Alpine CC / Empire Consulting Group

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David Hanks

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Executive Summary

ALPINE CC
EXECUTIVE SUMMARY

Introduction

Alpine Country Club maintains a private 18-hole golf course with amenities that include dining services, pro shop, social events, and golf tournaments. Alpine Country Club is under the direction of a Board of Directors consisting of club members. Improving the club and providing the right amenities is a top priority for club management.

Alpine Country Club contracted with Empire Consulting to create a survey to assess the opinions of its Equity Members regarding the 1) areas of improvement for Alpine Country Club, 2) whether members desire additional amenities to the club, and 3) how willing the members would be to finance proposed amenities.

Methodology

The project was initialized by gathering information from meetings with club representatives. Visits to the club were also made in attempt to better understand the scope of the project. Sample surveys were put together in order to come up with a final survey, after which printed surveys were then sent to the Equity members. Our goal was to achieve response rate of 50%. As surveys were returned, Empire Consulting analyzed the survey data and performed statistical analysis using SPSS and Survey Pro. Our analysis led us to concrete conclusions and a recommended course of action.

Our response rate goal was exceeded as more than 250 Equity Members responded. Due to survey response errors, a total of 203 surveys were included in the quantitative analysis. Data obtained from the survey is presented in visuals with brief explanations. Qualitative information from all of the surveys is included in the Appendix.

Conclusions

The data supports the following conclusions:

- The majority of the Equity members haven’t been members of another club.
- Equity members chose Alpine Country Club primarily for the golf.
- Members maintain their membership primarily for the golf course.
- Overwhelming majority of members feel that ACC should maintain its focus primarily on golf.
- Sentiment regarding the addition new amenities was primarily negative.
- Members that favored new amenities are interested most in having a pool.
- All of the facilities were evaluated at a fairly high level, with the golf course as the highest and parking as the lowest.
- Most of the equity members appear to be averse to clubhouse improvements.
The members were generally opposed to financing club improvements.
Renovating the bunkers ranked highest for course improvements.

Recommendations

The recommendation is tailored to the specific objectives that Empire Consulting set out to accomplish. After evaluating the conclusions, we recommend that the club improvement projects be initiated in the following order: (1) Improve golf bunkers (2) Improve the parking facilities (3) Improve front entrance (4) Reconfigure hallways. We also recommend that Alpine Country Club maintain its primary focus on golf and its golf related services and that it consider adding additional memberships to finance improvements.
Introduction
INTRODUCTION

To introduce this report, we have included a brief history of Alpine Country Club, a definition of the problem, profiles of each member of Empire Consulting, and acknowledgements.
BRIEF HISTORY OF ALPINE COUNTRY CLUB

Located at the base of the Wasatch Mountains, Alpine Country Club maintains a private 18-hole golf course that was constructed by William H. Neff in 1960. Amenities and activities include dining services, golf pro shop, a beautiful club house, social events, and regular golf tournaments.

Alpine Country Club is under the direction of a Board of Directors consisting of club members with Karen Killpack serving as club president.
PROBLEM DEFINITION

Over the last several months, the Long-Range Planning Committee has become interested in making some major changes to the course and clubhouse in order to improve the club appeal and quality. Alpine Country Club contracted with Empire Consulting to create a survey to assess the opinions of its Equity Members regarding the following:

1) Areas of improvement for Alpine Country Club

2) Whether members desire additional amenities to the club (e.g. swimming pool, tennis courts, or fitness center)

3) How willing the members would be to finance proposed amenities

With the information that the survey provides, and the resulting analysis performed by Empire Consulting, the Alpine Country Club Board of Directors will be better prepared to make informed decisions about the future of their club.
GROUP PROFILES

Empire Consulting

David Stapley:

David is a senior majoring in marketing and will graduate in December 2004. He has been married for four years and has a one year old daughter. He is from Bountiful, Utah, where he has lived for the majority of his life. His plans for the future are to work for a residential home builder with the end in mind of doing the same for himself.

David Hanks:

Upon graduating from the Marriott School of Management in December 2004, David would like to build on his experience at the local level in Utah before leaving the state. David is from Washington State and hopes to return to the northwest someday. He enjoys spending time with his wife and newborn son.

Benjamin Carter:

Benjamin is excited to graduate in December 2004 with a degree in Marketing from the Marriott School of Management and a minor in Asian Studies. He was born and raised in Yorba Linda, California and was married in July 2004. He plans to begin his career in sales and marketing after graduation.
ACKNOWLEDGEMENTS

Empire Consulting would like thank the following for their support and service during the completion of this research project for the Alpine Country Club.

Karen Killpack
President
Alpine Country Club

Aaron Kennard
Chairman
Alpine Country Club Long-Range Committee

Lenna Learned
General Manager
Alpine Country Club

Office staff
Alpine Country Club

Board of Directors
Alpine Country Club

Long-Range Committee
Alpine Country Club

Dr. Michael Geurts
Professor of Marketing Research
Brigham Young University

Mark Thomas
Director of Field Studies
Brigham Young University

Matt Millett
Field Studies Teaching Assistant
Brigham Young University

Lauren Anderson
Marketing Research Teaching Assistant
Brigham Young University

Empire Consulting Group, 2004
Methodology
METHODOLOGY

Phase 1: Information Collection and Discovery

The initial information gathering process consisted of meeting with representatives of the Alpine Country Club to determine what improvements are being considered for the club. Empire Consulting visited the club in an effort to better understand the scope of the project. A sample survey and engagement letter were submitted to the Board of Directors for initial review prior to the commencement of the project. After multiple revisions, the final versions of these documents were then submitted and reviewed during a Board of Directors meeting. The Board made final corrections, approved the engagement letter and survey, and initiated the beginning of the research project.

Phase 2: Pro Forma Preparation and Survey

Using the information obtained in Phase one, Empire Consulting dispersed the official survey to the Equity members of Alpine Country Club. Printed surveys were sent to the Equity members by mail using Alpine Country Club resources and included a postage paid envelope with return address. A reminder letter was sent by Alpine Country Club one week after the survey was sent to encourage additional response. If there was not a 50% response rate from the mail-in survey, Empire Consulting would have conducted phone interviews to obtain statistically sound data.

Phase 3: Analysis

Based on the results of Phase 1 and 2, Empire Consulting analyzed the survey data and performed statistical analysis in order to determine recommendations for future plans of the country club. Periodical reports were submitted to Lenna Learned for review during this time. The data was compiled and processed using SPSS 11.0 software and Survey Pro. This analysis was used to determine findings, conclusions, and recommendations. The official survey results and data can be found in the Primary Research section and Appendices.

Phase 4: Report Delivery

The findings, analysis, and recommendations were submitted in a bound written report and delivered to Alpine Country Club directors. The project officially concluded with a formal oral presented by Empire Consulting to Dr. Michael Geurts, Karen Killpack, Aaron Kennard, Mark Thomas, and fellow marketing research associates.
Limitations
LIMITATIONS

Empire Consulting recognizes the importance of providing statistically sound data; however, certain factors serve as limitations in marketing research. The following limitations should be considered as you review the forthcoming report.

Sampling Error

Empire Consulting conducted a survey with the Equity members of Alpine Country Club that focused on discovering the club members overall feelings about the three issues covered in the Problem Definition section. This survey was subject to sampling error. A sampling error occurs when a respondent’s answers are not representative of the entire population that is targeted. The respondent may be extremely happy with Alpine Country Club or extremely upset. There is potential skewed data if these groups have a higher response rate than the majority of the club member population. In order to minimize sampling error, Empire Consulting had a sample size that ensured a 95% confidence level and minimized the potential for sampling error and skewed data.

Response Error

Response error can happen in a variety of ways. The following examples of response error were taken into consideration:

- Respondents answer a question incorrectly, whether intentionally or unintentionally, because they misinterpret the question or they are uncomfortable answering the question truthfully.
- Respondents may also not understand the question because of poor wording or the question was not clear to them.
- They also can respond incorrectly due to lack of interest or time for the survey.
- A response error also occurs when a respondent does not completely fill out the survey questions.

Such errors cannot be specifically calculated but because of the large sample size and the accurate nature of the survey, the chance of response error was limited. In order to reduce the chance of response error, Empire Consulting did not include surveys that were incomplete in the quantitative analysis. All qualitative comments, however, were included in the survey results for review by the Alpine Country Club Board of Directors.
Primary Research

ALPINE CC
PRIMARY RESEARCH

Empire Consulting’s primary research consisted of 400 surveys sent to Equity members of Alpine Country Club. A copy of the survey can be found in Appendix C. The survey focused on gathering information covered in the proposal and other useful information.

The data obtained from each survey question is presented in bar graphs, pie charts, and numerical charts. A brief explanation of each piece of data is provided to give clarification and insight to the results. Cross tabulation analysis was also performed to give additional insight.
SURVEY RESULTS

1. Have you ever been a member of another Country Club?

<table>
<thead>
<tr>
<th>Answer</th>
<th>Number of Responses</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>55</td>
<td>26.44%</td>
</tr>
<tr>
<td>No</td>
<td>153</td>
<td>73.56%</td>
</tr>
</tbody>
</table>

TOTAL: 208 (100.00%)

Mean: 1.736
Mean Percentile: 63.22%
Standard Deviation: 0.441

Cross Tabulation

<table>
<thead>
<tr>
<th></th>
<th>within 2 miles</th>
<th>2-5 miles</th>
<th>5-10 miles</th>
<th>10-20 miles</th>
<th>over 20 miles</th>
<th>Row Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>5</td>
<td>5</td>
<td>3</td>
<td>15</td>
<td>27</td>
<td>55</td>
</tr>
<tr>
<td></td>
<td>9.09%</td>
<td>9.09%</td>
<td>5.45%</td>
<td>27.27%</td>
<td>49.09%</td>
<td>26.44%</td>
</tr>
<tr>
<td>No</td>
<td>30</td>
<td>27</td>
<td>4</td>
<td>36</td>
<td>56</td>
<td>153</td>
</tr>
<tr>
<td></td>
<td>19.61%</td>
<td>17.65%</td>
<td>2.61%</td>
<td>23.53%</td>
<td>36.6%</td>
<td>73.56%</td>
</tr>
</tbody>
</table>

Column Total: 35, 32, 7, 51, 83, 208
Column Percent: 16.83%, 15.38%, 3.37%, 24.52%, 39.9%, 100%

The above data indicates that over 73% of your members have never belonged to another club. The cross tabulation with question #3 shows the correlation between the distance from Alpine Country Club and previous membership with another club.
2. How long have you been a member of Alpine Country Club?

<table>
<thead>
<tr>
<th>#</th>
<th>Answer</th>
<th>Number of Responses</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>0-2 years</td>
<td>41</td>
<td>20.00%</td>
</tr>
<tr>
<td>2</td>
<td>3-5 years</td>
<td>39</td>
<td>19.02%</td>
</tr>
<tr>
<td>3</td>
<td>5-10 years</td>
<td>40</td>
<td>19.51%</td>
</tr>
<tr>
<td>4</td>
<td>More than ten years</td>
<td>85</td>
<td>41.46%</td>
</tr>
<tr>
<td></td>
<td>TOTAL:</td>
<td>205</td>
<td>100.00%</td>
</tr>
</tbody>
</table>

Mean: 3.280  
Mean Percentile: 23.98%  
Standard Deviation: 0.963

The survey shows that 41% of the current equity members of Alpine Country Club have been a member of the club for over ten years. The other three age categories show a near equal distribution at 20%. Question #2 will be cross tabulated extensively throughout the rest of this report. The tenure of each member will yield strong statistical significance in relation to the rest of the questions.

3. How far from the club do you live?

<table>
<thead>
<tr>
<th>#</th>
<th>Answer</th>
<th>Number of Responses</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>within 2 miles</td>
<td>35</td>
<td>17.07%</td>
</tr>
<tr>
<td>2</td>
<td>2-5 miles</td>
<td>31</td>
<td>15.12%</td>
</tr>
<tr>
<td>3</td>
<td>5-10 miles</td>
<td>7</td>
<td>3.41%</td>
</tr>
<tr>
<td>4</td>
<td>10-20 miles</td>
<td>50</td>
<td>24.39%</td>
</tr>
<tr>
<td>5</td>
<td>over 20 miles</td>
<td>82</td>
<td>40.00%</td>
</tr>
<tr>
<td></td>
<td>TOTAL:</td>
<td>205</td>
<td>100.00%</td>
</tr>
</tbody>
</table>

Mean: 3.551  
Mean Percentile: 48.98%  
Standard Deviation: 1.541
40% of the respondents live over 20 miles from the club. Only 3-4% of the club members live between 5-10 miles from the club. 24% live between 10 and 20 miles. A combined 35% live within 5 miles from the club. Along with the demographic question #2, this question #3 is also demographic and will facilitate statistical analysis through the cross tabulation function.

Which of the following were your reasons for joining Alpine Country Club?

<table>
<thead>
<tr>
<th>Legend</th>
<th>1 Business Entertainment</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>Location</td>
</tr>
<tr>
<td>3</td>
<td>Golf</td>
</tr>
<tr>
<td>4</td>
<td>Social Events</td>
</tr>
<tr>
<td>5</td>
<td>Friends are members</td>
</tr>
<tr>
<td>6</td>
<td>Clubhouse</td>
</tr>
<tr>
<td>7</td>
<td>Restaurant</td>
</tr>
</tbody>
</table>

Empire Consulting Group, 2004
The above graph shows the average rating on the 1 to 7 scale of each aspect of the club. For example, on the 1 to 7 scale golf was rated a six as to the reason that they joined the club. *Business Entertainment, Social Events, and Clubhouse* were all rated an average of two by the members of the club as to causation in initially joining the club.

Below, we have listed the results of each individual reason that the member joined the club. The member was given a 1 to 7 scale where 1 was not at all a reason in their decision and 7 was the primary reason in joining the club.

<table>
<thead>
<tr>
<th>#</th>
<th>Answer</th>
<th>Business Entertainment</th>
<th>Number of Responses</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1-Not at all a reason</td>
<td></td>
<td>72</td>
<td>35.12%</td>
</tr>
<tr>
<td>2</td>
<td>2</td>
<td></td>
<td>32</td>
<td>15.61%</td>
</tr>
<tr>
<td>3</td>
<td>3</td>
<td></td>
<td>21</td>
<td>10.24%</td>
</tr>
<tr>
<td>4</td>
<td>4-Moderate reason</td>
<td></td>
<td>45</td>
<td>21.95%</td>
</tr>
<tr>
<td>5</td>
<td>5</td>
<td></td>
<td>18</td>
<td>8.78%</td>
</tr>
<tr>
<td>6</td>
<td>6</td>
<td></td>
<td>6</td>
<td>2.93%</td>
</tr>
<tr>
<td>7</td>
<td>7-Primary reason</td>
<td></td>
<td>11</td>
<td>5.37%</td>
</tr>
<tr>
<td>TOTAL:</td>
<td></td>
<td></td>
<td>205</td>
<td>100.00%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Answer</th>
<th>Location</th>
<th>Number of Responses</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-Not at all a reason</td>
<td></td>
<td>52</td>
<td>25.37%</td>
</tr>
<tr>
<td>2</td>
<td></td>
<td>20</td>
<td>9.76%</td>
</tr>
<tr>
<td>3</td>
<td></td>
<td>22</td>
<td>10.73%</td>
</tr>
<tr>
<td>4-Moderate reason</td>
<td></td>
<td>28</td>
<td>13.66%</td>
</tr>
<tr>
<td>5</td>
<td></td>
<td>19</td>
<td>9.27%</td>
</tr>
<tr>
<td>6</td>
<td></td>
<td>26</td>
<td>12.68%</td>
</tr>
<tr>
<td>7-Primary reason</td>
<td></td>
<td>38</td>
<td>18.54%</td>
</tr>
<tr>
<td>TOTAL:</td>
<td></td>
<td>205</td>
<td>100.00%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Answer</th>
<th>Golf</th>
<th>Number of Responses</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-Not at all a reason</td>
<td></td>
<td>1</td>
<td>0.49%</td>
</tr>
<tr>
<td>2</td>
<td></td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>3</td>
<td></td>
<td>2</td>
<td>0.98%</td>
</tr>
<tr>
<td>4-Moderate reason</td>
<td></td>
<td>3</td>
<td>1.46%</td>
</tr>
<tr>
<td>5</td>
<td></td>
<td>7</td>
<td>3.41%</td>
</tr>
<tr>
<td>6</td>
<td></td>
<td>26</td>
<td>12.68%</td>
</tr>
<tr>
<td>7-Primary reason</td>
<td></td>
<td>166</td>
<td>80.98%</td>
</tr>
<tr>
<td>TOTAL:</td>
<td></td>
<td>205</td>
<td>100.00%</td>
</tr>
<tr>
<td>#</td>
<td>Answer</td>
<td>Social Events</td>
<td>Number of Responses</td>
</tr>
<tr>
<td>---</td>
<td>-------------------------------</td>
<td>--------------</td>
<td>---------------------</td>
</tr>
<tr>
<td>1</td>
<td>1-Not at all a reason</td>
<td></td>
<td>70</td>
</tr>
<tr>
<td>2</td>
<td>2</td>
<td></td>
<td>45</td>
</tr>
<tr>
<td>3</td>
<td>3</td>
<td></td>
<td>32</td>
</tr>
<tr>
<td>4</td>
<td>4-Moderate reason</td>
<td></td>
<td>34</td>
</tr>
<tr>
<td>5</td>
<td>5</td>
<td></td>
<td>18</td>
</tr>
<tr>
<td>6</td>
<td>6</td>
<td></td>
<td>4</td>
</tr>
<tr>
<td>7</td>
<td>7-Primary reason</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>TOTAL:</td>
<td></td>
<td></td>
<td>204</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Answer</th>
<th>Number of Responses</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-Not at all a reason</td>
<td>35</td>
<td>17.16%</td>
</tr>
<tr>
<td>2</td>
<td>15</td>
<td>7.35%</td>
</tr>
<tr>
<td>3</td>
<td>18</td>
<td>8.82%</td>
</tr>
<tr>
<td>4-Moderate reason</td>
<td>25</td>
<td>12.25%</td>
</tr>
<tr>
<td>5</td>
<td>23</td>
<td>11.27%</td>
</tr>
<tr>
<td>6</td>
<td>36</td>
<td>17.65%</td>
</tr>
<tr>
<td>7-Primary reason</td>
<td>52</td>
<td>25.49%</td>
</tr>
<tr>
<td>TOTAL:</td>
<td>204</td>
<td>100.00%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Answer</th>
<th>Number of Responses</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-Not at all a reason</td>
<td>57</td>
<td>27.94%</td>
</tr>
<tr>
<td>2</td>
<td>35</td>
<td>17.16%</td>
</tr>
<tr>
<td>3</td>
<td>31</td>
<td>15.20%</td>
</tr>
<tr>
<td>4-Moderate reason</td>
<td>45</td>
<td>22.06%</td>
</tr>
<tr>
<td>5</td>
<td>24</td>
<td>11.76%</td>
</tr>
<tr>
<td>6</td>
<td>6</td>
<td>2.94%</td>
</tr>
<tr>
<td>7-Primary reason</td>
<td>6</td>
<td>2.94%</td>
</tr>
<tr>
<td>TOTAL:</td>
<td>204</td>
<td>100.00%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Answer</th>
<th>Number of Responses</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-Not at all a reason</td>
<td>49</td>
<td>23.90%</td>
</tr>
<tr>
<td>2</td>
<td>26</td>
<td>12.68%</td>
</tr>
<tr>
<td>3</td>
<td>36</td>
<td>17.56%</td>
</tr>
<tr>
<td>4-Moderate reason</td>
<td>46</td>
<td>22.44%</td>
</tr>
<tr>
<td>5</td>
<td>28</td>
<td>13.66%</td>
</tr>
<tr>
<td>6</td>
<td>17</td>
<td>8.29%</td>
</tr>
<tr>
<td>7-Primary reason</td>
<td>3</td>
<td>1.46%</td>
</tr>
<tr>
<td>TOTAL:</td>
<td>205</td>
<td>100.00%</td>
</tr>
</tbody>
</table>
The results on the previous pages show that golf is the number one reason that people chose to join the club. There were only 2 other features that members noticeably indicated are their primary reason in joining the Alpine County Club: location and friends. The additional value that can be extracted from this data is the comparing of the reasons for joining to the reasons of 

maintaining their membership with Alpine Country Club.

5. Which of the following are your reasons for maintaining your membership at Alpine Country Club?

<table>
<thead>
<tr>
<th>Legend</th>
</tr>
</thead>
<tbody>
<tr>
<td>1  Business Entertainment</td>
</tr>
<tr>
<td>2  Location</td>
</tr>
<tr>
<td>3  Golf</td>
</tr>
<tr>
<td>4  Social Events</td>
</tr>
<tr>
<td>5  Member Friends</td>
</tr>
<tr>
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</tr>
<tr>
<td>7  Restaurant</td>
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<td>18</td>
<td>8.87%</td>
</tr>
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<td></td>
<td>10</td>
<td>4.93%</td>
</tr>
<tr>
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<td>4.93%</td>
</tr>
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<td>Percentage</td>
<td></td>
</tr>
<tr>
<td>--------</td>
<td>---------------------</td>
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<td></td>
</tr>
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</tr>
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<td>16</td>
<td>7.84%</td>
<td></td>
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<td>35</td>
<td>17.16%</td>
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</tr>
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<td>10.29%</td>
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<td>7 7</td>
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<td>17.16%</td>
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### Golf

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<td>20</td>
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<tr>
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### Social Events

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<td>4 4</td>
<td>38</td>
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<td>5 5</td>
<td>15</td>
<td>7.32%</td>
</tr>
<tr>
<td>6 6</td>
<td>11</td>
<td>5.37%</td>
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<td>7 7</td>
<td>3</td>
<td>1.46%</td>
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<td>#</td>
<td>Answer</td>
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<td>------------------------</td>
</tr>
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<td></td>
</tr>
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<td>2</td>
<td></td>
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<tr>
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<td>5</td>
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</tr>
<tr>
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<td>6</td>
<td></td>
</tr>
<tr>
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<td>7</td>
<td></td>
</tr>
<tr>
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<table>
<thead>
<tr>
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<th>Percentage</th>
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<td>2</td>
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<td>3</td>
<td></td>
<td>30</td>
<td>14.71%</td>
</tr>
<tr>
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<td>4</td>
<td></td>
<td>47</td>
<td>23.04%</td>
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<tr>
<td>5</td>
<td>5</td>
<td></td>
<td>30</td>
<td>14.71%</td>
</tr>
<tr>
<td>6</td>
<td>6</td>
<td></td>
<td>17</td>
<td>8.33%</td>
</tr>
<tr>
<td>7</td>
<td>7</td>
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<td>7</td>
<td>3.43%</td>
</tr>
<tr>
<td>TOTAL:</td>
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<table>
<thead>
<tr>
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<th>Number of Responses</th>
<th>Percentage</th>
</tr>
</thead>
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<tr>
<td>1</td>
<td>1</td>
<td></td>
<td>46</td>
<td>22.44%</td>
</tr>
<tr>
<td>2</td>
<td>2</td>
<td></td>
<td>25</td>
<td>12.20%</td>
</tr>
<tr>
<td>3</td>
<td>3</td>
<td></td>
<td>17</td>
<td>8.29%</td>
</tr>
<tr>
<td>4</td>
<td>4</td>
<td></td>
<td>47</td>
<td>22.93%</td>
</tr>
<tr>
<td>5</td>
<td>5</td>
<td></td>
<td>34</td>
<td>16.59%</td>
</tr>
<tr>
<td>6</td>
<td>6</td>
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<td>29</td>
<td>14.15%</td>
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<tr>
<td>7</td>
<td>7</td>
<td></td>
<td>7</td>
<td>3.41%</td>
</tr>
<tr>
<td>TOTAL:</td>
<td></td>
<td></td>
<td>205</td>
<td>100.00%</td>
</tr>
</tbody>
</table>

This section allows us to compare member’s initial reasons for joining the club with their reasons for maintaining their memberships at Alpine Country Club. Again, golf is the primary reason that individual members maintain their membership at the club.
7. Should Alpine Country Club maintain its focus primarily on golf?

<table>
<thead>
<tr>
<th>#</th>
<th>Answer</th>
<th>Number of Responses</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Yes</td>
<td>187</td>
<td>91.67%</td>
</tr>
<tr>
<td>2</td>
<td>No</td>
<td>17</td>
<td>8.33%</td>
</tr>
<tr>
<td>TOTAL:</td>
<td></td>
<td>204</td>
<td>100.00%</td>
</tr>
</tbody>
</table>

Mean: 1.083
Mean Percentile: 95.83%
Standard Deviation: 0.276

91% of the equity members completing the survey indicated that Alpine Country Club should maintain their focus primarily on golf. 8% of your members said that Alpine Country Club should not maintain its focus primarily on golf.

Below, the cross tabulation shows the correlation between the members opinion on maintaining the focus primarily on golf and how long they have been a member of the Alpine Country Club. As you can see, among those members that have the longest tenure at Alpine Country Club, that is, have been members for more than 10 years, 82 of the 84 or 98% want to keep the primary focus on golf.

A definite relationship exists between the members tenure at the club and how they feel about the direction the club should take regarding golf and additional amenities. The cross tabulation below also shows 20% of your members that have been with the club for less than 2 years believe Alpine Country Club should not maintain its focus primarily on golf. This is compared to the mere 2% of the most tenured members that feel the club focus should change.
6. Should Alpine maintain focus on Golf?

<table>
<thead>
<tr>
<th>2. How long have you been a member of the Club?</th>
<th>0-2 years</th>
<th>3-5 years</th>
<th>5-10 years</th>
<th>More than ten years</th>
<th>Row Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>yes</td>
<td>33</td>
<td>36</td>
<td>36</td>
<td>82</td>
<td>187</td>
</tr>
<tr>
<td></td>
<td>17.65%</td>
<td>19.25%</td>
<td>19.25%</td>
<td>43.85%</td>
<td>91.67%</td>
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<tr>
<td>no</td>
<td>8</td>
<td>3</td>
<td>4</td>
<td>2</td>
<td>17</td>
</tr>
<tr>
<td></td>
<td>47.06%</td>
<td>17.65%</td>
<td>23.53%</td>
<td>11.76%</td>
<td>8.33%</td>
</tr>
<tr>
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<td>84</td>
<td>204</td>
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<tr>
<td>Column Percent</td>
<td>20.1%</td>
<td>19.12%</td>
<td>19.61%</td>
<td>41.18%</td>
<td>100%</td>
</tr>
</tbody>
</table>

8. More amenities such as a swimming pool, exercise room, and/or tennis courts should be offered. (Rate 1-7)

<table>
<thead>
<tr>
<th>#</th>
<th>Answer</th>
<th>Number of Responses</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Completely Disagree</td>
<td>83</td>
<td>40.69%</td>
</tr>
<tr>
<td>2</td>
<td>Disagree</td>
<td>19</td>
<td>9.31%</td>
</tr>
<tr>
<td>3</td>
<td>Somewhat Disagree</td>
<td>20</td>
<td>9.80%</td>
</tr>
<tr>
<td>4</td>
<td>Neither</td>
<td>17</td>
<td>8.33%</td>
</tr>
<tr>
<td>5</td>
<td>Somewhat Agree</td>
<td>14</td>
<td>6.86%</td>
</tr>
<tr>
<td>6</td>
<td>Agree</td>
<td>20</td>
<td>9.80%</td>
</tr>
<tr>
<td>7</td>
<td>Completely Agree</td>
<td>31</td>
<td>15.20%</td>
</tr>
<tr>
<td></td>
<td>TOTAL:</td>
<td>204</td>
<td>100.00%</td>
</tr>
</tbody>
</table>

Mean: 3.216
Mean Percentile: 68.35%
Standard Deviation: 2.312

41% of the respondents said that they completely disagree that more amenities should be offered and 19% said that they either disagree or somewhat disagree. This gives us a total of 60% of the respondents that disagree with the offering of additional amenities. 32% agree to some extent that additional amenities should be offered at the club. 8% were indifferent.
On the following page we see the cross tabulation between question #2 and question #8, (the tenure and the adding of new amenities). These results show the differing views among older and newer members. Following that we have the results from another cross tabulation between #3 and #8, (distance from the club and the adding of new amenities).
8. More amenities such as a pool, exercise room and tennis should be offered

<table>
<thead>
<tr>
<th></th>
<th>0-2 years</th>
<th>3-5 years</th>
<th>5-10 years</th>
<th>More than ten years</th>
<th>Row Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Completely Disagree</td>
<td>5</td>
<td>12</td>
<td>13</td>
<td>53</td>
<td>83</td>
</tr>
<tr>
<td></td>
<td>6.02%</td>
<td>14.46%</td>
<td>15.66%</td>
<td>63.86%</td>
<td>40.69%</td>
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<td>Disagree</td>
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<td>3</td>
<td>3</td>
<td>11</td>
<td>19</td>
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<td></td>
<td>10.53%</td>
<td>15.79%</td>
<td>15.79%</td>
<td>57.89%</td>
<td>9.31%</td>
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<td>3</td>
<td>8</td>
<td>6</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>15%</td>
<td>15%</td>
<td>40%</td>
<td>30%</td>
<td>9.8%</td>
</tr>
<tr>
<td>Neither</td>
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<td>3</td>
<td>5</td>
<td>17</td>
</tr>
<tr>
<td></td>
<td>41.18%</td>
<td>11.76%</td>
<td>17.65%</td>
<td>29.41%</td>
<td>8.33%</td>
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<td>4</td>
<td>3</td>
<td>4</td>
<td>14</td>
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<td>28.57%</td>
<td>21.43%</td>
<td>28.57%</td>
<td>6.86%</td>
</tr>
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<td>Agree</td>
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<td>6</td>
<td>5</td>
<td>2</td>
<td>20</td>
</tr>
<tr>
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<td>30%</td>
<td>25%</td>
<td>10%</td>
<td>9.8%</td>
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<tr>
<td>Completely Agree</td>
<td>13</td>
<td>9</td>
<td>5</td>
<td>4</td>
<td>31</td>
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<tr>
<td></td>
<td>41.94%</td>
<td>29.03%</td>
<td>16.13%</td>
<td>12.9%</td>
<td>15.2%</td>
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</table>

**Column Total**
- 40
- 39
- 40
- 85
- 204

**Column Percent**
- 19.61%
- 19.12%
- 19.61%
- 41.67%
- 100%

8. More amenities such as a pool, exercise room and tennis should be offered

<table>
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<th></th>
<th>within 2 miles</th>
<th>2.5 miles</th>
<th>5-10 miles</th>
<th>10-20 miles</th>
<th>over 20 miles</th>
<th>Row Totals</th>
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<td>4</td>
<td>1</td>
<td>22</td>
<td>49</td>
<td>83</td>
</tr>
<tr>
<td></td>
<td>8.43%</td>
<td>4.82%</td>
<td>1.2%</td>
<td>26.51%</td>
<td>59.04%</td>
<td>40.69%</td>
</tr>
<tr>
<td>Disagree</td>
<td>2</td>
<td>1</td>
<td>2</td>
<td>7</td>
<td>7</td>
<td>19</td>
</tr>
<tr>
<td></td>
<td>10.53%</td>
<td>5.26%</td>
<td>10.53%</td>
<td>36.84%</td>
<td>36.84%</td>
<td>9.31%</td>
</tr>
<tr>
<td>Somewhat Disagree</td>
<td>6</td>
<td>0</td>
<td>1</td>
<td>7</td>
<td>6</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>30%</td>
<td>0%</td>
<td>5%</td>
<td>35%</td>
<td>30%</td>
<td>9.8%</td>
</tr>
<tr>
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<td>3</td>
<td>3</td>
<td>2</td>
<td>5</td>
<td>4</td>
<td>17</td>
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<td>17.65%</td>
<td>11.76%</td>
<td>29.41%</td>
<td>23.53%</td>
<td>8.33%</td>
</tr>
<tr>
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<td>2</td>
<td>1</td>
<td>1</td>
<td>7</td>
<td>14</td>
</tr>
<tr>
<td></td>
<td>21.43%</td>
<td>14.29%</td>
<td>7.14%</td>
<td>7.14%</td>
<td>50%</td>
<td>6.86%</td>
</tr>
<tr>
<td>Agree</td>
<td>4</td>
<td>7</td>
<td>0</td>
<td>6</td>
<td>3</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>20%</td>
<td>35%</td>
<td>0%</td>
<td>30%</td>
<td>15%</td>
<td>9.8%</td>
</tr>
<tr>
<td>Completely Agree</td>
<td>10</td>
<td>14</td>
<td>0</td>
<td>2</td>
<td>5</td>
<td>31</td>
</tr>
<tr>
<td></td>
<td>32.26%</td>
<td>45.16%</td>
<td>0%</td>
<td>6.45%</td>
<td>16.13%</td>
<td>15.2%</td>
</tr>
</tbody>
</table>

**Column Total**
- 35
- 31
- 7
- 50
- 81
- 204

**Column Percent**
- 17.16%
- 15.2%
- 3.43%
- 24.51%
- 39.71%
- 100%
9. How interested are you in having the following amenities?

<table>
<thead>
<tr>
<th>#</th>
<th>Answer</th>
<th>Swimming Pool</th>
<th>Number of Responses</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
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<td>114</td>
<td>55.61%</td>
</tr>
<tr>
<td>2</td>
<td>A little</td>
<td></td>
<td>17</td>
<td>8.29%</td>
</tr>
<tr>
<td>3</td>
<td>Indifferent</td>
<td></td>
<td>12</td>
<td>5.85%</td>
</tr>
<tr>
<td>4</td>
<td>Somewhat</td>
<td></td>
<td>22</td>
<td>10.73%</td>
</tr>
<tr>
<td>5</td>
<td>Very</td>
<td></td>
<td>40</td>
<td>19.51%</td>
</tr>
<tr>
<td>TOTAL:</td>
<td></td>
<td></td>
<td>205</td>
<td>100.00%</td>
</tr>
</tbody>
</table>

Mean: 2.302  
Mean Percentile: 73.95%  
Standard Deviation: 1.646
The swimming pool and the fitness facility received similar scores. The pool was more popular getting almost 20% that said they were very interested where as only 12% said they were very interested in the fitness facility.
An overwhelming 79% were not at all interested in the idea of adding tennis facilities to the country club. The amenity that received the most interest was the swimming pool with 30% of the respondents expressing some interest in the idea of adding a swimming pool.
10. If Alpine Country Club were to add additional amenities, which one would you be most interested in having?

<table>
<thead>
<tr>
<th>#</th>
<th>Answer</th>
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<tr>
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<td>Tennis</td>
<td>23</td>
<td>11.27%</td>
</tr>
<tr>
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<td>None</td>
<td>48</td>
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</tr>
<tr>
<td></td>
<td>TOTAL:</td>
<td>204</td>
<td>100.00%</td>
</tr>
</tbody>
</table>

An interesting phenomenon occurred with this question. We specifically did not give the respondent the option to choose “none” when asking which amenity they would be most interested in. 24% of the respondents decided to write in their own answer of “none”. Because it was such a large number of respondents we had to include it in the data. On the following page we have cross tabulated the results with tenure to further examine the findings.
The above chart may hold some of the most important finding with regards to the future of the Alpine Country Club. 73% of all the members that wrote in “none” for additional amenities have been with the club for over 10 years. Yet, a fitness center also appealed to many of the tenured members. The above information is valuable in comparing which facilities are favored by which members. A decision that Alpine must decide is to cater to the older members or the newer and more family oriented members.

11. Please evaluate the following club features. (1 being poor, 4 being average, 7 being excellent)
The evaluation of the club features shows a general positive feeling with regards to the features that Alpine has to offer. On the 1 to 7 scale where 1 is poor, 4 is average, and 7 is excellent, the golf course was rated most highly falling between a 6 and a 7. The dining room and the meeting room facilities were rated the lowest at a 4, overall.

### Golf Course

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<tr>
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<td>3</td>
<td>0</td>
<td>0.00%</td>
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<tr>
<td>4-Average</td>
<td>11</td>
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<tr>
<td>5</td>
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<td>12.25%</td>
</tr>
<tr>
<td>6</td>
<td>65</td>
<td>31.86%</td>
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<tr>
<td>7-Excellent</td>
<td>103</td>
<td>50.49%</td>
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### Clubhouse

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<td>2</td>
<td>7</td>
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<td>4.90%</td>
</tr>
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<td>52</td>
<td>25.49%</td>
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<td>7-Excellent</td>
<td>39</td>
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### Dining Facilities

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<td>8.78%</td>
</tr>
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<tr>
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<td>50</td>
<td>24.39%</td>
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<td>7-Excellent</td>
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<table>
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<th>Percentage</th>
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<td></td>
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<td>30.54%</td>
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<td></td>
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### Grounds & Landscaping

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<td>18.14%</td>
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### Parking Facilities

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<tr>
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</table>

### Locker Rooms

Empire Consulting Group, 2004
12. The following are proposed Alpine Country Club clubhouse improvements. Please rate the importance of clubhouse improvements. (1 being not at all important, 4 being average, 7 being very important)

### Overall Club Membership

<table>
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<tbody>
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<td>0.49%</td>
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<td>0.49%</td>
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<tr>
<td>3</td>
<td>3</td>
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</tr>
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<td>4</td>
<td>4-Average</td>
<td>32</td>
<td>15.76%</td>
</tr>
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<td>52</td>
<td>25.62%</td>
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<td>6</td>
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<td>71</td>
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<td>7-Excellent</td>
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### Additional Lighting for Walkways

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<td>78</td>
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<td>14</td>
<td>6.83%</td>
</tr>
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<td>47</td>
<td>22.93%</td>
</tr>
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<td>7-Very Important</td>
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### Add covered entrance

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<tr>
<td>6</td>
<td>6</td>
<td>14</td>
<td>6.83%</td>
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<tr>
<td>7</td>
<td>7-Very Important</td>
<td>13</td>
<td>6.34%</td>
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<td>16</td>
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<table>
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<th>Percentage</th>
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<td>91</td>
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<td></td>
<td>22</td>
<td>10.73%</td>
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<td>4-Average</td>
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<td>32</td>
<td>15.61%</td>
</tr>
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<td></td>
<td>12</td>
<td>5.85%</td>
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<td>6</td>
<td></td>
<td>5</td>
<td>2.44%</td>
</tr>
<tr>
<td>7</td>
<td>7-Very Important</td>
<td></td>
<td>3</td>
<td>1.46%</td>
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<td>TOTAL:</td>
<td></td>
<td>205</td>
<td>100.00%</td>
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15. Please rate the following proposed financing options for Alpine Country Club improvements/changes.
(1 being the least desirable option, 4 being an average option, 7 being the most desirable option)

<table>
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### Add Equity Members

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### New Recreational Members

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16. **Proposed** Alpine Country Club golf course improvements. Please rate the golf course improvements. (1 being not at all important, 4 being average importance, 7 being very important)

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Conclusions

The majority of the members haven’t been members of another club and 50% of those that have been members of another club live 30 miles or further from Alpine Country Club. This suggests that even though these members live close to other clubs, they chose Alpine Country Club for their set.

Equity members chose Alpine Country Club because for the golf and other factors they calculated to stay in their area and friends.

Members make this place more enjoyable because they get to meet and play with friends.

Over 90% of members believe that Alpine Country Club should maintain its focus primarily on golf.

When asked if Alpine Country Club should offer more amenities, 40% favor a driving range and 15% strongly agreed that they should offer amenities like a swimming pool, versus a driving range. The majority of the respondents believe that the amenities, while not essential, are important for the overall experience.

When asked what improvements would be most helpful, all members agreed that better practice facilities and more facilities for families and children would be important. The majority agreed that the current facilities are not sufficient.

All of these factors were supported by the findings that members were primarily interested in golf and family activities.

Most of the members believe that the club has done an excellent job with the facilities and believe that further development of amenities could be made with additional equity options.

Renewing the members would not do more for the golf course than the current membership.
CONCLUSIONS

- The majority of the Equity members haven’t been members of another club and 50% of those that have been members of another club live 20 miles or farther from Alpine Country Club. An insight may be that even though these members live close to other clubs, they chose Alpine Country Club for their use.
- Equity members chose Alpine Country Club primarily for the golf and other reasons though not as strong as golf were location, and friends.
- Members maintain their membership primarily for the golf course, but although members don’t initially join for the restaurant many maintain their membership because of the restaurant services as well.
- Over 90% of members believe that Alpine Country Club should maintain its focus primarily on golf.
- When asked if Alpine Country Club should offer more amenities, 40% strongly disagreed and 15% strongly agreed that Alpine should offer amenities like a swimming pool, tennis courts, and/or fitness center.
- The majority of the members opposed adding additional amenities such as pool, tennis, or fitness facilities. Those that did want additional amenities, the majority chose the pool, fitness facilities, and then tennis facilities in that order.
- When asked which amenities should be offered of the three listed above, 48 members wrote in their own answer of “none”. This question supported the findings that of the individuals that want additional amenities, a pool was the first choice.
- All of the facilities were evaluated at a fairly high level. The golf course was evaluated very well. For club facilities, the parking lot was evaluated the lowest.
- Most of the equity members are change averse when asked about clubhouse improvements. Reconfiguring the hallway and enhancing the front entrance received the most support but still came in at under 10% in each category.
- The members were generally opposed to financing club improvements themselves. The most popular option for financing was the adding of additional recreational members and then the adding of additional equity members.
- Renovating the bunkers received the most support out of any improvement that could be done to the golf course.
Recommendations

The recommendations are strongly aligned with the strategic objectives that influence the concept of a consulting firm. However, for the consulting firm, it is crucial to balance the support and guidance they provide.

The recommendations for the consulting firm are as follows:

1. Increase the focus on developing a strong identity and brand recognition.
2. Enhance the communication strategy to maintain a consistent message.
3. Develop a comprehensive marketing plan to reach a wider audience.
4. Foster a collaborative environment to enhance team dynamics.
5. Implement a training program to equip the team with necessary skills.
6. Focus on client satisfaction and building long-term relationships.
7. Strengthen the financial planning to manage resources effectively.
8. Explore new markets and diversify the service offerings.
9. Enhance the digital presence through social media and online platforms.
10. Establish clear standards and procedures for project management.

By focusing on these recommendations, the consulting firm can achieve greater success and position itself for long-term growth.
RECOMMENDATIONS

The recommendations have been tailored to the specific objectives that Empire Consulting set out to accomplish. However, Empire Consulting is made up of three Brigham Young University students that are performing the project as a school assignment. They do not have extensive experience in the marketing research field as consultants. Therefore, it is important to recognize their lack of experience when reviewing the recommendations that follow:

1) Areas of improvement for the Alpine Country Club.

The club facility feature that was evaluated the lowest was the parking area. Most of the members are change averse when considering club improvements. Reconfiguring the hallway and enhancing the front entrance were the most favorable of the club house improvements, however, neither of these improvements received adequate support to suggest a plan of action. The Golf course improvement that received the most support was renovating the bunkers. After evaluating these conclusions, we recommend that the club improvement projects be initiated in the following order: (1) Improve golf bunkers (2) Improve the parking facilities (3) Improve front entrance (4) Reconfigure hallways.

2) Whether members desire additional amenities to the club (e.g. swimming pool, tennis courts, or fitness center).

An overwhelming majority of members oppose offering new amenities to Alpine Country Club. Therefore, we recommend that Alpine Country Club maintain its primary focus on golf and its golf related services.

3) How willing the members would be to finance additional amenities.

The members were generally opposed to financing club improvements by themselves. The most popular option for financing was the adding of additional recreational members and then the adding of additional Equity members. We recommend considering these two options for financing improvements.
Appendix
APPENDIX (A)

ENGAGEMENT LETTER

20 October, 2004

Board of Directors
Alpine Country Club
4994 W. Country Club Dr.
Highland, Utah 84003

Dear Board of Directors:

As a group of undergraduate marketing students from the Marriott School of Management at Brigham Young University (BYU Team), we look forward to working with you toward the completion of the Equity membership survey regarding the future of the Alpine Country Club. The purpose of this letter is to confirm our understanding of the project scope, approach, schedule, deliverables, and fees.

Background

The Alpine Country Club maintains a private 18-hole golf course that was constructed by William H. Neff in 1960. Amenities and activities include dining services, golf pro shop, a beautiful clubhouse, social events, and regular golf tournaments.

Engagement Scope and Objectives

The BYU Team will complete a survey of Equity members to determine 1) areas of improvement for the Alpine Country Club, 2) whether members desire additional amenities to the club (e.g. swimming pool, tennis courts, or fitness center), 3) and how willing the members would be to finance additional amenities.

Approach, Tasks, and Schedule

Our suggested approach and time frame consists of the following four phases:

Phase 1: Information Collection and Discovery (September 7 – October 19, 2004)

The initial information gathering process consists of meeting with representatives of the Alpine Country Club to determine what improvements are being considered for the club. The BYU Research Team will visit the club in an effort to better understand the scope of the project. A sample survey and engagement letter will be submitted to the Board of Directors for review on September 21, 2004. The Board will make appropriate corrections to the proposed documents and return them promptly to the BYU Research Team for application.

Phase 2: Pro Forma Preparation and Survey (October 20 – November 9, 2004)

Using the information obtained in Phase one, the BYU Research Team will perform the official survey with the Equity members of the Alpine Country Club. Printed surveys will be dispersed to the Equity members by mail using Alpine Country Club resources and will include a postage paid

Empire Consulting Group, 2004
envelope with return address. A reminder letter will be sent by Alpine Country Club one week after the survey is sent to encourage additional response. If there is not a 50% response rate from the mail-in survey the BYU Research Team will conduct phone interviews to obtain statistically sound data.

Phase 3: Analysis (November 10 – December 5, 2004)

Based on the results of Phase 1 and 2, the BYU Research Team will analyze the obtained data and perform statistical analysis in order to determine recommendations for future plans of the country club. Periodical reports will be submitted to Lenna Learned for review.

Phase 4: Report Delivery (December 6, 2004)

The findings, analysis, and final recommended plan of action will be submitted at this time at the Alpine Country Club. The project will officially conclude with this formal oral and written report to be presented by our team to the Alpine Board of Directors. The report will be made on or before December 6, 2004.

Deliverables

Seven copies of the final written report will be delivered at the time of the final PowerPoint presentation; all of these copies will become the property of the Alpine Country Club.

Roles of Engagement Team and Client

The BYU Team intends to deliver information that is reliable, representative, credible, and timely to help Alpine Country Club complete its due diligence regarding future plans for improvement. The consulting team includes David Hanks, Benjamin Carter, and David Stapley. Mark Thomas will function as the engagement coach, and Dr. Michael Geurts, Professor of Business Management in the Marriott School of Management at BYU, will serve as the advisor for the project. Critical to the success of the project will be our ability to contact and/or meet with Lenna Learned on a regular basis to obtain information and to have questions answered.

Owner of Intellectual Property

Alpine Country Club retains ownership rights to all intellectual property developed by the students as a result of their work. All students and faculty associated with the field studies project will, at your request, sign a standard Assignment of Ownership and Nondisclosure Agreement. BYU reserves the right to retain up to 10 copies of the final report for educational purposes. Unless notified otherwise by Alpine Country Club, one of these copies will be placed in the general reference section of the Lee Library.

Confidentiality

The BYU Team will make reasonable efforts to protect any confidential or proprietary information that you provide to the Team, as long as you identify such information in writing at the time that you provide it. Students and faculty will freely discuss all other information associated with the project as part of normal educational activities.
Faculty and students will have the right to publish and present information concerning the project. If you notify us of intellectual property rights or confidential or proprietary information which precludes complete disclosure of the project, we will work with you to provide for both protection of rights and appropriate publication. Of course, we will not disclose your confidential information in any such publication.

Warranty Disclaimer

The project is an educational program designed to help students learn the practice of business consulting. Students are not, however, considered employees nor agents of BYU. While the team will work in good faith to provide a quality project, there is no promise of success. Accordingly, BYU, its trustees, employees, agents, and students make no warranties, express or implied, as to the condition, accuracy, originality, merchantability, or fitness for any particular purpose of any work performed, advice given or intellectual property developed in the program and provide the work performed on an as is basis. Further, Alpine Country Club agrees through its participation in the program that BYU will not be liable for incidental or consequential damage or of lost profits, even if BYU is advised of the possibility of such damages.

Indemnity

Alpine Country Club is to assume all risks and responsibility with respect to its use of the work and research provided to you under this agreement, and agree to indemnify and hold harmless BYU, its trustees, employees, agents, and students from any claim or liability, including reasonable attorneys fees, arising from Alpine Country Club’s use of the work or research provided to you.

Status Reporting

Every two weeks, beginning the week of 21 September 2004, we will submit a written progress report that reviews the achievements to date and gives the plan for the following two weeks. The reports will also evaluate compliance with the project goals and objectives.

Fees

The fee for the team's work is $2,000, plus any ordinary expenses in excess of $300.00. Ordinary expenses include survey costs, the cost of materials for the preparation of the written report, and any other costs pre-approved by Alpine Country Club. Payment of $2,000, payable to the Marriott School of Management, is due upon signing of this engagement letter. The ordinary expenses of the project will be paid by Alpine Country Club within 15 days of billing.

Team Professional Profile and Contacts

If you have any concerns or questions, please feel free to contact Mark Thomas at the number or e-mail attached in the Professional Profile. The qualifications, names, e-mails, and telephone numbers of the team members are included in the Professional Profile.

We look forward to working with you on this important endeavor. Please sign below, evidencing your agreement to, and approval of the terms of this engagement letter. An original executed copy of this letter should then be returned to Mark Thomas at the following address:

Empire Consulting Group. 2004
Dear (MEMBER NAME):

This survey is being sponsored by the Board of Directors and Long Range Planning Committee to help the country club keep pace with its members' needs and wants and to make the Club an even better experience for you and your family. The objectives of the survey are to identify the following:

1. What golf course improvements/changes should be undertaken and what new if any amenities projects should be considered.
2. Member willingness to fund or finance potential new projects.

The survey is being conducted by an outside research group working through Brigham Young University. Each individual working on this survey is strictly committed to keeping your feedback confidential, so please feel free to express yourself. The Board of Directors/Committee members will not have access to individual responses.

We value your input as we plan for the future of the Club. Please take a few minutes to complete and return the survey in the enclosed postage paid envelope as soon as possible and postmarked no later than November 9, 2004.

In the past, informal surveys have been conducted with limited results. This survey is different. The survey is being conducted by a professional outside group. We are hopeful that the information gathered will be a vital tool in compiling both short/long term plans for Alpine Country Club. Your opinion matters and will affect the direction of the Club.

As a token of our appreciation, when your survey is received the research group will send you a certificate for a complimentary eighteen holes of golf, including cart.

Thank you in advance for your time and effort in completing this survey.

Warm regards,

The Board of Directors
Alpine Country Club

Empire Consulting Group, 2004
Appendix (C)

Alpine Country Club Survey

Please answer the following confidential survey questions:

General Information

1. Have you ever been a member of another Country Club?
   Yes          No

2. How long have you been a member of Alpine Country Club?
   0-2 years  3-5 years  5-10 years  More than ten years

3. How far from the Club do you live?
   Within 2 miles  2-5 miles  5-10 miles  10-20 miles  Over 20 miles

4. Which of the following were your reasons for joining Alpine Country Club?
   (Rate the following as 1 being not a reason at all, 4 being a moderate reason, and 7 being the primary reason.)

<table>
<thead>
<tr>
<th>Features</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business</td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Entertainment</td>
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</tr>
<tr>
<td>Location</td>
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<tr>
<td>Golf</td>
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<tr>
<td>Social Events</td>
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<tr>
<td>You have friends</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>that are members</td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Clubhouse</td>
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<td></td>
</tr>
<tr>
<td>Restaurant</td>
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<td></td>
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<td></td>
</tr>
</tbody>
</table>

5. Which of the following are reasons for maintaining your membership at Alpine Country Club?
   (Rate the following as 1 being not a reason at all, 4 being a moderate reason, and 7 being the primary reason.)

<table>
<thead>
<tr>
<th>Features</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Entertainment</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Location</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Golf</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Social Events</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Friends that are</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Members</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Clubhouse</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Restaurant</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

6. Why did you initially join Alpine Country Club instead of another club?
7. Should Alpine Country Club maintain its focus primarily on golf?  

	Yes	No

8. More amenities such as a swimming pool, exercise room, and/or tennis courts should be offered.
   (Rate 1-7)

<table>
<thead>
<tr>
<th>Completely Agree</th>
<th>Disagree</th>
<th>Somewhat Disagree</th>
<th>Indifferent</th>
<th>Somewhat Agree</th>
<th>Agree</th>
<th>Completely Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
</tbody>
</table>

9. How interested are you in having the following added amenities? (Rate your level of interest)

<table>
<thead>
<tr>
<th>Facilities</th>
<th>Level of Interest</th>
<th>Not at all</th>
<th>A little</th>
<th>Indifferent</th>
<th>Somewhat</th>
<th>Very</th>
</tr>
</thead>
<tbody>
<tr>
<td>Swimming Pool</td>
<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Fitness Facilities</td>
<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Tennis Facilities</td>
<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

10. If Alpine Country Club were to add additional amenities, which one would you be most interested in having?

Swimming Pool Exercise Room Tennis Facilities

11. Please evaluate the following club features. (1 being poor, 4 being average, 7 being excellent)

<table>
<thead>
<tr>
<th>Features</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
</tr>
</thead>
<tbody>
<tr>
<td>Golf Course</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>Clubhouse</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>Dining Facilities</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>Restrooms</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>Pro Shop</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>Meeting Room Facilities</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>Grounds and Landscaping</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>Parking Facilities</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>Locker Room</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>Overall Club Membership</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
</tbody>
</table>
Club Facilities

12. The following are proposed Alpine Country Club clubhouse improvements. Please rate the importance of clubhouse improvements. (1 being not at all important, 4 being average, 7 being very important)

<table>
<thead>
<tr>
<th>Improvement</th>
<th>Rating 1</th>
<th>Rating 2</th>
<th>Rating 3</th>
<th>Rating 4</th>
<th>Rating 5</th>
<th>Rating 6</th>
<th>Rating 7</th>
</tr>
</thead>
<tbody>
<tr>
<td>Additional lighting for the walkways</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Add new covered entrance to the clubhouse</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Enhance Front Entrance; repave parking lot, widen gates, and add new curbing</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reconfigure hallways for better flow and access from main entrances to banquet area</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expand formal dining room</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

13. Besides golf, what do you like most about the club facilities?

___________________________________________________________________________
___________________________________________________________________________

14. Excluding golf course improvements, what do you currently like least about the club facilities?

___________________________________________________________________________
___________________________________________________________________________
___________________________________________________________________________

15. Please rate the following proposed financing options for Alpine Country Club improvements/changes.
   (1 being the least desirable option, 4 being an average option, 7 being the most desirable option)

<table>
<thead>
<tr>
<th>Financing Option</th>
<th>Rating 1</th>
<th>Rating 2</th>
<th>Rating 3</th>
<th>Rating 4</th>
<th>Rating 5</th>
<th>Rating 6</th>
<th>Rating 7</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monthly Dues</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Annual Assessment</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Monthly Assessment</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>One-time Assessment</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Add Additional Equity Members</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Add New Recreation Membership Category</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
</tbody>
</table>
Golf Facilities

16. **Proposed** Alpine Country Club golf course improvements. Please rate the golf course improvements.

(1 being not at all important, 4 being average importance, 7 being very important)

<table>
<thead>
<tr>
<th>Improvement</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Replace #10 tee railroad tie retaining walls with blocks or concrete and fix cart path</td>
<td>1 2 3 4 5 6 7</td>
</tr>
<tr>
<td>Level the black tee #15</td>
<td>1 2 3 4 5 6 7</td>
</tr>
<tr>
<td>Renovate bunkers by reshaping, relocating, and adding new drainage and sand</td>
<td>1 2 3 4 5 6 7</td>
</tr>
<tr>
<td>Replace and re-route cart paths</td>
<td>1 2 3 4 5 6 7</td>
</tr>
<tr>
<td>Reshape lake on #4 and add a second lake to create a waterfall</td>
<td>1 2 3 4 5 6 7</td>
</tr>
</tbody>
</table>

**Other improvements**

______________________________________________________________

______________________________________________________________

17. Besides the clubhouse, what do you like **most** about the golf course?

______________________________________________________________

______________________________________________________________

18. Excluding clubhouse features, what do you like **least** about the golf course?

______________________________________________________________

______________________________________________________________

Empire Consulting Group, 2004
APPENDIX (D)

Qualitative Data from Equity Members (Comments)

6. Why did you initially join Alpine Country Club instead of another club?

1. Friends.
2. Price.
3. Location and Friends.
4. Encouraged by friends.
5. Friends and relatives are members.
6. Relatives are members and price (initial and dues).
7. Location.
8. Its proximity to my home and business.
9. Location, family members.
10. Golf course; relatives.
11. To learn how to play golf close to home.
12. Price & Location.
13. Location and golf.
15. I liked the condition and the layout of the golf course.
16. Location and cost of initially joining.
17. Membership cost, quality of golf course.
18. Location, Price.
19. Clubhouse is substandard.
20. Friends that played, and Golf Course.
21. Location, quality of golf course, easy access to practice facilities.
22. Friends at Alpine. Shape of course value.
23. Cost of membership, location.
24. Friends were members. Price was reasonable- monthly dues and guest tees were reasonable- they have since changes.
25. Location was convenient.
26. Price of membership and location and friendliness of members.
27. Price.
28. I had friends at Alpine and it was the least expensive private club available.
29. For golf and location.
30. Location.
32. The golf course was great. The old Pro was very friendly. Food was great. The old clubhouse was very friendly.
33. Reasonable price and good location, condition of course.
34. Mostly because a friend needed to get out of his membership due to financial problems.
35. Golf course and location.
36. Location, Friends that are members and price of membership.

Empire Consulting Group, 2004
37. Good value and condition.
38. Have close friends at Alpine.
39. A friend asked me to join. Price was also right.
40. My family had memberships and I wanted to be with them.
41. Location- Great golf course.
42. Friends here.
43. Cost.
44. Location.
45. Friends.
46. The price at the time.
47. Because it had a great reputation for being a golfer’s course and I had friends and family that were members.
48. Other family members had joined. I liked the course.
49. Friends, Golf, Price.
50. Price and friends were members.
51. Location. When I originally joined, I lived less than one mile from the club.
52. Price and Location.
53. Location/ proximity to house.
54. Golf course and cost.
55. Price, friends.
56. My husband played there often and was pleased when the opportunity to join presented itself.
57. Golf course and friends.
58. Cost.
59. Golf and friends that are members.
60. Cost of the membership and ability to resell with a relatively small transfer fee.
61. Because of its proximity to our home.
62. It was part of the offer made available through my job offer. I know the company previously had the membership due to location.
63. Primarily a “golf” rather than a “social” club.
64. Friends are members.
65. The price was right.
66. I like the golf course. People were more friendly- less arrogant.
67. Low cost- great golf course.
68. #1 reason was price.
69. Friends at club and cost of membership.
70. Friends were members.
71. Distance from home. Cost at that time.
72. I considered Willow Creek- Hidden Valley- I chose Alpine because of the course and, at the time, the staff was very good.
73. Cost, friends.
74. Convenience and facilities.
75. Lifetime conversion option.
76. Location was so close to my home.
77. Price and friends that were members.
78. Price and golf course.
Several of my good friends were members, plus I liked Alpine because it was mainly a golf club only, most members at the time I joined were members because of golfing only.

My company worked on the new clubhouse, so I traded out my membership.

The club is right across the street from our home. The initial fee was less than other clubs. We built our home in the neighborhood to join the club so our kids could grow up golfing.

Least expensive and could play other clubs.

Cost of membership and liked the golf course.

Location - Price of initial membership.

Had a very good financial offer.

Friends.

Location / Price.

The location to my home and price.

Location, cost.

Family and friends.

Golf program is well run unlike the other club that I am currently a member of.

Location.

The golf and price were a big factor.

Many of my friends were members.

They focused on golf only keeping the expenses down for those that were only interested in a premium golf experience.

Location and reputation.

Layout of course and maintenance of course.

Strictly Golf Club.

Close.

My dad went lifetime.

Golf only and course layout.

Because I liked the course, the type of people (Golfers-Parties).

Price.

Closest.

Friends that were members.

Joey Bonsignior the Old Pro.

Cost.

Location, Price, Condition of Golf Course.

Close to Home and work for golf.

Lower dues and transfer fee.

My family has been members since it opened.

Most affordable.

Friends that are members / Cost.

Price and proximity to my home.

Cost of Membership.

Business Customer was a member.

Proximity to home and work; affordable.

The right price and lower monthly fees than other country club.

Friends that were members.
119. Because the price was reasonable.
120. Great golf and good location.
121. The overall value and great course.
122. My father willed it to me when he moved out of state.
123. Not satisfied with Riverside (course condition)
124. It’s a great golf course, and myself and 2 other good friends joined at the same time.
125. Because it was a golf only club and the price was right for golfing.
126. Cost and friends that are members, attitude of members versus other clubs.
127. Because it was a golf club and didn’t need to mess with swimming pools, tennis courts, etc. (Tradition has kept it that way).
128. $ 
129. Because Alpine was mainly a golf facility only!
130. In 1992-1993 it was very hard to get a tee time when you wanted it where you wanted it (public SLC courses).
131. Friends and course condition.
132. Location; Cost.
133. Membership cost and monthly dues.
134. Price.
135. Location.
136. Location and friends.
137. Nice course- good personal pro- family privileges- my son lives close by and is also a member- The price was reasonable. Very friendly staff.
138. Two of my friends were members and our son wanted us to join.
139. Location, Membership cost, Restaurant.
140. Location- close to home.
141. See above (Location, Golf, and Friends that are members).
142. Excellent golf course. Play golf with relatives and it was an affordable golf facility with golf owned people.
143. Price and friends.
144. My dad was a member. I live in Alpine.
145. Location and Price.
146. Location, Price.
147. Price/Location/Golf Course.
148. Friends
149. Price- Friends that were members.
150. Price was lower.
151. Playability of course. Good value for as often as we play.
152. The course set up, also the condition of the golf course.
153. Cost, Quality of Golf course, Management.
154. Friends.
155. The golf course and friends that were members.
156. Close to home and a good golf course.
157. Price of membership and monthly dues were the lowest and most affordable.
158. Price of membership.
159. Location and cost.
160. Cost of membership
161. Location- Golf.
162. Son-in-law joined plus membership equity investment was very reasonable.
163. Golf Course condition, run correctly like a country club not municipal CC- tournaments, ACC is not tolerant of sandbagging members OR guest.
164. Cost of membership.
165. Location and friends who were members- they have since sold their membership.
166. Price, dues our interest was in joining a club that offered golf- little else- for a good price. If I wanted other amenities, I would’ve joined another club.
167. Close to my home and I enjoy the golf course reasonable membership fee and dues.
168. Joined with a friend.
169. Purchased my brother-in-laws membership when he passed away.
170. Above reasons (Location, Golf, Friends that are members).
171. Affordable/ Golf Club Membership.
172. Grew up in Alpine.
173. Excellent Course. Moderate membership fee.
174. Location.
175. Family and parents were charter members.
176. Because of friends, dues and membership fee.
177. Location and cost.
178. Better value, dining room, better focus on golf.
179. Close easy golf with friends that are members.
180. Friends were members.
181. Location.
182. Was given as a gift.
183. Cost was lower.
184. Price was right.
185. Proximity to our house.
186. Previously associated via business relationships; more relaxed atmosphere, #1 reason- economical!
187. Golf course, proximity, costs.
188. Location.
189. Location of nice golf club and friend selling his membership.
190. Close to home and I had friends that were members.
191. Friends that are members and cost.
192. Affordable- experience of other friends. Previous playing experience w/ seeing reciprocal privilege from Ambassador Club.
193. My parents were members so I had grown up playing there. Also, it was more affordable than other clubs.
194. I had friends who were members at Alpine and at the time I used the club for business entertainment.
195. Location and value for the dollars spent on membership. The ability to sell again if I needed to.
196. Close to home, good golf course.
197. Weather- not windy or other places like Hidden Valley Draper.
13. Besides golf, what do you like most about the club facilities?

2. Restaurant- food is very good.
3. Pro Shop.
4. Staff is very accommodating; Good clubhouse atmosphere.
5. Dining- Clubhouse.
7. It is a comfortable, unpretentious facility.
8. Close to my house.
10. Cleanliness, seclusion.
11. Restaurant.
13. Locker room, Bath Rooms.
14. Ease of dining.
15. Pro Shop and staff at Pro Shop.
16. Nice Pro Shop but it is in too far from the course. Nice dining room.
17. Cleanliness of facilities, friendliness of employees.
18. The restaurant, dining rooms.
20. Good food in Clubhouse.
21. I guess the restaurant- but it’s pretty average.
22. Nothing really.
23. Good Pro Shop- Driving range and putting green.
24. Practice facilities- dining facilities.
25. Restaurant and staff.
27. The staff- The clubhouse.
28. Restaurant; Pro Shop.
29. Dining Room.
30. Nice, friendly staff and workers.
32. Not one thing.
33. Restaurant.
34. The restaurants are quite good. We find ourselves looking forward to spending the quarterly minimums on food.
35. Food.
36. Dining area, locker room.
37. Service at the turn. Pro Shop.
38. Clubhouse.
39. Eagles nest. Nice small meeting area behind the bar.
40. Kent Easton and Pro Shop staff. Restaurant menu and food preparation. Lenna and staff.
41. Good food- convenient.
42. Dining and staff.
43. Restaurant.
44. Driving Range, Pro Shop, Eagles Nest.
45. Nothing- poor layout. Building should have been turned Dining area is just ok. Don’t need a chef.
46. Food.
47. Driving range. Clubhouse.
48. Clubhouse, condition of surrounding areas. Quality of food service. Quality care and service from staff.
49. The chef or the food.
50. New club house.
51. Dining room.
52. What I like most about Alpine CC is the condition of the greens primarily, then the condition of the fairways, then the tees. Besides golf I don’t care about anything else.
53. Locker room.
54. Friendly staff.
55. My friends, the staff and the condition of the course.
56. Pro Shop.
57. Nothing.
58. Ease of getting a tee time and the general characteristic of the membership.
59. The dining facilities and quality of food offered.
60. Dining facilities for business lunches.
61. Pro Shop selection- improved food service in restaurant.
62. The dining facilities.
63. The Pro Shop, food.
64. Outside dining in summer. Good values in Pro Shop.
65. The people we’ve met.
66. Quality of food and service.
67. Restaurant, friendly staff, well stocked Pro Shop.
68. Family Dining location.
69. Restaurant/ Bar.
70. Pretty average compared to others- we need to spend more time training the staff.
71. Pro Shop.
72. Informal dining room.
73. The staff and layout well thought out.
74. Pro Shop.
75. There really isn’t much else.
76. Club house, people in club, management.
77. Pro Shop, selection of clothes and golf equipment and locker rooms.
78. The people that work there.
79. Good food, friendly staff.
80. I like the clubhouse in general, but we need these improvements listed above. I like the chef’s food most of the time.
81. Friendly employees, locker room, children, golf program (lessons), and efforts to improve and involve members in facility decisions.
82. Eagles nest and some of the people.
83. Not a lot.
84. Locker room.
85. Not a thing.
86. The restaurant.
87. Landscaping and good food.
88. Dining.
89. Pro Shop and Restaurant.
90. Locker but the shower area is below a zero.
91. Restaurant.
92. Locker room and dining.
93. The quality of the staff working at the club.
94. Restaurant, Locker room.
95. Pro Shop.
96. Dining.
97. Pro Shop; Bar and dine.
98. Pro Shop.
99. Food.
100. Pro Shop-most members.
101. Clubhouse.
102. Dining.
103. Restaurant is excellent; I also enjoy the tournaments and buffets.
104. Main menu food is very good.
105. The food.
106. The Restaurant.
107. Food.
108. Great food- Best Chef!
110. Cleanliness, Restaurant.
111. Just the golf.
112. Size and Restaurant.
113. Clubhouse and Management.
114. The dining room is very pleasant.
115. Dining room.
116. Friendly service; 2-for-1 specials.
117. Availability to rent clubhouse for special occasions.
118. Dining.
119. Excellent Restaurant.
120. Food and friends.
121. Men (women) room. Card room.
122. You get treated very well at the club; everyone makes you see very important.
123. Food is great!
124. Food and kid events.
125. Restaurant.
126. No Comment!
127. Holiday buffets.
128. Tournaments.
129. Neatness and Cleanliness.
Facilities are great; leave them the way they are.
Good Pro Shop, good food.
Dining.
Restaurant.
I have my business Christmas party there each year. Dining Activities.
The clubhouse and dining.
Generally good food but menu should offer more ‘basic’ selections instead of fancy stuff only.
Swimming pool.
Driving range.
Dining room, business facilities.
Great food.
Restaurant.
The employees.
The turn- Terry is wonderful.
Golf has always been our main interest. As long as there is a nice clubhouse with good food and services we are happy.
The dining area, the atmosphere at the club. However, I wish the “new” help could be a little quicker to the bar.
Restaurant- no children (or less) no waiting- quality of staff- need less waiting- more variety- small portions- i.e. petite steaks.
Clubhouse.
Improvement in food quality.
Dining facilities.
Clean clubhouse, comfortable- unassuming atmosphere. Friendly staff.
Clubhouse and restaurant just ok.
Dining.
Pro Shop.
Restaurant.
1st class clubhouse.
The Pro/ MOST employees.
Golf only.
I am a member to play golf and use the practice range- I do buy approximately 10,000 worth of balls and equipment every year Thanks!
Lunches offered are very good.
Always neat and clean. Enjoy the grill room.
Nothing.
Pro Shop- Locker Rooms- the best employee’s of any club in Utah! Includes all staff!
Golf is primarily interest and always has been.
Restaurant.
Socializing.
Clean, good management, Pro Shop prices/ Pro Shop personnel.
People, activities, golf tournaments.
The Restaurant and patio.
The people who work there.
170. Food.
171. Restaurant.
172. Restaurant.
173. Dining facilities and brunches- Christmas etc.
174. Locker rooms, Food, Pro Shop.
175. Dining Room.
176. Dining.
177. Friendly, efficient staff. Flexible meeting and conference rooms. Relaxed atmosphere.
178. Restaurant.
179. Clubhouse.
180. Professional look and atmosphere.
181. Clubhouse.
183. The clubhouse is excellent. I like having a place to dine that isn’t crowded.
184. Other than the golf course and a place to have refreshments with friends after the golf game nothing else is a priority to me.
185. Nothing.
186. Dining- excellent food, good atmosphere.

14. Excluding golf course improvements, what do you currently like least about the club facilities?

1. Main entrance and parking lot.
2. Pro Shop can’t see holes 1 & 10 easily.
3. First appearance- entrance.
4. Menu needs improvement.
5. Locker room (Men and Women) amenities & supplies (Towels- Bath and Hand).
6. Selection of women’s clothes in the Pro Shop.
7. Expensive Restaurant.
9. The front entrance looks cheap!
10. Entrance to club, front gate and poor pavement on road to parking lot.
11. Menu.
12. Poor service in dining area.
13. Food and poor service.
14. FRONT ENTRANCES- to parking and to the clubhouse- are very poor looking and there needs to be a covered entrance to the clubhouse. Layout of floor plan is awkward for formal events.
15. I wish it was open on Monday’s.
16. Parking on the west too far away- poor traffic flow.
17. (1.) Men’s restroom always out of hand soap, and not cleaned (paper towels, etc. lying around) (2.) Bar not carrying enough alcohol for member purchases.
18. No swimming pool. No “family” eating area- I like to take my kids to the clubhouse but many members use very inappropriate language that I prefer my kids don’t hear.
Range closes too early.
19. Service staff in dining room and bar.
20. Increased costs.
21. Should have lower prices on drinks and members would buy a lot more rather than bringing them from outside the club. Parking lot lights need attention.
22. Parking area- traffic flow through club house.
23. Distance from parking to Pro Shop.
24. The hallways.
25. Amenities in ladies locker room (no full length mirrors, poor quality of hairspray, deodorant, hair dryers, lotion, etc.)
26. It does not have a swimming pool.
27. No Levis (on cold days).
28. Too many Sat. tournaments. Entry way is a black eye- 1st impression is a zero.
29. Food is bad. Chuck-A-Rama food is bad for a country club. The new club is laid out all wrong; you have to go through the restrooms to get from Pro Shop to Clubhouse. No planning.
30. No Problems.
31. The hours of the snack shop. It seems to me that the hours need to be expanded.
32. Lack of parking on east side.
33. Bar area- primarily size and layout. Entrance- not a country club entrance.
34. No locker room attendant.
35. Gas golf cars are loud and unnecessary. Electric would improve our club.
36. I am pretty satisfied.
37. No easy access to main dining.
38. Parking, entry.
39. Clubhouse hallways, the television is always on, how about removing it!
40. Men’s lounge.
41. Restaurant seating area.
42. We enjoy the club completely!
43. Restaurant- I’m never too fond of the menu and since I’ve moved further away from the club, I rarely eat there.
44. The costs for guests to golf relative to the quality of the courses. We charge close to the same price for quests as Riverside- When Riverside CC golf course is significantly better. The layout and playability of Alpine is average- however the condition of the greens, tees, fairways is among the best in the state.
45. What I like least is what can’t be changed- the front 9 layout.
46. Pro Shop could use better selection of women’s clothing. Failure to enforce dress codes.
47. Often on Tuesdays for ladies day too much food is prepared. Seems like a waste for lunch. Personally I seldom eat lunch and I don’t want a big one.
48. Dining.
49. Men’s club room is too small and too small of TV.
50. Continued efforts by a minority of the membership to force the majority to pay for unwanted amenities.
51. Having the cart service or the course.
52. No Complaints.
53. Lack of spa and hot tub.
54. No comment.
55. Nothing.
56. Everything’s fine- it’s still new.
57. Expensive dining. Poor golf course maintenance.
58. Having to smell smoke from the smoker’s room while I eat dinner.
59. Don’t really have any issues with facilities.
60. Location of Pro Shop.
61. Eagles nest is too small- Formal dining is too! As mentioned above staff needs to have better training- sometimes I think we could use a new manager.
62. Old original members that sold memberships, but are still members.
63. Card room, formal dining, and bathrooms.
64. 5somes allowed on course.
65. Paper towels in locker room- Formica tops on sinks- Let’s have linen and granite sink tops.
66. Lack of more things to do.
67. Minors permitted in the bar area.
68. Front entrance to club facilities.
69. Bar area, this area should be for adults only, families with children should be seated away from the bar in room west of bar area. That room was built for family denial.
70. Nothing comes to mind.
71. Entry to parking lot.
72. The menu for families is horrible, I believe more families would come and eat if the menu has similar stuff like a Chili’s, Applebees, etc. I would spend more money than my allotment if the menu was better.
73. Cost of food items and lack of choices (more) on daily menus. Many if not most other clubs charge less for food and beverages. *I know because I surveyed them during the Utah Open 2004.*
74. Poor design for clubhouse. Waste of money. Clubhouse should overlook #18 green and dining should be on the east side.
75. Slow service to the eagles nest and limited menu in restaurant.
76. Restaurant quality is below average. Menu is old and boring. Dues are too high for what you get. $5000 transfer fee makes membership impossible to sell!!!
77. Family member coming for lunch and have a hard time mixing with members who are socializing after a round of golf. Seating is poor- food menu- and please hold upon the garlic. *Variety.
78. No Men room.
79. Try to involve more young members.
80. Everything is okay, probably halls in clubhouse.
81. Gas golf carts- load.
82. Parking area.
83. The fact that the board changed the original plans. The Pro Shop was originally planned to be on the end nearest the parking. For some dumb reason that traded places with the dining are putting the Pro Shop so far away that I don’t bother to walk there. I call on my cell phone instead.

Empire Consulting Group, 2004
84. Difficulty in finding clothing in my sizes.
85. Everything is fine.
86. None.
87. Practice areas.
88. Locker room.
89. “Adult” bar area- no children.
90. Some peoples attitudes.
91. Nothing.
92. Smokers in the “nest room.” clubhouse location its too late now, but, the board screwed up by not having parking on both sides.
93. High cost of non menu food and drink: coffee used to be free now is $1 or more, donuts $1.40, etc.
94. Dress code.
95. My wife and a few of my kids do not like golf and would really enjoy a swimming pool.
96. The front entrance.
97. Wasted space that seems not to be used in Club House.
98. Physical location of new clubhouse in relation to the course.
99. Would like to see more lunch options at the turn.
100. Quality of food.
101. Ladies locker area.
102. Flies in the dining area.
103. Trying to find the road out of clubs at night. Televisions in Dining Room.
104. Allowing children in bar area; entrance to club- guests don’t know which is main entryway.
105. Would prefer children’s Christmas part on a Saturday rather than a Sunday.
106. Palley’s on selling.
107. Serving staff waitresses and waiters.
108. Nothing else for my family to do at club.
109. Food “piss poor.”
110. The food leaves a little to be desired.
111. That there is no Jacuzzi or steam room in men’s locker room.
112. Food service could be a lot better and the way they charge for events you have to watch bills very close.
113. Selection choice at snack shop. Not enough variety to choose from.
114. No Comment!
115. Flow through the building.
116. Course closed on Monday.
117. Hallways or lack of a hallway from Pro Shop to Restaurant.
118. Everything is ok the way they are now.
119. Configuration of Clubhouse.
120. If don’t like golf or a good meal there is no reason to go to the club. Need a swimming pool and perhaps other facilities to be more complete family “destination.”
121. Not having a pool.
122. I can’t play golf on Monday or Tuesday mornings (Ladies day) that takes me out twice per week.
123. Nothing.
124. Would like to see ‘booths’ for more private dining- eating out in the open is not always good- especially when discussing business.
125. The landscaping around the entrance to the club.
126. Entrance.
127. Dinning room reminds me of a church banquet room. Make it nicer- for better party.
128. The unfinished areas at the entrance and around the parking lot.
129. No swimming pool.
130. Price of guests.
131. Lack of swimming pool/ tennis courts.
133. Food- design of clubhouse. Special parking for club officers.
135. The clubhouse suits our needs perfectly.
136. The older women on the golf course.
137. Need better cleanliness- not enough amenities- shared combs in restrooms- more toiletries.
138. I like the club facilities just fine.
139. Front entrance.
140. Rear patio area, needs upgrading, cover, not very inviting to use restrooms on the course.
141. Entrance to parking.
142. Cost of food and beverage are too high.
143. Lack of fitness facilities.
144. Restaurant/ Food and Service could be better.
145. Exterior of Clubhouse- Dress it Up! Stone brick- etc. Locker room, eagle’s nest showers, restroom could all be enhanced to be more like a country club vs. YMCA!
146. The general atmosphere of the club.
147. Smoking room- didn’t join for clubhouse.
148. Much- wine tends to be served flat, golf carts could use new water in the ball washers, golf carts should have covers, dinner menu needs changed more often.
149. Not formal enough in meeting and dining areas. Too much like a cafeteria and not enough like a real restaurant.
150. The casual way members are treated.
151. (1.) Values placed on membership way too Low! (2.) How memberships are sold and what priority is used, or in what order if any!
152. Clubhouse/ Formal Dining Rooms- Too expensive to maintain considering amount of use it gets. Old clubhouse was comfortable, quaint, and could have been remodeled for much, much, less money!
154. Location of patios.
155. How long tables are left messy. Restaurant hours the turn being closed, no cart on course all the time for food and drinks.
156. Food Service “Speed” (food to table).
157. Fix all conditioning in ladies locker room.
158. The uneven tables in the dining room.
159. Parking distance to clubhouse.
160. No pool.
161. Front Entrance.
162. Nothing.
163. Not necessarily a facility but when the increase the club gets for selling a membership.
164. Chairs in Restaurant are terrible! Very uncomfortable! Need a pool, tennis and exercise facilities to make it more appealing to families.
165. Pro Shop.
166. Access to meeting/ conference area from main entrance and bar. Limited formal dining area.
167. Hallways- various access from place to place.
168. No answer.
169. Entrance into club house.
170. Limited parking on east side.
171. No swimming pool.
172. Main lounge area should be adult only- family dining should be in smaller dining room.
173. I’m really quite satisfied.
174. The assigned parking places are unnecessary and arrogant! They should be eliminated. Also, the club needs a real men’s room and if smoking is going to continue to be allowed, more areas need to be designated.
175. Restaurant! And transfer fee! Cost of guest golf fees. This is a nice course but the fees are too high.
176. Parking lot.

16. Other improvements

1. Redo and add on to #4 tee. Reshape lake in front and closer to green.
2. Maintain that which we have.
3. Entrance is terrible! Can’t find you way out at night- parking lot needs a lot more lighting and the driveways.
5. #4 and 7 Level tee boxes.
6. Pitching practice area.
7. Re-level tee #4, add new tee #18 back; west of present tee box.
8. Landscape space/ Land between tee holes 3 & 5. It’s an eye sore- should be landscaped.
9. Get the irrigation program set properly. We have worm problems because the over watering bring them to the surface.
10. Work on or improve three holes a year; get a phone that works at #9 tee box.
11. This is a “private” club but out on the course there is little privacy. I would like to see shrubs, flowers, trees, etc. used to make the facility more private.
12. Level tee box #4, 7 and any other tee box not relatively level.
13. Level #7 tee, #4 tee. Lengthen #5, #10. Visual barrier between green and home behind #16 green.
14. Level tee boxes.
15. #4 tee box level, #7 black tee level.
16. Level #4 white as it gets more than #15 black tee.
17. Instance green-like landing areas on practice range.
18. Concrete cart paths.
19. Add more sand traps. Level #4 tee also #7 back tee.
20. You should take care of existing golf facilities before you think about new ones. Alpine should maintain its focus on just golf. This is a great golf course just as it is, don’t fess it up. If members wanted swimming and tennis courts then they should have joined a facility with those amenities.
21. Tee box on #4 and #7 should be leveled.
22. Anything to make the course more difficult. Adding length to the PAR 3’s. Especially number 4 and 7. The tee boxes on 4 and 7 need to be made level.
23. Level all par 3 tee blocks- not just black tees that most members do not use.
24. Level tee #4 and #7. Remove lip on fairway bunkers on #2 and #6. Walking bridge on west side of #11 creek.
25. Add a locker room attendant.
26. Add more bunkers on par fives in front of greens.
27. More flowers during summer play. Remove flowers around hole signs.
28. Improve #4 tee box and lengthen yardage.
29. Re-do #4 tee box.
30. Clean out pond on left side on nine! Level tee on #7 and #4. Improve front entrance. Renovate golf course restrooms. Add restroom on #16 tee.
31. Level all tee boxes incl. ladies. Need undulation on ALL greens- even city course have this.
32. I don’t like the back teeing are of #7. It seems like in the last few years, the members don’t take care of the golf course. I see too many unrepaired pitch marks and unseeded divots.
33. Level #4 tee, level #7 tee, make #8 longer by moving green back, level any other unlevel tees.
34. I like the course as is, of course I don’t go out looking for negatives but to enjoy golf and camaraderie.
35. Level all tees.
36. Add further dirt on the black #4 tee 2nd move it back. Also we would then extend back the blue tees. Level the #7 black/blue tee area.
37. Fairway bunkers on 17.
38. Level tee box #4, #7, ladies #13.
40. #40 was once a beautiful hole- the reeds made a wonderful view AP and PM- spring- summer- fall. I think you screwed it up. Anything would be an improvement over the lifeless hole of water that’s there.
41. #5 blue/black tee box with Entrance to fairway.
42. Level tees on #4 and #7. Use RR ties, blocks etc. to establish flowers around tees- see
Oakridge. We have the worst sand I’ve played anywhere.
43. Several tee boxes need to be redone (4, 7 men’s tees and 1, 3 tee for women). (#4 white and blue and #7 blue and black.) Fix cart path only on #10. More cart path on six around “greens” to the south side and behind green so players don’t interrupt players teeing off on #7 and widen #7 tee box for black and blue tee area.
44. Level #4 and #7 tee boxes. They are horrible. They need to be fixed now.
45. Fountains on #9 and #10 lakes, more decorative tee boxed (flowers and fountain grasses), better sand in sand traps (rework bases in bunkers- far too hard for bounce on clubs).
46. Quit spending money! This used to be a great course. The management ‘rocks’ the members.
47. Level blue tees #4 and #7.
49. There are too many uneven tee boxes men and ladies.
50. Course is in good condition.
51. Better showers- electric carts.
52. Level tee on #4 and #7.
53. Level #4 tee and #7 tee.
54. New tee #4; Extend #15 while leveling; add greenside bunker(*N*) #15; remove rough in front of 17 green and bring bunker around to front with narrow opening.
55. LEVEL #4 AND #7 TEES!!!
56. More trees, Change 11 & 12 Par 5, Par 3, Duqleq Par 4 etc.
57. Paved cart path near greens are a problem on #9, 12, 17, 18. I’m not interested in any dues raise or assessment our fees have been too large in recent years.
58. Rebuild #4 back tee box, review all tee boxes, make them longer, and add to the front.
59. Level tee box #15, hot landing area TOOOOO tight. Remove some trees and cut grass wider. Grass in front of #17 green is stupid, enlarge green side bunker.
60. Level the tee boxes #4, #7, and #16.
61. Add vegetation to cover chain link fence.
62. A waterfall? What are we, a theme park?
63. Flattening the tee boxes on #4.
64. Level tees #4 and #7.
65. Level ladies #15 tee box; Electric carts.
66. Add restroom front and back nines.
67. Put a fountain in pond on #4 and 10.
68. The tee boxes on #4 and #7 need to be leveled and kept that way.
69. A few tee box areas do need leveling. Could use a few more benches at tee boxes (could also use them for advertisement).
70. Improve what we have, fountains in lakes, level our tee boxes, they are the worst of any country club.
71. Tee boxes need to be flattened on par 3’s. They are dome shaped from all the sand piled in the middle. More areas to practice putting.
72. Level tee box 4, 7, 15 (SAA). Ad additional length/ tee box 1, 2, 4, 5, 9, 12, 14, 15, and 18. Shape creek in front of 17 green. Add fairway bunkers to 14, 15, 17, and 18. Fix chipping area/ green. Add target greens to driving range.
73. Make Hole #17 more challenging - tighter or longer or make it a par 4. 314 could be longer. Maybe make some greens with tires. #11 make it more interesting without making it shorter.

74. Level all tees.

75. Not needed now.

76. Clean lake #9, put in between #3 and #5. *Redo #11 away from road.

77. Addition and practice putting green.

78. We like it a lot!

79. Level tee boxes on #4 and #7. Revamp #11 to be more playable for the average player.

80. Edge cart paths.

81. Improvements for all should be done first. Bunkers are most costly for maintenance on course.

82. (1.) More contours on fairways - too boring - front nine- grass bunkers - pott bunkers - make more walker friendly.

83. None.

84. Finish the cart path on the north side of 310 green. I don’t like the rough around the lake on #9. It doesn’t fit the rest of the golf course architecture.

85. Several tees need to be leveled!!

86. More trees and greenside sand bunkers. Level #4 black tees. Level #7 black/blue tees.

87. Fix 4 and 7.

88. Need to make front nine more challenging. More bunkers in play around greens on approach shots. I get bored with front 9 by mid season and my handicap seems artificially low as a result which is really obvious when playing in tournaments at other courses.

89. All cart paths.

90. Add more sand traps - throughout the 18 holes.

91. 2nd bridge on #11.

92. Extend tee back on #2, new tees on #4 and #5, water hazard in front of #17, bunkers in front of greens, extend back tee on #16 back, keep greens consistently fast, form up bunkers.

93. Stop rolling greens.

94. Some ladies and men’s T Boxes are not even for stance.

95. Remove cart path on #11 left of green.

96. More bunkers on some holes that surround the greens and require the ball to fly to the green.

97. Renovate #7 tee box.

98. (1.) Make a block retaining wall and #5 tee and fill and move black tee box back. (2.) Add more trees to front 9.

99. Level back tee box on #7.

100. Replace or fix #4 and #6 tee boxes.

101. Level #4 tee box.

102. I believe that any improvements that can be done on the existing golf course would help as long as they could be accomplished under the current budget! Alpine has a unique problem in that not all players are paying to play and until this works its way
though the system (which I understand will take a few more years) no new projects should be undertaken. Boards should concentrate on making only those improvements that can be done without raising dues or having a large assessment. A long-range plan for the golf course should be the most important but should not be implemented until after the equity membership is significantly expanded. A hole-by-hole evaluation should be done with the help of an architect (not board members doing their pet changes with no real expertise). I strongly object to any additional amenities being added until all golf course improvements are completed.

103. Level other tee boxes throughout the course.
104. Level black tee #4.

17. Besides the clubhouse, what do you like most about the golf course?

1. Its condition.
2. Golf course itself.
3. Great greens, flat fairways.
4. Course condition and playability.
5. Layout- beautiful grounds, trees, great greens.
6. The greens are in excellent shape.
7. The upkeep and quality of the fairways and greens.
8. Greens.
10. Seclusion, cleanliness- how crowded.
11. Condition most of the time/ green speed a bit slow most of the time.
12. The level of upkeep on the fairways and greens in excellent.
14. Ease of play and greens.
15. Overall course is very well maintained. Greens are the best in Utah.
16. The playability of the course and condition of our greens.
17. Availability to get tee time on short notice.
18. The layout and greens, most of the time.
20. The staff is great! The course is always in great shape. The Pro Shop staff is especially good.
21. Quality of greens and fairways.
22. Great greens and fairways.
23. Consistency of the greens, practice facilities are good.
24. The quality of the greens.
25. The condition of fairways and greens.
26. The golf course, improvements to driving range and #4 pond.
27. Very well maintained, early opening times, fast play (with early start).
28. The great fairways and greens.
29. Always in great condition.
30. “John Haynes”- greens are great.
31. It is a fun golf course that everyone can play from a 0 handicap to a 50.
32. Convenience of driving range to #1 tee.
33. The dining facilities.
34. Condition and practice room.
35. General condition.
37. It is fun to play it is not too tough but still is a good challenge.
38. Great condition of golf course.
39. The condition of the course.
40. Great course- Speed of play is usually good.
41. Very challenging for all levels of players.
42. Overall condition.
43. We have the best greens and fairways in the state.
44. The general condition of course.
45. Great golf course overall.
46. Fairways.
47. Condition.
48. It is always in good shape, but the greens are too long, except on tournaments.
49. Excellent condition, fast 18 hole round time. Challenging and well designed back nine.
50. Friendly and helpful staff, course condition is excellent- all the time. They do a fantastic job, all the way around.
51. The greens (specifically that they’re smooth and quiet).
52. Greens.
53. Well maintained.
54. Its condition in all weather when playing is an option. Friendly courteous staff throughout.
55. Golf course layout and practice facilities and view.
56. Pace of play.
57. Overall condition and playability.
58. I personally love the general condition of the fairways and especially the greens.
59. The condition of the golf course.
60. General condition of greens. Addition of “senior” tees to shorten course for some players.
61. The driving range.
62. People that play golf there. The quality of the food, service.
63. Best greens in the state.
64. Pace of play most times.
65. Well maintained; great greens; great layout.
66. Great condition of course. Great greens.
67. A-OK.
68. Course is usually in great shape! Best greens anywhere though some contouring would be nice.
69. The course is well maintained.
70. Back nine.
71. Best greens in state.
72. Condition of the grass- greens, fairways and rough.
73. It’s a great course all around. Fun to play. Well kept.
74. Greens.
75. Greens and fairways excellent.
76. Speed of play and we still have some of the best “greens” in the state of Utah.
77. Golfing in the evenings with no crowds- golfing fast.
78. Greens.
79. The course is in great shape 90% of the time. I believe our superintendent does a great job. I love our greens and they are usually in great shape.
80. Unfair assumption- poorly designed- architecturally and location- wise, as well as facility décor. Improvements made to golf club greens.
81. Great clean water for course!
82. Pro Shop personnel and greens.
83. Greens and practice facilities are excellent.
84. The friendly employees.
85. The course.
86. Large parking lot- well kept greens.
87. Condition, greens.
88. Greens.
89. The greens! 10+.
90. Greens.
91. Condition and playability.
92. The condition of the Golf Course and time of play.
93. The condition of the greens and the general spend of play.
94. Condition of course. Ease of tee times.
95. It is always in great condition.
96. Greens and conditioning.
97. Quality of greens
98. Condition.
99. Excellent greens.
100. Driving range. I joined when it was basically a golf course (club) more facilities will increase operating costs. I don’t think we need to operate a “day care” center for large families.
101. Well maintained, pace of good play.
102. Pace of play.
103. The greens.
104. The great shape and condition of greens and fairways.
105. Excellent greens to play on.
106. Easy to get tee times.
107. The quality of the playing conditions of the course.
108. Greens and fairways.
109. Overall consistent condition, greens.
110. It’s in good shape, members seem to take care of their divots and ball marks. The pace of play is quicker than public courses and not as crowded.
111. The greens.
112. General condition and availability of tee times.
113. Condition of golf course.
114. Great course.
115. Greens.
116. Being able to bring my immediate family for a reasonable price.
117. Condition.
118. The greens and fast play.
119. Condition of golf course.
120. I sincerely enjoy the way the course and play are managed. They take golf serious.
121. It’s kept in very good shape, but there are some members (or guests that aren’t
    filling in divots and repairing ball marks).
122. The greens are the best. The fairways are very, very good. Alpine is a great course.
    Thanks to All!
123. The way the superintendent takes care of course.
124. The greens are #1.
125. Greens.
126. Our greens, leave them with the POA.
127. Great greens, available tee times, tournaments.
128. Course condition. Driving range.
129. Greens are great. Course conditions are great.
130. Condition.
131. I like it all. I think the greens can be cut a little more at times. And keep using the
    sand rake.
132. ACC has pleasant people, keep up the great attitudes! Play seems to move along
    which is very important. The lake on #4 was a great addition.
133. Great condition, fun to play.
134. It is designed well and is maintained well.
135. The excellent overall condition of the course.
136. Maintenance of golf course.
137. Excellent overall condition and greens.
138. The playability of the golf course.
139. We love to golf- that is why we belong.
140. The layout, the maintenance, the speed of play, the greens.
141. Pine trees, scenery, location.
142. Golf Course.
143. Jr. Golf program, excellent greens, course always in great shape/condition.
144. Privacy of play.
145. The design- maintenance- greens.
147. Playability. This year the course is in as good a shape as it has been since we joined
    in 1986. It allows members ability to walk the course.
148. The consistency of the condition of the course.
149. Greens are the best in the state. Easy access- professionalism of staff- groomed
    fairways- range.
150. Greens.
151. The golf course.
152. Greens and well manicured fairways.
153. General condition, greens.
154. Overall condition of the course.
155. Greens.
156. Pleasant staff- tee time availability. Tournaments are fun and have some variety.
157. Greens and fairways. Overall maintenance and condition is good.
158. Golf- that’s why I joined the Golf Course!
159. Ability to play most any day without too many golfers.
160. Always in great shape- kudos to maint. team. Vastly improved practice areas over past couple of seasons. Super job on irrigation system redesign.
161. Ability to get on and play.
162. The golf course.
163. Rate of play.
164. What makes you all think everyone thinks the expensive, new clubhouse is what the golfers like most? It’s a great golf course and should remain an affordable golf club!
165. The greens when they are fast.
166. Condition of course.
167. The condition of the greens.
169. The flower boxes on some T’s we need more color on the course.
170. The challenge of several holes.
171. The course itself.
172. The shape it’s in and how well taken are of it is.
173. Greens.
174. The good shape it is kept in.
175. The allowing of 2some or 5some family golfing.
176. Greens!
177. Condition.
178. Maintenance of greens.
179. Excellent greens, fair layout, consistent, excellent condition.
180. Greens.
181. All improvements on landscaping and landscaping in general.
182. Course in great shape and Pro Shop personnel excellent.
183. Excellent shape the course is kept in.
184. Driving range.
185. Greens- layout fairness- pace of play.
186. The new driving range.
187. How well the golf course has been manicured inside the lines.
188. Excellent condition of fairways, greens, tee boxes.
189. Ability to get tee-times or walk up on the course in all but the busiest times of the week.
190. Weather condition- Pro and assistant Pros do a good job.

18. Excluding clubhouse features, what do you like least about the golf course?

1. It needs to be more challenging.
2. T-box on 4 * Junky area west of 5 * T-box on 7 * Junky area south of 8 * Overhanging trees on 14 right side *.
3. I just think it’s great.

Empire Consulting Group, 2004
4. Front nine needs more "character."
5. Rules are confining. We need to pay off sprinkler assessments before we spend more money than what current dues and funds bring in.
6. #10 is ugly looking and the reservoir is gross.
7. The upkeep and quality of restroom facilities on the course.
8. Tight fairways.
9. The ditch between 13 and 14 should be piped and filled & planted. It serves no purpose.
10. No bad things noticed.
11. Tee boxes #4, 7, 15.
12. Slow golf carts, hole #11 needs a screen to protect cars driving next to fairway.
13. Too much water.
15. Fairways always too wet. Cart paths could be improved.
16. There has been little done to beautify and privatize the grounds.
17. Not being able to play on Monday, would prefer it was closed on Sunday!
18. Unavailable T-times same day or one day prior.
19. Sand traps not consistent. Cart paths moved from around greens.
20. Front nine is boring, parking is weird, needs a POOL! Food menu needs renovation and quality improvements. More youth programs.
21. Groups of 5 out on Saturdays and Sundays.
22. (1.) Slope of driving range makes it difficult to see the ball when it lands. (2.) No chipping area near practice green.
23. None.
24. Between holes #3 and #5 the waste area and east of #9 tee area needs some landscaping.
25. Condition of the sand traps.
26. Lack of trees and the flatness of the front side.
27. The cart paths, #9 pond.
28. Slow play on weekends with start after 9 am- 5somes on weekends.
29. Some of the tee boxes are like rolling hills.
30. None.
31. Cart paths.
32. The ruff needs to be grass no weeds.
33. Areas around #16 unmaintained.
34. I have been a member for almost 2 years and the head pro has never made the effort to even say hello. I play approximately 3 times per week. The course should not allow 5somes to play even with a cart. Levis should not be allowed at any time. There seems to be a few members that feel they own the entire club. They get all the great tee times, the pros let them bring guests free of charge, because they are looking at a membership. The pros cater to this group of members and leave the others out in the cold. This is especially true for members like myself who live in the Salt Lake Valley. I will call from SLC to see if a tee time is available, the pros will often times inform me that no tee times were available (I think they are saving them for members they like better or see more often). I will show up un-announced and will get on easily.
35. Tee boxes not level.
36. Differences in difficult of back 9 compared to front. Need to make front 9 hole more difficult.
37. Driving range needs more distance flags also where some flag are placed you can’t see where your ball lands (driving range) size of tee boxes.
38. Green speed not consistent. Too slow.
39. I am happy.
40. Too many kids on the course driving carts and it becomes a babysitting facility instead of a golf course- should have age limit- of course that doesn’t talk about the course, but it does tell you what I dislike about the golf course in general.
41. Worms in fairways. Old sand in bunkers/ need new sand.
42. 5 somes, slow greens.
43. Dirt cart paths and life time members not paying their fair share of costs to maintain golf course.
44. The cart path which were paid for. Eyesore building on lady tee box on #10. Landscaping on course needs fountains in lakes to keep water cleaner and moving.
45. Parking lots.
46. Sand traps.
47. The amount of play it gets.
48. Practice putting green in a joke. The front nine is not too exciting but still fun to play. I’m still trying to figure out how my money was well spent on the putting green and new driving range.
49. There is nothing I don’t like about the golf course. It is just and average layout- that’s all. It is not a course that makes you think too hard about which club to pull out of the bag- like a Riverside, Hidden Valley, Thanksgiving Point, Hobble Creek, etc. There are a couple of holes like that- but mostly it is a “ho-hum” course that is in great condition with a great staff.
50. Front 9 layout.
51. Sand traps.
52. It’s fine.
53. Nothing.
54. Golf course superintendent playing with the golf course.
55. Speed of greens.
56. Unfinished paving of cart paths and the boxes that aren’t level.
57. The increased transfer fee and method of selling memberships.
58. The eyesore that the ditch across #11. I wouldn’t mind figuring out a way to have this become a “lake” by putting in a dam on the west end. The dam could then be opened when water is coming down or be shaped to allow flow through when water comes in.
59. The people that swear at you going up and down the road along #11.
60. Some tee’s- primarily 4 & 7.
61. Nothing.
62. Lake on #10 with the weeds growing around it. The taller grass going into #17 (in front of green).
63. Close proximity of homes and streets to fairways.
64. Weeds and long grass on #12, 15, 16.
65. I do not like fivesome play. I wish they wouldn’t allow fivesomes.
66. The enforcement (lack of) of etiquette, i.e., carts parked next to greens; Levi’s in dining room. I also don’t like all the preferred parking for club officers, complete with name tags. Also, slow play is a pain in the backside.

67. Cart path, problems because of the tree roots.

68. Nothing.

69. It is too flat so we never get to practice uneven lies.

70. Front nine except #9.

71. Allowing 5somes.

72. Sand (dirt) in the traps.

73. Can’t think of a thing.

74. Some of the tee boxes are not level.

75. Sand traps/locations - lack of sand traps, sand quality, and location of traps.

76. Over watering of golf course. With new irrigation system this should not be occurring, fairways have no root system due to over watering, and at times players need to play clean and place because course is just too wet and unplayable!

77. I like everything.

78. Entry to club.

79. The sand bunkers are horrible. They got better towards the end of the year because we finally bought a different tool to mix up the sand more. The worm castings are very bad at times. The tee boxes on #4 and #7 are very poor and need to be fixed.

80- (1) Price of food and drink items. (2) Lack of membership involvement due to board forcing improvements and costs for said improvements on members. (3) Favoritism towards certain members due to social-economic status and discrimination toward others who don’t support certain improvements and assessments for club members. (4) Price for transfer fee ($5,000) if selling your membership (much too high for work involved in doing so).

81. Expenses and clubhouse are overkill!

82. Ice machine at the turn.

83. Routing is boring!!

84. Tee boxes.

85. The drive there.

86. Lower cost of carts.

87. Nothing of note.

88. The fencing is very ugly. Too many members.

89. Some tee boxes need leveling.

90. Not enough sand in bunkers.

91. Sand in the bunkers and rolling of the greens.

92. How close some of the homes are on a few of the holes. Hole #2 is a problem. I’ve had home owners yell at me from their backyards because my ball comes too close to their backyard, even though I am still on the course. If you land 10-20 feet from the fence, even if it doesn’t go in their yard, they will give you an earful.

93. I would like to see more consistent cart service.

94. Fairways are a little too roet at times.

95. What’s not to like

96. #4 and #7 tee boxes need leveling.

97. POA, slow greens.
98. Very seldom see a cart for refreshments.
99. Blacktop cart paths- (should be cement)- move some cart paths- letting the rough get
too long- making decisions just for low handicappers (0-10)!!
100. I don’t have any real problems with the course. If it aint broke don’t fix it. I don’t
think it is good timing to increase the financial burden of the club at this time. When
most courses are operating in the “red” at this time. “STOP DIGGING."
101. Butthead that do not repair ball marks on the greens. We have less than a public
course, but still way too many for a member owned course.
102. Slow green speed, everything this is TOOOO wet.
103. Dress code.
104. Contour of greens/ All alike with no slope variation.
105. Sand traps.
106. Condition of some tee boxes, mostly silver.
107. Entrance into course very boring, add more fairway bunkers, lifetimes “no dues.”
108. The fact that you can bring guest for free- even if you only get one or two free guest
rounds a month- it adds exposure to the course and restaurant.
109. (1.) Driving range- letting players hit over fence to #8 green and fairway. (2.)
Upkeep of pond on #10.
110. Danger of range balls landing in area of the #8 green.
111. Some of the tee boxes seem like a poorly maintained public course.
112. Need to finish cleaning around #10 pond/ Add wall or tree barrier to hide west
storage area. Clean up area north side of #18 fairway. Uneven tee boxes.
113. Policies on selling membership.
114. Not enough restroom’s, members who allow children and guests miss use i.e.
playing in sand traps, leaving cigarette butts, not repairing divots and ball marks.
115. Nothing else for my family to do other than golf.
116. Some of the tee boxes.
117. The food is expensive, and the menu is very limited.
118. On course restrooms need improving.
119. I am quite happy with it.
120. Distance between all tee boxes is too short. Not enough to change course difficulty.
121. Allowing groups with 5.
122. Unevel tee boxes and the worms.
123. Tee boxes on par 3’s are in poor condition. We should have got the concrete cart
paths when we paid for them in the clubhouse assessment.
124. Fitness and pool would be very welcome. Course closed on Mondays.
125. #17.
126. Nothing.
127. Worms and compact bunkers.
128. A few holes could stand for some tweaks to increase interest. I would support the
purchase of some relatively mature trees to be placed at a few locations (let the
pro/greens super decide) on the course. All a lot of new small trees everywhere on the
course. The point is that I feel some parts of the course are to “open” in both
appearance and golfers’ line-of-sight. Some of the backyards on the front nine of
neighboring properties need attention. Perhaps trees/shrubs on the ACC side of such
fenced properties would be the way to go.
129. #7 par 3 yardage marker is wrong.
130. Is windy fairly often. I really like our course!
131. The location of the sand and pitch practice are.
132. #11 running along lightly traveled road.
133. Unlevel and bumpy black tee boxes.
134. Cart paths.
135. We love to golf- that is why we belong.
136. The worn out cart paths. The trees that have never taken hold.
137. Some trees too close to fairways.
139. Some tees are not level; playability/ consistency of sand traps.
140. Lake on 10- lack of marshals to speed play (to 3 ½ hours as it once way).
142. It doesn’t seem to be rated properly for women. Some tee boxes need improvement.
143. 5-some walking.
144. Too vanilla flavored- wasted areas- left of #3 need more practice facilities.
145. Putting green.
146. Entrance to Alpine.
147. Front entrance.
148. “Link type” look. around #9 lake doesn’t fit on golf course and it is ugly.
149. Bunkers, rakes should be in the bunkers. Need another practice putting green, upgrade landing areas on range target greens. Golf carts are in poor condition.
150. Unlevel tee boxes. Sand traps are poorly maintained.
151. Not enough trees!!
152. (1.) Being closed on Mondays. (2.) Would like to see tee times like Willow Creek – on a first come, first serve basis. (3.) Would like to see singles matched with 2 or 3-somes like Jeremy Ranch does. The starter asks the group permission to add a player. (4.) Bring more golfers together in groups like a men’s league once per week in the summer. (5.) Number 11 is hardest hole in course for most. Almost impossible for average golfer to reach green in regulation. Could move green up closer to creek or move white and blue tee boxes up – build up ground so that average golfer with 220-230 yd. drive would have to choose to lay up or hit it over with a good drive. Black tees could remain same length. If move green up then #12 could be restructured and made to be a longer hole and hitting from a different angle. Just some thoughts.
153. The exterior of the club house – very bland box.
154. Lack of maintenance. Sand traps are never raked, ball washers need towels.
155. Service.
156. There are public courses that look better and are taken better care of than ours (our greens are great, a little slower than I like but great). The rest of the golf course is just average.
157. Lack of sand traps around the greens fronts, sides and backs.
158. Greens getting poorer- slower fairways way too wet- bunkers poor-high lips on #6.
159. The golf course is great!
160. Slow greens.
161. Location of patio.
162. No roll in the fairways, the ball stays close to the landing area.
163. Our worm problem/ but I don't want to spend a lot of money to solve the problem.
164. Outside sound system from Pro Shop.
165. Uneven tee areas, trees on left side of fairway on 18 and #11 cart path next to green.
166. Have not given it much thought.
167. (1.) Bunkers and sand (2.) Worm problem.
168. Nothing.
169. The phone or way to call for food or beverages on the end of the 8th hole.
170. The chain-link fencing around the course - especially along hole #11.
171. A lot more trees needed on front nine, especially surrounding tee boxes and fairways.
172. Some cart paths need repair, replacement or need to be built altogether.
173. #11 creek, #10 Lake perimeter.
174. No answer.
175. Ease in getting acquainted with other golf members to golf. (Mostly my own fault - I travel a lot and am not available to golf as much as I would like.)
176. Uneven tee boxes.
177. Chipping green.
178. En route cart paths - non-consistent sand.
179. I'm very satisfied.
180. The lack of care that has been given to the trees (many have been lost solely from lack of care) and the areas outside the actual playing area. i.e. ground left of 18 fairway and between 10 fairway, 14 “T” box, the old shop area etc. The security of the golf course needs to be addressed and members with gate access to the course should be eliminated.
181. (1.) The restaurant is a poor excuse for fine dining. The menu should change occasionally and the quality of food be checked at least weekly. Service is adequate but length of service from time of order to receiving meal should be improved.
(2.) The charge made to increase the cost of selling the membership i.e. exchange fee that is kept by the club has made my membership value drop to almost worthless. I couldn’t sell it certainly at $10,500 much less $12,500 which is the ridiculous value mandated by your advertising policy. You may have stopped the problem of too many transfers but you also devalued the membership. I also believe that when I purchased the membership that the transfer fee of $2,000 was appropriate. Stiff! But probably appropriate. What in hell could cost so much to transfer a membership? I believe that $5,000 is punitive at best. It is no way increases the value of membership but is making it extremely difficult to sell a membership. I feel that the fee that I bought in at of $2,000 should still be the fee that I have to pay when I sell because that is the fee that I contracted to buy for. When a new member comes in, part of their contract should state that when they sell, the transfer fee would be $5,000. That would be fair because they know up front that the fee would be $5,000 and that you’re not going to arbitrarily change it. By the way! We should have voted on that and not just let the Board make that decision without at best some discussion. Again look at the sale of the most recent memberships, are they up there at $12,000? I seriously doubt it. I paid $9,000 for mine and I know several others who paid that or less. Also look at how many memberships have sold recently. Though this is a repeat complaint I can assure you that the reason
they aren’t selling has to do more with the punitive transfer fee, and the devalued membership that it has resulted in than people interested or not in good golf at Alpine Country Club. I would like to see my contract and determine if this arbitrary change in transfer fee is even binding on me since I joined when the fee was less. This is a serious deficiency in my club membership.

182. Golf cart fees. It should not cost double to take two people. The fee should be the same per cart whether you have one rider or two. Do not like par 73 for women – change to par 72. #11 having two different par values makes male/female couples match play unfair. If #11 tee box for the front tees were moved down the hill just to the east of the bathroom facilities at a point where there is 120-160 yd. carry over the creek would make a much better par 4 than the current par 5. For the majority of women there is no risk/reward situation off the tee as is for the men. If we made this change perhaps the UGA/USGA would consider adjusting the slope/hdcp ratings for the forward tees which is drastically needed as is currently inequitable.

183. Additional trees on fairways would add a great deal to the privacy and give the course a more private course. It would add some class to the club and course.
I think there should be a Christmas employee assessment for all members. Other clubs do and would be in order. Utah is at the bottom of all states regarding EE benefits. Our people are not well paid and could at least get nice Christmas bonuses.