



Letter to The Villages Community: Introduction to Survey Results

Sharing Insights and Next Steps Together

Dear Villagers,

As part of our ongoing commitment to transparency and collaboration, we recently conducted a Villages-wide survey to better understand your perspectives, priorities, and experiences. Today, I am pleased to introduce the Executive Summary from that survey and share what we have learned together.

The survey received a meaningful response, reflecting the diversity and passion within the community. Your feedback has provided us with valuable insights into the issues that matter most to you, ranging from public safety and local services to recreational opportunities and neighborhood improvements. We are grateful for your thoughtful participation and the time you took to share your views.

As you will see, the data from our club is benchmarked against other clubs. To provide deeper insight, we have requested that McMahon additionally benchmark our data against other 55-plus gated communities within their database. In addition, we are examining data we have about respondents' club use to further explore the results.

Over the coming weeks, we will be releasing a detailed summary of the survey findings, highlighting key trends and areas for action. These results will not only inform our policy decisions but also guide us in prioritizing future initiatives that align with your needs and aspirations. We encourage you to review the findings, ask questions, and continue engaging with us as we move forward.

Thank you for your continued support and involvement. Together, we are building a stronger, more responsive community. Please stay tuned for upcoming communications with more detailed survey results and information about next steps.

Sincerely,

Andy Altman

Club Board President

MEMBERSHIP SURVEY REPORT



THE VILLAGES GOLF & COUNTRY CLUB

SAN JOSE, CALIFORNIA
OCTOBER 2025

PREPARED BY:

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MEMBERSHIP SURVEY REPORT

THE VILLAGES GOLF & COUNTRY CLUB

EXECUTIVE SUMMARY

In August 2025, the Membership Survey was sent to approximately 4,000 residents, of which 1,385 were completed and returned to McMahon Community Consultants, for an overall response rate of 35%.

This response rate provides reliable insights into the respondents' perspectives. Among respondents, we estimate percentage responses have a margin of error of $\pm 2.0\%$ at 95% confidence, and mean values have a margin of error of ± 0.1 .

For benchmarking purposes, The Villages Golf & Country Club is compared against McMahon's database of private clubs in residential communities, which consists of survey data from 41 clubs conducted between 2019 and the first half of 2025.

REPORT HIGHLIGHTS

Notable findings from the survey results:

Respondents Insight

- The top five villages that respondents reside in are Cribari (16%), Hermosa (12%), Montgomery (12%), Olivas (12%) and Verano (10%).
- 90% of respondents own a condo-unit and just 10% own a single-family home.
- Only 14% of respondents are under age 66, and 52% of respondents are over the age of 75.
- 62% of respondents are female and 38% male.
- 37% of respondents have been property owners for five years or less and 38% have been owners for more than 10 years.

Satisfaction and Value

- Overall satisfaction is slightly above average at The Villages Golf & Country Club compared to the industry averages from McMahon Community Consultants' database of private clubs located in residential communities.
 - 84% of respondents are *satisfied* or *very satisfied* compared to the industry average of 82%.
 - 39% are *very satisfied*, which is slightly above the industry average of 35%.
- Just over half (51%) *agree* or *strongly agree* they receive good value for their dues and fees, which is well below the industry average of 68%.
 - 25% either *disagree* or *strongly disagree* they receive good value, well above the average of 11% at other similar clubs.

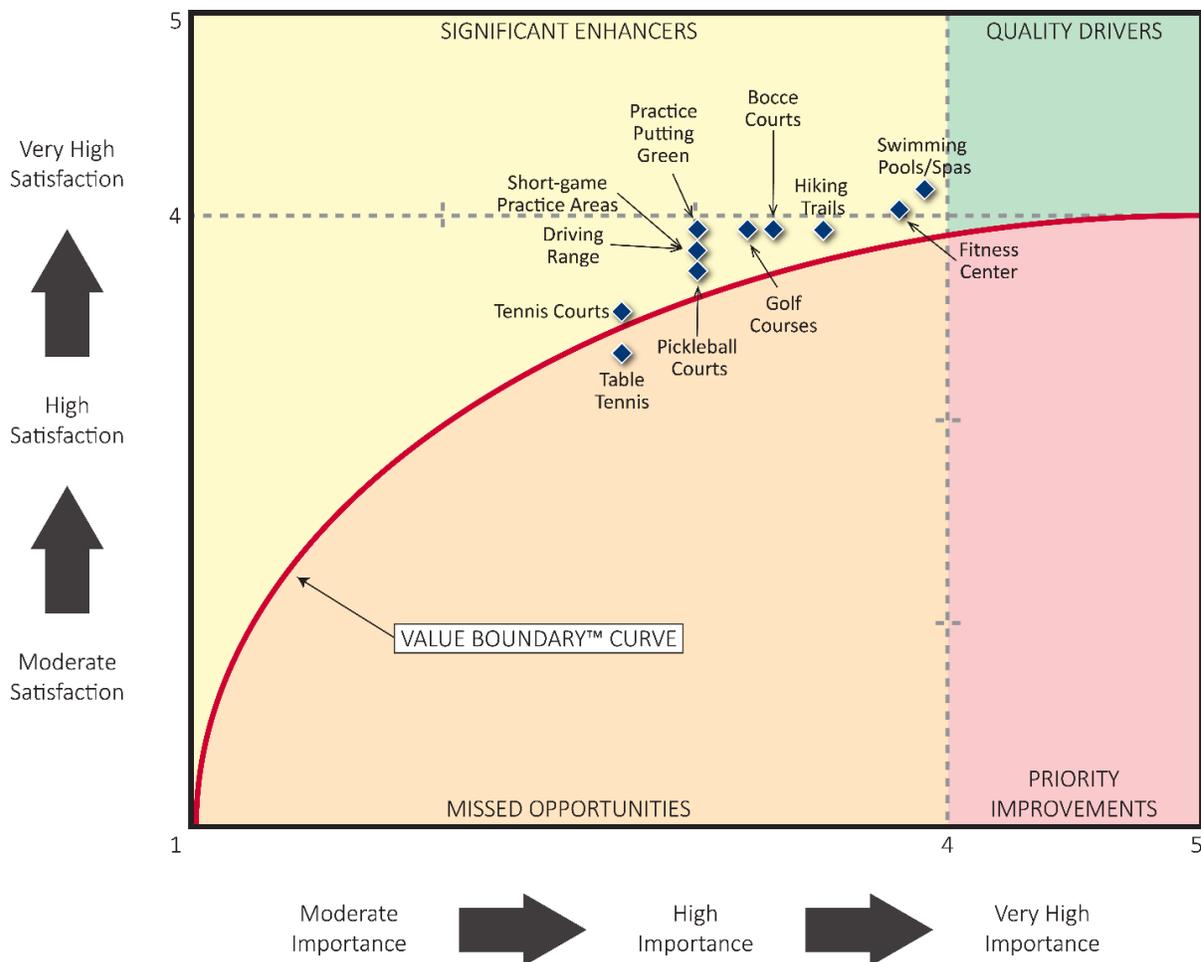


Value Boundary™ Matrices (see below and on the following page):

- **Quality Drivers** (high importance/high satisfaction) - Public Safety and the Bistro are the only Quality Drivers at The Villages.
- **Priority Improvements** (high importance/lower satisfaction) - There are no Priority Improvements at The Villages.
- **Significant Enhancers** (moderate importance/high satisfaction) - Swimming pools/spas, fitness center, clubhouse, main restaurant, hiking trails, private social events, patio dining, bocce courts, golf courses, practice putting green, short-game practice area, driving range, pickleball and tennis are all Significant Enhancers at The Villages.
- **Missed Opportunities** (moderate importance/lower satisfaction) - Guest rooms, garden plots and table tennis. Gazebo Park, Villages-sponsored private events and card/game rooms all fall right on the Value Boundary™ line between Missed Opportunities and Significant Enhancers.

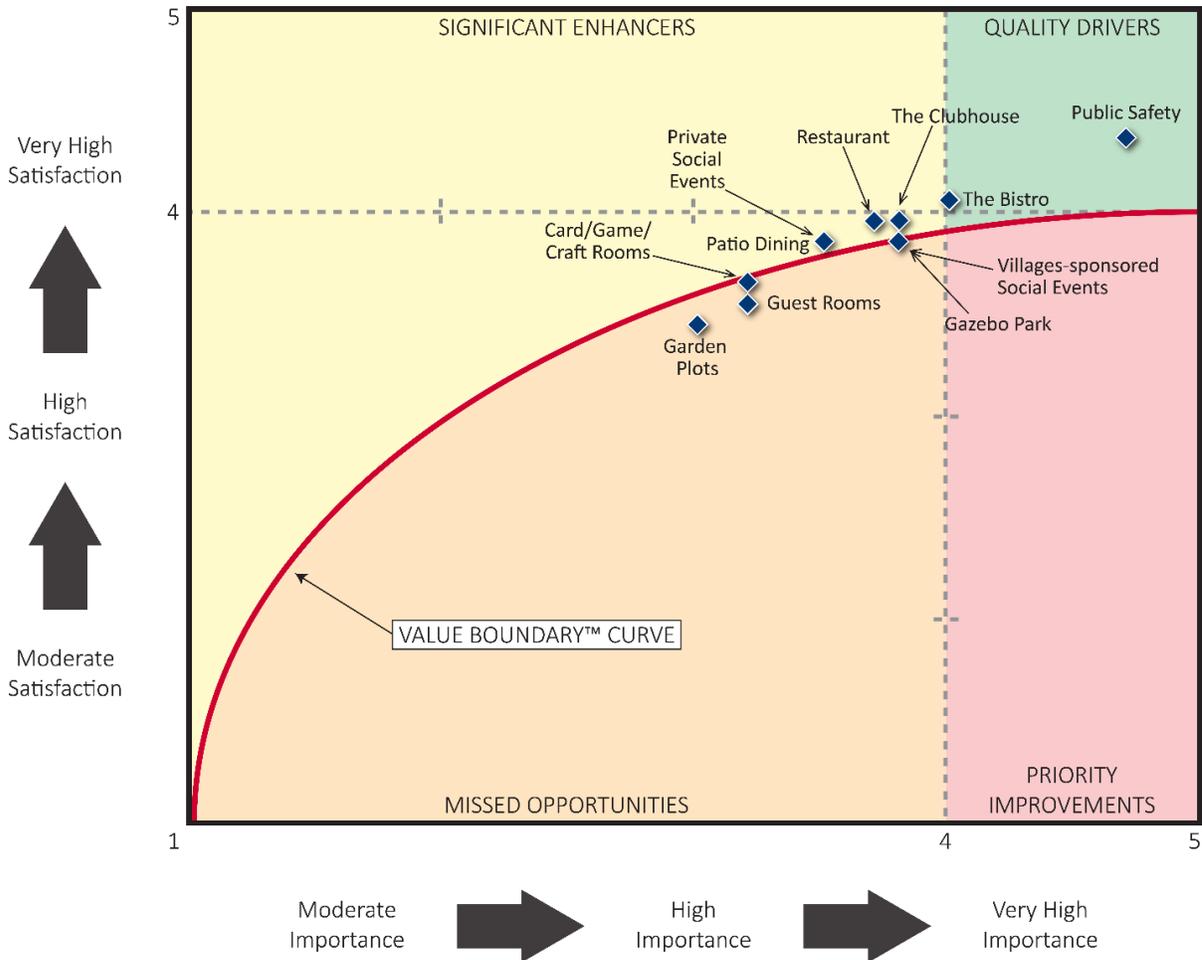
* To help maintain the readability of the Value Boundary™ Matrices, we have created two separate charts below:

Golf and Recreational Amenities/Facilities





Clubhouse Facilities/Social Events/Community Amenities



Mission, Culture and Future Direction:

- 84% of respondents feel that the Mission Statement is relevant to what they feel the Mission should be and 74% feel the Club is doing a good job of living up to the Mission Statement.
- Respondents feel very strongly (77% agree, 11% disagree) that the Club should provide the recreational amenities, facilities and programs that will attract the next generation of new residents.
- 83% of respondents *agree* or *strongly agree* the quality of The Villages facilities and amenities positively affects home values/pricing within the Community and just 7% disagree.

Public Safety/Public Works:

- There is widespread satisfaction with regard to public safety and public works services, with most aspects of public safety receiving satisfaction ranging between 83% and 91% and dissatisfaction no higher than 6%. The lone exception is enforcement of traffic rules (68% satisfied; 11% dissatisfied).



Communications:

- Two-thirds (66%) of respondents are satisfied with overall Club Communications and 14% are dissatisfied.
- The most important communication tools in the future include letters from the General Manager/Board, the Member Portal, town hall meetings and the *Villager* newspaper, printed and mailed.

Main Clubhouse:

- Respondents are generally satisfied with the clubhouse facilities. 49% feel they are great as is with no improvements needed, while 51% feel the clubhouse needs improvement; 44% feel some improvements are needed and 7% feel that significant to major improvements are needed.
 - This is emphasized further as all aspects of the clubhouse site and interior spaces and outdoor patio received satisfaction ratings between 78% and 89% and dissatisfaction no higher than 7%.
 - It is important to note that younger respondents under the age of 65 are generally less satisfied with most aspects of the clubhouse compared to respondents over the age of 75 (satisfaction ratings generally 10-15% below satisfaction ratings for respondents over the age of 75). Survey results provide similar views, but less pronounced, between those who have purchased property within the last 5 years and those who purchased property more than 5 years ago, with satisfaction ratings for more recent property owners generally 5-10% below satisfaction ratings among those who have been residents for more than five years.

Community Centers:

- Usage at the Cribari Community Center is highest among the four community centers as 40% of all respondents report that they use it at least a few times a month, followed by Foothill (21%), Vineyard (18%) and Montgomery (13%).
- Satisfaction was positive for most aspects of each community center facilities, with just three aspects with dissatisfaction of 10% or higher: Cribari guest rooms (11% dissatisfied); Cribari Auditorium (10% dissatisfied) and the Montgomery restrooms (10% dissatisfied).

Dining/Social Events:

- **Dining:** 73% of respondents feel The Villages should be one of their 4 or 5 favorite places to dine in the area, which is below the average of 83% at other private clubs in gated communities. Similar to other communities, only 44% agree the Club currently *is* one of their favorite places to dine (industry average is 45%).
- Respondents are well-satisfied with all aspects of service in both the Bistro and the Clubhouse Restaurant, with no dissatisfaction rating higher than 8%. Food quality and consistent meal-to-meal food quality satisfaction ratings fall just below suggested industry benchmarks for both the Bistro and the Clubhouse Restaurant. There is considerable dissatisfaction in both dining venues with regard to food value for the price, menu variety and availability of healthy menu selections with dissatisfaction ranging from 19% to 21%.
- **Social Events:** Respondents are generally satisfied with the quality of activities/events (78% satisfied) and the variety of events (74% satisfied); however, they are much less satisfied with the value for the price of activities/events (58% satisfied). Respondents under the age of 65 are much less satisfied with The Villages-sponsored social events (56% satisfied) compared to respondents over the age of 75 (73% satisfied).



Golf:

- Golf participation at The Villages is well below industry averages for similar clubs. 65% of all respondents play no golf annually on the 18-hole golf course, well above the average of 27% at other similar clubs. Of those respondents who play golf, 95% are satisfied with the overall condition of the 18-hole golf course. The only aspect of the 18-hole golf course with high dissatisfaction is the condition of the cart paths (57% satisfied; 24% dissatisfied).
 - Women respondents play less golf than their male counterparts, as 74% of all female respondents report that they play no golf, compared to 52% of men. Satisfaction ratings for most aspects of the golf course itself are similar between men and women.
 - Satisfaction with all aspects of the Par-3 golf course is also very high with no dissatisfaction rating higher than 8%.
 - High satisfaction is also evident with regard to all aspects of the golf practice facilities
- Golf operations satisfaction, which includes the golf shop, programming, instruction and tournaments was borderline positive with most aspects at or just below recommended thresholds (75% satisfaction; 4.0 mean rating; 10% or lower dissatisfaction).
 - High dissatisfaction however is evident with regard to the selection of merchandise in the golf shop (17% dissatisfied), golf shop size (16% dissatisfied) and golf shop prices (14% dissatisfied).

Court Sports:

- **Tennis:** Overall tennis participation is extremely low with just 6% of respondents who play tennis at least once a week, however satisfaction across all aspects of tennis is very positive with just two aspects receiving a mean rating below 4.0; court lighting (3.9 mean rating) and the amount of shade (3.8 mean rating).
- **Pickleball:** Pickleball participation is right in line with the average from other similar club with 15% of respondents who play pickleball at least once per week. Satisfaction is generally positive, however high dissatisfaction was reported for the amount of shade (28% dissatisfied) and the number of courts/availability (20% dissatisfied).
- **Bocce:** Participation in bocce is very high with 20% of respondents who play at least once per week, indicating a strong bocce program. Satisfaction is very high for most aspects; however, dissatisfaction was elevated for the amount of shade (19% dissatisfied) and court lighting (11% dissatisfied).
- **Table Tennis:** 6% of respondents play table tennis at least once per week. Respondents are somewhat satisfied with most aspects with dissatisfaction no higher than 8%, however two aspects received very high dissatisfaction: table lighting (34% dissatisfied) and number of tables/availability (30% dissatisfied).

Fitness:

- Nearly one-third (32%) of respondents use the Fitness Center at least once a week which is below the average of 38% at other similar clubs. Usage at least once a week is highest among those under the age of 65 (45% weekly) and men (42% weekly).
 - While satisfaction is very high for the cleanliness and size of the facility and all aspects of equipment condition and availability, there is elevated dissatisfaction with group exercise classes, including the times classes are offered (17% dissatisfaction) and the availability/number of classes offered (13% dissatisfied).



Swimming Pools/Spas:

- Satisfaction across all four pool/spa facilities is very high with just a few areas of elevated dissatisfaction including the Montgomery shower/changing area (14% dissatisfied), the Vineyard shower/changing area and amount of shade (11% and 10% dissatisfied, respectively). The Foothill pool/spa facility achieved the highest overall satisfaction with no aspect receiving a mean rating below 4.0.

Potential Future Improvements: There was just one potential future improvement that received support from at least a majority of respondents; Explore the implementation of green energy solutions/solar panels (important to 54%).

Other top priorities emerging from the survey include:

- Upgrade IT and technology capabilities throughout the Clubhouse and Community Centers - (important to 49%)
- Install more benches across the community and hiking trails - (important to 45%)
- Enhance outdoor dining areas with roof extensions and pergola coverings for an all-weather space – (important to 41%)
- Explore the feasibility to expand food take out/delivery service - (important to 38%)
- Enhance and upgrade the Gazebo Park area - (important to 37%)
- Expand/enhance casual dining space - (important to 35%)

Some of the potential improvements are more important to the key demographic of respondents under the age of 65 than they are to the **overall** respondent base:

- The feasibility to expand food takeout/delivery services - (46% vs 38%)
- Expand/enhance casual-dining space – (43% vs 35%)
- Offer Wi-Fi café/coffee house space (like Starbucks) – (43% vs 30%)
- Expand bar area for a larger, more comfortable bar space – (33% vs 21%)

There were some notable differences between various cohort groups:

- Building a dog park is more important to those 75 years and younger (important to 32%) compared to those over the age of 75 (important to 17%) and slightly more important for recent residents who have purchased property within the last 5 years (important to 29%) compared to respondents who purchased property more than 5 years ago (important to 21%)
- Expanding/enhancing casual dining space is more important to those respondents under the age of 75 (important to 43%) compared to those over the age of 75 (important to 34%)
- Expanding the bar area for a larger, more comfortable bar space is more important to those under the age of 65 (important to 33%) compared to respondents over the age of 65 (important to 19%) and more important to recent residents (important to 26%) compared to those who have been residents more than 5 years (important to 18%)



KEY TAKAWAYS:

- 1. Club Identity Challenge.** The Villages faces a significant challenge in that most respondents are not using the recreational amenities provided by the community. The above average satisfaction rating stems primarily from the safety and security provided by gated community living and dining in the clubhouse/Bistro. This creates a disconnect that depresses the value rating to one of the lowest we have ever identified in our community club survey studies. An aggregate of the written comments cited The Villages' direction with many objecting to the emphasis on being a "country club community of choice" in the Mission and Vision statements, and others who prefer maintaining The Villages' character as an affordable retirement community. Beyond the operational challenge, this issue will be even more significant as the community strives to generate the capital it needs to maintain the amenities or periodically enhance them.
- 2. Satisfaction vs. Value Perception Gap.** The significant value perception gap (only 51% feel they receive good value versus 68% industry average) combined with strong satisfaction ratings suggests that while the Club maintains quality facilities, this creates tension between residents who want to preserve affordability and "age in place" versus those who recognize that attracting the next generation will require investments in upgrades, expanded/enhanced court sports facilities, improved fitness programming, and enhanced dining options that current members may not use but future members will demand.
- 3. Strong Infrastructure and Public Safety Foundation.** Public safety is identified as a **Quality Driver** with high importance and satisfaction, with public safety services achieving 83% to 91% satisfaction across most areas. The community has built a solid foundation in essential services that residents value most.
- 4. Low Golf Participation Despite High Course Quality.** Not surprising given the resident profile, but it is important to note that 65% of residents don't play golf at all (compared to just 27% industry average), yet 95% of those who do play golf, are very satisfied with course conditions. The club faces a significant challenge in engaging residents with its primary recreational amenity despite maintaining excellent facilities.
- 5. Opportunity to Improve Dining Experience:** Satisfaction with most aspects of both The Bistro and the Clubhouse Restaurant are very high. While 44% of respondents consider the club to be one of their favorite dining destinations, which is right in line with the average from other similar clubs, there is an opportunity to increase dining usage given the club's geographic location and perceived inconvenience of driving outside the gates and down the mountain for a quality dining experience.
- 6. Court Sports Participation and High Satisfaction:** Bocce has exceptionally high participation (20% who play least once per week), pickleball shows moderate usage (15% weekly usage), while tennis shows very low usage (6% weekly). Dissatisfaction with the number and availability of pickleball courts was high (20% dissatisfied), and shade availability is a consistent problem across pickleball (28% dissatisfied) and bocce (19% dissatisfied). Physical comfort/lighting improvements could boost participation across all court sports.



- 7. High Satisfaction with Swimming Pools/Spas and Fitness:** There is widespread satisfaction with all four swimming pool facilities as all four pool facilities received an overall satisfaction mean rating of at least 4.0. Satisfaction is very high for all aspects of the Fitness Center itself however there is some dissatisfaction with programming and specifically group exercise classes.

SUMMING UP

The survey was successful in generating accurate data on the community and club experience and the identification of where improvements are needed. Members are well-satisfied with all of the Club's facilities, dining aspects, and recreational amenities; however, the challenge is how to balance/improve the value perception which is well below industry standards. Club/community identity is another issue that was mentioned frequently throughout the written comments and presents a strategic challenge regarding the future direction of the Club.

The survey results will play an important role in helping leadership chart a path that will enhance future decision-making efforts. Many of the areas identified within the survey results don't necessarily require extensive capital resources and can be addressed in the near term, to help improve the member experience and improve the overall viability of The Villages Golf & Country Club.

Thank you to all who participated in the process.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'F. Vain'.

Frank J. Vain
Chairman, McMahan Community Consultants