

## 3<sup>rd</sup> Annual Membership Survey Reviews YOY Results and Sets Priorities for Continuous Improvement

This is a summary report on the results of the 3rd annual FWGC Member Survey conducted October 15-31.

### Your Great Participation Gave Us A Highly Valid Survey - Thank You!

Slightly more than 60% of the membership responded to the 2024 Survey comparable to prior surveys. Each demographic we collect in the survey tool was again reasonably represented with respect to its share of the full membership: years of membership, annual rounds played, USGA handicap index, participation in leagues and/or Club events, age and residents v. non-residents. It's a highly valid survey.

### Survey Content

As our continuing members know, in 2022 we implemented an annual survey for members to rate their satisfaction on a 5-point scale and identify opportunities for continuous improvement or submit other comments in 11 specific areas:

- Golf Professional Staff... availability, responsiveness, expertise and customer relations;
- Golf Lessons ... availability, pricing and quality;
- Bag Services Staff ... availability, proactive responsiveness, club cleaning quality and customer relations;
- Pro Shop Merchandise. variety of clothing and equipment, availability, quality, competitive pricing and delivery;
- Driving Range ... organization, availability/quality of range balls, turf conditions and maintenance;
- Course Conditions ... overall turf conditions, weather resilience, maintenance team interactions;
- Member Leagues ... organization and formats, cost, communications, cultural norms;
- Carts ... availability, quality, dependability, cleanliness and maintenance
- Course Access/Speed of Play ... tee time availability/booking process, member awareness and courtesy, adherence to "ready golf" principles.
- Restaurant Staff... availability of staff, quality, timeliness, responsiveness, customer relations
- Restaurant Services ... hours of operation, variety, quality, timeliness of food/beverage and pricing

## Quantitative Ratings

	2022	2023	2024	
<b>Pro / Staff</b>	3.58	3.95	3.93	7 of the 11 continuing categories of assessment improved YOY, with meaningful improvement in 4:  Bag Services Carts Course Access / Pace of Play Food Staff  3 areas declined YOY, while remaining above the initial 2022 benchmark.  Pro / Staff Pro Shop / Merchandise Food Service  Course Conditions continues to be the highest-rated category, but the 2024 rating declined and fell below the 2022 benchmark.
<b>Lessons</b>	3.65	3.69	3.71	
<b>Bag Services</b>	3.37	3.84	3.92	
<b>Merchandise</b>	2.86	3.16	2.95	
<b>Range</b>	3.13	3.97	3.99	
<b>Conditions</b>	4.33	4.35	4.26	
<b>Leagues</b>	3.92	4.01	4.04	
<b>Carts</b>	3.42	4.10	4.20	
<b>Access/Pace</b>	NA	3.98	4.10	
<b>Food Staff</b>	3.73	3.82	3.99	
<b>Food Service</b>	3.02	3.56	3.50	

## How We Are Responding To Your Comments

350 comments were submitted and we believe the number and productive nature of the comments convey that members are taking the survey process seriously. The number and nature of comments reinforce the need for continued improvements. To preserve personal privacy interests in certain areas, designated Committee members reviewed all comments, anonymized them and grouped them into topical sets for review with responsible staff members to agree on appropriate responses and initiatives. Here are the highlights:

- **Services Provided Under the Master Association/Cloud 9 Agreement**

We reviewed all comments regarding Golf Professional Staff, Golf Lessons, Bag Services Staff, Pro Shop Merchandise, Driving Range, Carts and Course Access/Speed of Play with GM Joe Samolis and our Head Pro Kevin Cloud. Quantitative ratings and comments addressed areas where further improvement is needed to consistently fulfill already-prescribed Service Delivery Expectations:

### Pro/Staff

- Kevin Cloud will post his schedule outside the pro shop for when he will be on-site. Signage will also indicate the Pro Shop staff member in charge.
- Kevin Cloud will respond to and provide substantive response to members and potential members within one business day from voicemails left in the pro shop or emails. Expanded tracking and reporting have been implemented.

- Kevin Cloud will provide expanded email informational and educational communication to the membership.
- Kevin Cloud will hold a new member welcome and orientation for all new members who have joined FWG last fall up to March 30<sup>th</sup> on April 5<sup>th</sup> at 11:00 AM. All new members joining FWG following the orientation will be contacted by Pro staff within 24 hours of receipt of their welcome letter to set up an orientation.

Comments highlight the need for all senior staff to be consistently informed, engaged and responsive.

- Kevin Cloud will coach and monitor to strengthen the friendliness, attentiveness and responsiveness to members and guests.
- Kevin Cloud will provide senior staff with consistent knowledge and awareness of upcoming events, operational areas, reciprocal opportunities at other courses during course closures. He will also deliver a message on the prompt no later than one hour prior to the first scheduled tee time with broader communication to the full membership (not just those on the tee sheet) regarding course closures and delays.

### Bag Services

- The quality assurance tagging process implemented worked and will continue with meaningful improvement YOY for club cleaning. Although some comments noted improvement, others reported the consistency and quality of this service still needs to get better with quality checks to be completed by staff.
- Golf carts will be monitored to assure that divot mix is available for members. The Pro Staff is working to find a solution to improve visibility through plastic cart windshields.

### Lessons

- Several comments noted the George Connor's association with FWGC is a great benefit to the club and one member shared they joined the club because of Kevin Cloud.
- George Connor and Kevin Cloud are available to schedule golf lessons.
- Kevin Cloud lesson prices offers a 25 minute lesson for \$60, \$50 for members, 50 minutes for \$110, \$90 for members with complimentary fitting.
- A ladies clinic will be offered by Kevin Cloud in April

### Pro Shop Merchandise

- Although a few comments acknowledged YOY improvement of clothing offered, the overwhelming weight of the comments continue to express disappointments in the Pro Shop operations and merchandise. As a result, Golf Committee members Wally Crumb and Kevin Donohue are working with Kevin Cloud and GM Joe Samolis to take a deeper dive into the current Pro Shop operation and identify and implement the necessary steps for significant improvements.
- Modifications have been made to the space to give more area for product display. Kevin has installed additional fixtures to enhance display.
- Expanded lines and quantities have been ordered.
- A message to membership will be sent reviewing the pro shop order process and available vendors. Please be sure this process is followed and provide feedback.

## Driving Range

- Replacement of the tee mats this past season and annual replenishment of range balls drove improvements in this area.
- Some commenters expressed inability to hit off the new mats with tees. Special tees for the driving range will be made available in the Pro Shop.
- Hitting areas will be rotated at the beginning of each day.
- Seed mix will be available in boxes so that members may complete repairs and fill divots following work at the range as they would on the golf course.
- 100 and 200 yard posts will be located on the right side of the range

## Course Conditions

In response to several comments about wet playing conditions, Course Superintendent Greg Bradley identified the challenges to achieving anything like "firm and fast" conditions: (1) as regards last season, we had another record breaking wet summer; (2) we have an outdated, decaying irrigation system that in some areas of the Course requires overwatering certain places in order to get adequate water to others; and (3) throughout the mature forest in which the Course sits, we face heavy, compacted soils, poor drainage in a number of areas and lots of tree- and root-driven soil compaction. Our top priority is to fund and install a new irrigation system as soon as the 2026 season. Other possible actions might include applying growth regulators to slow turf growth in certain areas and wetting agents to help water penetrate compacted soils, installing drainage in additional areas as needed and removing trees to reduce root compaction and improve sunlight and air movement. However, all of these additional actions require substantial resources in labor and materials that are not currently available or budgeted. Tree removal opportunities are also constrained in areas where tree lines are immediately adjacent to condominiums.

Some commenters urge faster green speeds. In season, the greens are mowed 6-7 days a week (weather permitting) to .125". Weather is the main factor affecting green speed. Also, *poa annua* seed heads in the spring and hot/humid weather in July and August make our bent grass surfaces "puffy," slowing the greens. Possible compensating actions include: (1) rolling the greens more often - at a cost of at least 6 man-hours to roll all 19 greens; (2) applying growth regulators and/or wetting agents with labor and material costs as note above; or (3) applying a light sand top-dressing for a firmer, faster surface - this would require that we purchase or lease a spin top-dresser, purchase additional sand, and expend man-hours to apply the top-dressing and more cost to maintain the green-cutting units.

Other commenters expressed concern about levelling a number of tee boxes; keeping adequate sand in our bunkers to prevent "hardpan" conditions; turf conditions on #11 and #5 and #17 tees; and tree and cart path maintenance. While not widespread, it is fair to say that these concerns track clearly with observations Greg Bradley and the Greens Subcommittee have noted in their course review.

Although financing and replacement of the irrigation system will be the current focus, the Greens Subcommittee will be putting together a 5-year plan with Greg prioritizing course needs. GM Joe Samolis would like to develop a Capital Reserve Policy for golf with revenue dedicated to

this reserve. The 2025 survey will include a question for membership prioritization for any monies that will be submitted in the next budget cycle.

Greg Bradley's response to survey comments may be found in the January 2025 Golf Committee minutes.

Member Leagues - All league comments were forwarded to the applicable league Presidents

Some issues raised in the comments required policy actions or recommendations by the Golf Committee.

### Course Access/Pace of Play

- Several survey comments were raised regarding members looking for a tee time and finding it is reserved with TBD (to be determined). TBD is often utilized by golfers to reserve a time while they find additional players. To respect the interest of fellow members, all TBDs need to be replaced with specific player names by end of day Wednesday for Friday, Saturday and Sunday tee times or the TBDs will be removed by the Pro Shop.

If you are interested in playing at a time with TBD denoted, please reach out to the member listed at that time. If you don't know the individual, contact the Pro Shop and they will determine if a spot for another player is available.

Pace of Play – Survey results and other feedback have reinforced that a reasonable pace of play is an important element in member satisfaction. Several comments noted improvement resulting from the Committee's emphasis from the beginning of the season. Other commenters called for active Pro Shop ranger/marshalling during weekend morning play with expanded efforts to address the issue beyond the Committee letter process addressed to groups. With that in mind, the following changes have been made to our rules:

- On Saturdays and Sundays, groups with preferred tee times between 7 and 9 A.M. are required to play in four hours or less so that play does not get backed up. Each member of the group that exceeds this requirement must take a cart the next time they want to play in these preferred times.
- On Saturday and Sunday mornings - If a group completes the front 9 in more than 2 hours and more than 10 minutes behind the group in front of them, the group will be required to take a cart on the back 9.
- On Saturday and Sunday mornings – Each member of the group that exceeds the expected completion time of 4 hours and 20 minutes and is 10 minutes or more behind the group in front of them must take a cart the next Saturday or Sunday they play.
- PLEASE NOTE: A warning will be issued the first time a player and/or group does not meet the expectations described. After that, penalties will occur as defined above.

- On Saturday and Sunday mornings, staff will monitor pace of play on the course. If the staff member displays a green flag, the group is ahead of or on pace. A yellow flag identifies that the group is 1-10 minutes behind. A red flag identifies that the group is more than 10 minutes behind.
- Survey responses questioned rules concerning members having guests on Friday, Saturday, Sunday. Select comments requested reducing guest access with members during times in demand. The Golf Committee decided not to change the current policy from the Farmington Wood Golf Handbook – Only 1 guest per member before 11 on Saturday, Sunday and holidays.
- The Committee considered multiple comments questioning whether members should be allowed to book multiple tee times on a single day. It appears that members who do so are exercising a privilege of their Platinum membership - a category of membership that is no longer offered but is still enjoyed by 23 current members. For this reason, the Committee declined to prohibit this activity. The Golf Handbook states that a maximum of two tee times may be booked in a day which the Pro Shop will monitor. The Committee urges restraint in the exercise of this Platinum membership benefit out of respect for the interests of fellow members and to adhere to the Golf Handbook policy of booking no more than two tee times in a day. The Committee has asked Kevin and his staff to monitor tee sheet activity.

### Food Staff & Services

We provided all comments received in these areas to GM Joe Samolis. Joe reported “We are constantly looking to improve staffing at the bar/restaurant. We are actively recruiting additional staff. With the new bar area and additional seating, this is more important, than ever and we will look to increase staffing on days where there are events.”

“Alcohol pricing has been revamped to be competitive with the area establishments. Pricing in general decreased to incentivize members and residents to utilize the bar/restaurant. In addition, we have created a new Happy Hour menu that will give people options for food and beverages that are definitely cost effective and delicious.”

“We are looking to make sure we have multiple beverage carts available as well as have them staffed throughout the season. We have already hired a number of staff to have the carts staffed. We are looking to make sure that the carts are well stocked with food and beverages throughout the day. In addition, we are looking to make ordering food easier for members while out on the course.”

As we all look forward to the new season now beginning, we appreciate the time and attention so many members invested in the 2024 Survey and hope the actions and initiatives described here will enhance your experience as a member of our great Club.

The Golf Committee