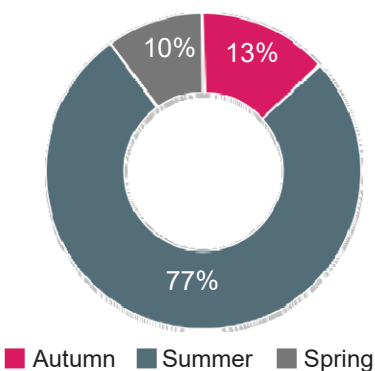
World Conference Participant (NEW)



Reasons for Not Participating (NEW)



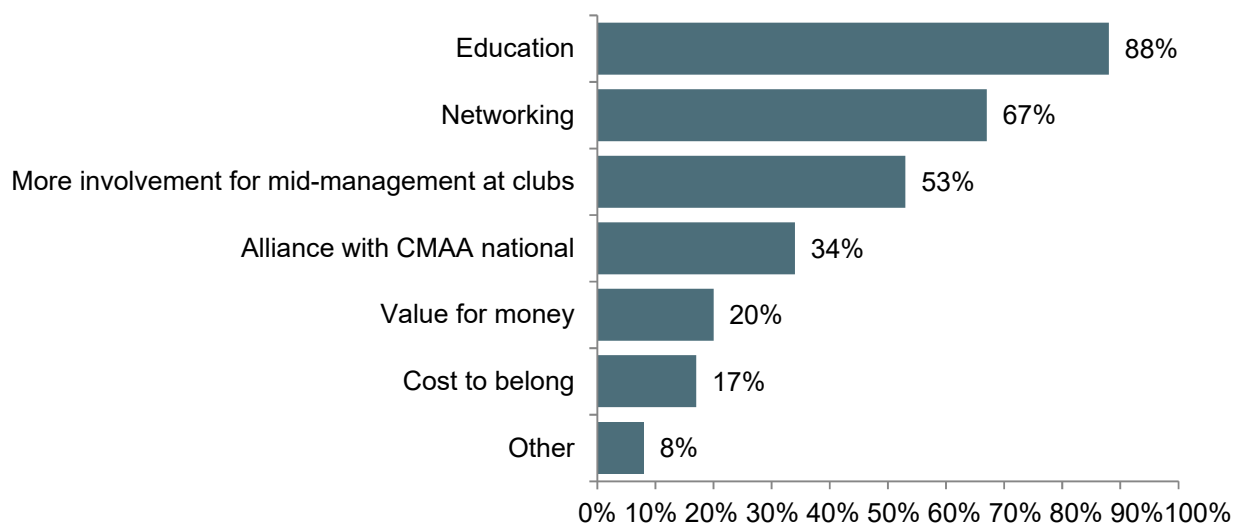
Ideal Time of Year (NEW)



Three-fifths (62%) of respondents indicated that they are participants at the World Conference. Of the 39% who indicated that they do not participate, the majority (58%) indicated that the reason for not participating is the time of year. A third (35%) indicated that cost is the reason they have not participated, and the remaining 8% indicated that the location was prohibiting their participation.

Of the 58% of respondents who indicated that "time of year" was the main factor, three-quarters (77%) would like to see the conference held in the summer, 13% would like to see it held in the fall, and a tenth (10%) would prefer the spring.

Key Areas of Focus



Key Areas	Ratings		
	2018	2016	Change
Education	88%	94%	-6%
Networking	67%	69%	-2%
More involvement for mid-management at clubs	53%	42%	11%
Alliance with CMAA national	34%	33%	1%
Value for money	20%	33%	-13%
Cost to belong	17%	15%	2%
Other	8%	-	-

Respondents were asked what should be the key areas of focus for FLCMAA to be more relevant, and to rank them by importance.

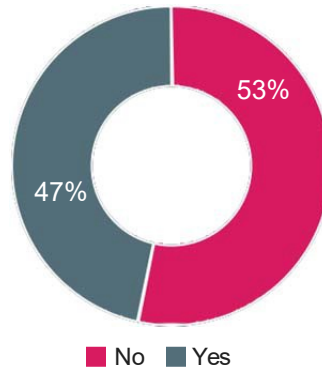
Nine in ten (88%) respondents indicated that a key focus should be “Education”. Two-thirds (67%) of respondents think “Networking” should be a key area of focus. Slightly over half (53%) indicated “More involvement for mid-management at clubs”, and a third (34%) indicated “Alliance with CMAA national” as a key area.

With regards to importance, most areas are consistent with the percentage of members in support, with the exception of “Other” which was ranked as third-most important by respondents. “Other” suggestions varied with no suggestion being mentioned by more than one respondent.

Trends from 2016:

- “Other” was not a choice in 2016 and therefore cannot be compared
- Results were consistent between the two years, with the exception of “Cost to belong” being ranked significantly more important in 2018 (2.87) versus 2016 (3.12)

2019 Host Club (NEW)



Less than half (47%) of respondents would like their Club to act as an education/meeting host club in 2019. 53% would not like their Club to be a host club.

Overall Comments

Overall comments from respondents were generally very positive. Comments regarding possible improvement included:

1. Making app/website more user-friendly
2. Updating the logo
3. More assistance with finding/hiring staff
4. Access to fellow member questions/responses
5. Work on cost of dual membership between CMAA and FLCMAA

Trends from 2016

- **Education** - focus resources on quality education with actionable learnings
- **Costs** - providing lower cost alternatives, such as a cheaper hotel which is optional and still in close proximity to conference events
- **Quality speakers** - focus on attaining quality vs. quantity, and more enriched learning as opposed to motivational speakers

Restrictions

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GGA reserves the right (but will be under no obligation) to review all calculations included or referred to in this report and, if we consider it necessary, to revise our conclusions in light of any information existing at the report date which becomes known to GGA after the date of this report.

Yours truly,



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Florida Chapter CMAA

2018 Member Survey – Key Takeaways

