Membership Goal Setting

This worksheet will help you set your membership growth goals and calculate the number of new members needed to reach your goal. Actual data for your club is in the table below

| Annual Attrition Rate (3-year average): | 8.2\% | Success Targets |
| :---: | :---: | :---: |
| Annual Attraction Rate (3-year average): | 4.2\% | Attrition less than 15\% |
| Annual Net Growth Rate: | \% | (July 1 membership x .15) |
| The problem we need to solve is: |  | Attraction 5\% greater than Attrition |

$\square$ Low Retention -- Our Attrition Rate Exceeds 15\%
$\square$ Insufficient New Member Attraction - Our Attraction Rate is less than 5\% above our Attrition rate
$\square$ Neither - We need to build on our current membership growth culture and strategies

Membership History
2022-2023 Membership Goal Setting

| Starting Membership July 1, 2022 | 120 |
| :--- | :---: |
| (a) |  |
| Membership Goal July 1, 2023 <br> (July 1, 2022 Start + Growth) |  |
| Net Membership Growth <br> Challenge $=5 \%$ or 5 members | (b) |
| Average Annual Attrition to Replace <br> (Greater of Actual or 10\% = World Class) | $\mathbf{1 2}$ |
| (cew-a) <br> New Members Needed <br> (Growth + Attrition) | (d) |



This worksheet will help you set your membership growth goals and calculate the number of new members needed to reach your goal. Actual data for your club is in the table below

| Annual Attrition Rate (3-year average): | 9.1\% | Success Targets |
| :---: | :---: | :---: |
| Annual Attraction Rate (3-year average): | 2.5\% | Attrition less than 15\% |
| Annual Net Growth Rate: | \% | (July 1 membership x .15) |
| The problem we need to solve is: |  | Attraction 5\% greater than Attrition |

$\square$ Low Retention -- Our Attrition Rate Exceeds 15\%
$\square$ Insufficient New Member Attraction - Our Attraction Rate is less than 5\% above our Attrition rate
$\square$ Neither - We need to build on our current membership growth culture and strategies

Membership History

| Club Year | Members at start <br> of year (July 1) |
| :---: | :---: |
| $2022-2023$ <br> (Current Year) | 85 |
| $2021-2022$ | 93 |
| $2020-2021$ | 98 |
| $2019-2020$ | 103 |
| $2018-2019$ | 86 |

2022-2023 Membership Goal Setting

| Starting Membership July 1, 2022 | 85 |
| :--- | :---: |
| Membership Goal July 1, 2023 <br> (July 1, 2022 Start + Growth) |  |
| Net Membership Growth <br> Challenge $=5 \%$ or 5 members |  |
| (b) |  |
| Average Annual Attrition to Replace <br> (Greater of Actual or 10\% = World Class) | $\mathbf{9}$ |
| (cew Members Needed <br> (Growth + Attrition) |  |
| (d) |  |



This worksheet will help you set your membership growth goals and calculate the number of new members needed to reach your goal. Actual data for your club is in the table below

| Annual Attrition Rate (3-year average): | 6.8\% | Success Targets |
| :---: | :---: | :---: |
| Annual Attraction Rate (3-year average): | 6.8\% | Attrition less than 15\% |
| Annual Net Growth Rate: | \% | (July 1 membership x . 15) |
| The problem we need to sol |  | Attraction 5\% greater than Attrition |

$\square$ Low Retention -- Our Attrition Rate Exceeds 15\%
$\square$ Insufficient New Member Attraction - Our Attraction Rate is less than 5\% above our Attrition rate
$\square$ Neither - We need to build on our current membership growth culture and strategies

Membership History
2022-2023 Membership Goal Setting

| Starting Membership July 1, 2022 | 69 |
| :--- | :---: |
| (a) |  |
| Membership Goal July 1, 2023 <br> (July 1, 2022 Start + Growth) |  |
| Net Membership Growth <br> Challenge $=5 \%$ or 5 members |  |
| Average Annual Attrition to Replace <br> (Greater of Actual or 10\% = World Class) | (c=b-a) |
| New Members Needed <br> (Growth + Attrition) | (d) |



Membership Goal Setting Worksheet

District 7010
Bridgenorth-EnnismoreLakefield

This worksheet will help you set your membership growth goals and calculate the number of new members needed to reach your goal. Actual data for your club is in the table below

$\square$ Low Retention -- Our Attrition Rate Exceeds 15\%
$\square$ Insufficient New Member Attraction - Our Attraction Rate is less than 5\% above our Attrition rate
$\square$ Neither - We need to build on our current membership growth culture and strategies

Membership History
2022-2023 Membership Goal Setting

| Starting Membership July 1, 2022 | 25 |
| :--- | :---: |
| (a) <br> Membership Goal July 1, 2023 <br> (July 1, 2022 Start + Growth) |  |
| Net Membership Growth <br> Challenge $=5 \%$ or 5 members | (b) |
| Average Annual Attrition to Replace <br> (Greater of Actual or 10\% $=$ World Class) | $\mathbf{8}$ |
| (cew-a) <br> (Growth + Attrition) | (d) |

 Membership Goal Setting Worksheet

This worksheet will help you set your membership growth goals and calculate the number of new members needed to reach your goal. Actual data for your club is in the table below

| Annual Attrition Rate (3-year average): | 15.2\% | Success Targets |
| :---: | :---: | :---: |
| Annual Attraction Rate (3-year average): | 9.1\% | Attrition less than 15\% |
| Annual Net Growth Rate: | \% | (July 1 membership x .15) |
| blem we need to sol |  | Attraction 5\% greater than Attrition |

$\square$ Low Retention -- Our Attrition Rate Exceeds 15\%
$\square$ Insufficient New Member Attraction - Our Attraction Rate is less than 5\% above our Attrition rate
$\square$ Neither - We need to build on our current membership growth culture and strategies

Membership History
2022-2023 Membership Goal Setting

| Starting Membership July 1, 2022 | 10 |
| :--- | :---: |
| (a) |  |
| Membership Goal July 1, 2023 <br> (July 1, 2022 Start + Growth) |  |
| Net Membership Growth <br> Challenge $=5 \%$ or 5 members | (b) |
| Average Annual Attrition to Replace <br> (Greater of Actual or 10\% = World Class) | $\mathbf{2}$ |
| New Members Needed <br> (Growth + Attrition) | (d) |



This worksheet will help you set your membership growth goals and calculate the number of new members needed to reach your goal. Actual data for your club is in the table below

| Annual Attrition Rate (3-year average): | 22.4\% | Success Targets |
| :---: | :---: | :---: |
| Annual Attraction Rate (3-year average): | 10.2\% | Attrition less than 15\% |
| Annual Net Growth Rate: | - \% | (July 1 membership x . 15) |
| The problem we need to so |  | Attraction 5\% greater than Atrrition |

$\square$ Low Retention -- Our Attrition Rate Exceeds 15\%
$\square$ Insufficient New Member Attraction - Our Attraction Rate is less than 5\% above our Attrition rate
$\square$ Neither - We need to build on our current membership growth culture and strategies

Membership History
2022-2023 Membership Goal Setting

| Starting Membership July 1, 2022 | 12 |
| :--- | :---: |
| (a) |  |
| Membership Goal July 1, 2023 <br> (July 1, 2022 Start + Growth) |  |
| Net Membership Growth <br> Challenge $=5 \%$ or 5 members | (b) |
| (c=b-a) <br> Average Annual Attrition to Replace <br> (Greater of Actual or 10\% = World Class) | $\mathbf{4}$ |
| (d) <br> (Gew Members Needed <br> (Growth + Attrition) |  |



This worksheet will help you set your membership growth goals and calculate the number of new members needed to reach your goal. Actual data for your club is in the table below

| Annual Attrition Rate (3-year average): | 4.1\% | Success Targets |
| :---: | :---: | :---: |
| Annual Attraction Rate (3-year average): | 4.1\% | Attrition less than 15\% |
| nnual Net Growth Rate: | \% | (July 1 membership x .15) |
|  |  | Attraction 5\% greater than Attrition |

$\square$ Low Retention -- Our Attrition Rate Exceeds 15\%
$\square$ Insufficient New Member Attraction - Our Attraction Rate is less than 5\% above our Attrition rate
$\square$ Neither - We need to build on our current membership growth culture and strategies

Membership History
2022-2023 Membership Goal Setting

| Starting Membership July 1, 2022 | 17 |
| :--- | :---: |
| (a) |  |
| Membership Goal July 1, 2023 <br> (July 1, 2022 Start + Growth) |  |
| Net Membership Growth <br> Challenge $=5 \%$ or 5 members | (b) |
| Average Annual Attrition to Replace <br> (Greater of Actual or 10\% = World Class) | $\mathbf{2}$ |
| New Members Needed <br> (Growth + Attrition) | (d) |



This worksheet will help you set your membership growth goals and calculate the number of new members needed to reach your goal. Actual data for your club is in the table below

| Annual Attrition Rate (3-year average): | 27.8\% | Success Targets |
| :---: | :---: | :---: |
| Annual Attraction Rate (3-year average): | 8.3\% | Attrition less than 15\% |
| Annual Net Growth Rate: | \% | (July 1 membership x .15) |
| The problem we need to solve is: |  | Attraction 5\% greater than Attrition |

$\square$ Low Retention -- Our Attrition Rate Exceeds 15\%
$\square$ Insufficient New Member Attraction - Our Attraction Rate is less than 5\% above our Attrition rate
$\square$ Neither - We need to build on our current membership growth culture and strategies

Membership History
2022-2023 Membership Goal Setting

| Starting Membership July 1, 2022 | 10 |
| :--- | :---: |
| (a) |  |
| Membership Goal July 1, 2023 <br> (July 1, 2022 Start + Growth) |  |
| Net Membership Growth <br> Challenge $=5 \%$ or 5 members | (b) |
| (c=b-a) <br> Average Annual Attrition to Replace <br> (Greater of Actual or 10\% = World Class) | $\mathbf{4}$ |
| (d) <br> (Gew Members Needed <br> (Growth + Attrition) | (c+d) |



This worksheet will help you set your membership growth goals and calculate the number of new members needed to reach your goal. Actual data for your club is in the table below

| Annual Attrition Rate (3-year average): |  | 4.9\% | Success Targets |
| :---: | :---: | :---: | :---: |
| Annual Attraction Rate (3-year average): |  | 12.2\% | Attrition less than 15\% |
| Annual Net Growth Rate: | + | \% | (July 1 membership x . 15) |
| The problem we need to so |  |  | Attraction 5\% greater than Attrition |

$\square$ Low Retention -- Our Attrition Rate Exceeds 15\%
$\square$ Insufficient New Member Attraction - Our Attraction Rate is less than 5\% above our Attrition rate
$\square$ Neither - We need to build on our current membership growth culture and strategies

Membership History
2022-2023 Membership Goal Setting

| Starting Membership July 1, 2022 | 16 |
| :--- | :---: |
| (a) |  |
| Membership Goal July 1, 2023 <br> (July 1, 2022 Start + Growth) |  |
| Net Membership Growth <br> Challenge $=5 \%$ or 5 members | (b) |
| (c=b-a) <br> Average Annual Attrition to Replace <br> (Greater of Actual or 10\% = World Class) | $\mathbf{2}$ |
| New Members Needed <br> (Growth + Attrition) | (d) |

 Membership Goal Setting Worksheet

This worksheet will help you set your membership growth goals and calculate the number of new members needed to reach your goal. Actual data for your club is in the table below

| Annual Attrition Rate (3-year average): | 22.2\% | Success Targets |
| :---: | :---: | :---: |
| Annual Attraction Rate (3-year average): | 8.3\% | Attrition less than 15\% |
| Annual Net Growth Rate: | \% | (July 1 membership x .15) |
| The problem we need to solve is: |  | Attraction 5\% greater than Attrition |

$\square$ Low Retention -- Our Attrition Rate Exceeds 15\%
$\square$ Insufficient New Member Attraction - Our Attraction Rate is less than 5\% above our Attrition rate
$\square$ Neither - We need to build on our current membership growth culture and strategies

Membership History
2022-2023 Membership Goal Setting

| Starting Membership July 1, 2022 | 11 |
| :--- | :---: |
| Membership Goal July 1, 2023 <br> (July 1, 2022 Start + Growth) |  |
| Net Membership Growth <br> Challenge $=5 \%$ or 5 members |  |
| (b) |  |
| Average Annual Attrition to Replace <br> (Greater of Actual or 10\% = World Class) | $\mathbf{3}$ |
| (cw Members Needed <br> (Growth + Attrition) |  |



This worksheet will help you set your membership growth goals and calculate the number of new members needed to reach your goal. Actual data for your club is in the table below

| Annual Attrition Rate (3-year average): | 12.5\% | Success Targets |
| :---: | :---: | :---: |
| Annual Attraction Rate (3-year average): | 6.9\% | Attrition less than 15\% |
| Annual Net Growth Rate: | \% | (July 1 membership x .15) |
| blem we need to sol |  | Attraction 5\% greater than Attrition |

$\square$ Low Retention -- Our Attrition Rate Exceeds 15\%
$\square$ Insufficient New Member Attraction - Our Attraction Rate is less than 5\% above our Attrition rate
$\square$ Neither - We need to build on our current membership growth culture and strategies

Membership History
2022-2023 Membership Goal Setting

| Starting Membership July 1, 2022 | 44 |
| :--- | :---: |
| (a) |  |
| Membership Goal July 1, 2023 <br> (July 1, 2022 Start + Growth) |  |
| Net Membership Growth <br> Challenge $=5 \%$ or 5 members | (b) |
| Average Annual Attrition to Replace <br> (Greater of Actual or 10\% = World Class) | 6 |
| New Members Needed <br> (Growth + Attrition) | (d) |



Membership Goal Setting Worksheet

This worksheet will help you set your membership growth goals and calculate the number of new members needed to reach your goal. Actual data for your club is in the table below

| Annual Attrition Rate (3-year average): | 14.3\% | Success Targets |
| :---: | :---: | :---: |
| Annual Attraction Rate (3-year average): | 14.3\% | Attrition less than 15\% |
| Annual Net Growth Rate: | \% | (July 1 membership x .15) |
| The problem we need to sol |  | Attraction 5\% greater than Attrition |

$\square$ Low Retention -- Our Attrition Rate Exceeds 15\%
$\square$ Insufficient New Member Attraction - Our Attraction Rate is less than 5\% above our Attrition rate
$\square$ Neither - We need to build on our current membership growth culture and strategies

Membership History

| Club Year | Members at start <br> of year (July 1) |
| :---: | :---: |
| $2022-2023$ <br> (Current Year) | 25 |
| $2021-2022$ | 25 |
| $2020-2021$ | 27 |
| $2019-2020$ | 25 |
| $2018-2019$ | 24 |

2022-2023 Membership Goal Setting

| Starting Membership July 1, 2022 | 25 |
| :--- | :---: |
| (a) |  |
| Membership Goal July 1, 2023 <br> (July 1, 2022 Start + Growth) |  |
| Net Membership Growth <br> Challenge $=5 \%$ or 5 members |  |
| (b) |  |
| Average Annual Attrition to Replace <br> (Greater of Actual or 10\% = World Class) | $\mathbf{4}$ |
| New Members Needed <br> (Growth + Attrition) | (d) |
| (c+d) |  |



This worksheet will help you set your membership growth goals and calculate the number of new members needed to reach your goal. Actual data for your club is in the table below

| Annual Attrition Rate (3-year average): | 15.2\% | Success Targets |
| :---: | :---: | :---: |
| Annual Attraction Rate (3-year average): | 11.4\% | Attrition less than 15\% |
| Annual Net Growth R | \% | (July 1 membership x .15) |
|  |  | Attraction 5\% greater than Attrition |

$\square$ Low Retention -- Our Attrition Rate Exceeds 15\%
$\square$ Insufficient New Member Attraction - Our Attraction Rate is less than 5\% above our Attrition rate
$\square$ Neither - We need to build on our current membership growth culture and strategies

Membership History
2022-2023 Membership Goal Setting

| Starting Membership July 1, 2022 | 24 |
| :--- | :---: |
| (a) |  |
| Membership Goal July 1, 2023 <br> (July 1, 2022 Start + Growth) |  |
| Net Membership Growth <br> Challenge $=5 \%$ or 5 members |  |
| (b) Average Annual Attrition to Replace <br> (Greater of Actual or 10\% = World Class) | $\mathbf{4}$ |
| (c) <br> (d) <br> (Growth + Attrition) |  |

 Membership Goal Setting Worksheet

This worksheet will help you set your membership growth goals and calculate the number of new members needed to reach your goal. Actual data for your club is in the table below

| Annual Attrition Rate (3-year average): | 36.7\% | Success Targets |
| :---: | :---: | :---: |
| Annual Attraction Rate (3-year average): | 25.2\% | Attrition less than 15\% |
| nnual Net Growth Rate: | - \% | (July 1 membership x .15) |
| lem we need to sol |  | Attraction 5\% greater than Atrition |

$\square$ Low Retention -- Our Attrition Rate Exceeds 15\%
$\square$ Insufficient New Member Attraction - Our Attraction Rate is less than 5\% above our Attrition rate
$\square$ Neither - We need to build on our current membership growth culture and strategies

Membership History
2022-2023 Membership Goal Setting

| Starting Membership July 1, 2022 | 28 |
| :--- | :---: |
| (a) |  |
| Membership Goal July 1, 2023 <br> (July 1, 2022 Start + Growth) |  |
| Net Membership Growth <br> Challenge $=5 \%$ or 5 members |  |
| (b) |  |
| Average Annual Attrition to Replace <br> (Greater of Actual or 10\% = World Class) | $\mathbf{1 7}$ |
| (cew <br> New Members Needed <br> (Growth + Attrition) |  |
| (d) |  |

 Membership Goal Setting Worksheet

This worksheet will help you set your membership growth goals and calculate the number of new members needed to reach your goal. Actual data for your club is in the table below

| Annual Attrition Rate (3-year average): |  | 11.7\% | Success Targets |
| :---: | :---: | :---: | :---: |
| Annual Attraction Rate (3-year average): |  | 16.9\% | Attrition less than 15\% |
| Annual Net Growth Rate: | + | \% | (July 1 membership x . 15) |
| The problem we need to solve is: |  |  | Attraction 5\% greater than Attrition |

$\square$ Low Retention -- Our Attrition Rate Exceeds 15\%
$\square$ Insufficient New Member Attraction - Our Attraction Rate is less than 5\% above our Attrition rate
$\square$ Neither - We need to build on our current membership growth culture and strategies

Membership History
2022-2023 Membership Goal Setting

| Starting Membership July 1, 2022 | 27 |
| :--- | :---: |
| (a) |  |
| Membership Goal July 1, 2023 <br> (July 1, 2022 Start + Growth) |  |
| Net Membership Growth <br> Challenge $=5 \%$ or 5 members |  |
| (b) Average Annual Attrition to Replace <br> (Greater of Actual or 10\% = World Class) | $\mathbf{3}$ |
| (cw <br> (d) <br> (Growth + Attrition) |  |



This worksheet will help you set your membership growth goals and calculate the number of new members needed to reach your goal. Actual data for your club is in the table below

| Annual Attrition Rate (3-year average): | 45.2\% | Success Targets |
| :---: | :---: | :---: |
| Annual Attraction Rate (3-year average): | 19.0\% | Attrition less than 15\% |
| Annual Net Growth Rate: | \% | (July 1 membership x .15) |
| The problem we need to solve is: |  | Attraction 5\% greater than Attrition |

$\square$ Low Retention -- Our Attrition Rate Exceeds 15\%
$\square$ Insufficient New Member Attraction - Our Attraction Rate is less than 5\% above our Attrition rate
$\square$ Neither - We need to build on our current membership growth culture and strategies

Membership History
2022-2023 Membership Goal Setting

| Starting Membership July 1, 2022 | 14 | (a) |
| :---: | :---: | :---: |
| Membership Goal July 1, 2023 (July 1, 2022 Start + Growth) |  | (b) |
| Net Membership Growth Challenge $=5 \%$ or 5 members |  |  |
| Average Annual Attrition to Replace (Greater of Actual or $10 \%=$ World Class) | 7 | (d) |
| New Members Needed (Growth + Attrition) |  | (c+d) |



This worksheet will help you set your membership growth goals and calculate the number of new members needed to reach your goal. Actual data for your club is in the table below

| Annual Attrition Rate (3-year average): | 16.1\% | Success Targets |
| :---: | :---: | :---: |
| Annual Attraction Rate (3-year average): | 4.6\% | Attrition less than 15\% |
| Annual Net Growth Rate: | \% | (July 1 membership x.15) |
| The problem we need to solve |  | Attraction 5\% greater than Attrition |

$\square$ Low Retention -- Our Attrition Rate Exceeds 15\%
$\square$ Insufficient New Member Attraction - Our Attraction Rate is less than 5\% above our Attrition rate
$\square$ Neither - We need to build on our current membership growth culture and strategies

Membership History
2022-2023 Membership Goal Setting

| Starting Membership July 1, 2022 | 25 |
| :--- | :---: |
| (a) |  |
| Membership Goal July 1, 2023 <br> (July 1, 2022 Start + Growth) |  |
| Net Membership Growth <br> Challenge $=5 \%$ or 5 members | (b) |
| Average Annual Attrition to Replace <br> (Greater of Actual or 10\% = World Class) | 5 |
| New Members Needed <br> (Growth + Attrition) | (d) |



This worksheet will help you set your membership growth goals and calculate the number of new members needed to reach your goal. Actual data for your club is in the table below

| Annual Attrition Rate (3-year average): | 23.1\% | Success Targets |
| :---: | :---: | :---: |
| Annual Attraction Rate (3-year average): | 0.0\% | Attrition less than 15\% |
| nnual Net Growth Rate: | - \% | (July 1 membership x .15) |
| blem we need to solv |  | Attraction 5\% greater than Atrition |

$\square$ Low Retention -- Our Attrition Rate Exceeds 15\%
$\square$ Insufficient New Member Attraction - Our Attraction Rate is less than 5\% above our Attrition rate
$\square$ Neither - We need to build on our current membership growth culture and strategies

Membership History
2022-2023 Membership Goal Setting

| Starting Membership July 1, 2022 | 4 |
| :--- | :---: |
| (a) |  |
| Membership Goal July 1, 2023 <br> (July 1, 2022 Start + Growth) |  |
| Net Membership Growth <br> Challenge $=5 \%$ or 5 members |  |
| (b) |  |
| Average Annual Attrition to Replace <br> (Greater of Actual or 10\% = World Class) | $\mathbf{1}$ |
| New Members Needed <br> (Growth + Attrition) | (d) |

 Membership Goal Setting

This worksheet will help you set your membership growth goals and calculate the number of new members needed to reach your goal. Actual data for your club is in the table below

| Annual Attrition Rate (3-year average): | 12.6\% | Success Targets |
| :---: | :---: | :---: |
| Annual Attraction Rate (3-year average): | 9.1\% | Attrition less than 15\% |
| nnual Net Growth Rate: | - \% | (July 1 membership x .15) |
| blem we need to solv |  | Attraction 5\% greater than Atrition |

$\square$ Low Retention -- Our Attrition Rate Exceeds 15\%
$\square$ Insufficient New Member Attraction - Our Attraction Rate is less than 5\% above our Attrition rate
$\square$ Neither - We need to build on our current membership growth culture and strategies

Membership History
2022-2023 Membership Goal Setting

| Starting Membership July 1, 2022 | 46 |
| :--- | :---: |
| (a) |  |
| Membership Goal July 1, 2023 <br> (July 1, 2022 Start + Growth) |  |
| Net Membership Growth <br> Challenge $=5 \%$ or 5 members | (b) |
| (c=b-a) <br> Average Annual Attrition to Replace <br> (Greater of Actual or 10\% = World Class) | 6 |
| New Members Needed <br> (Growth + Attrition) | (c+d) |

 Membership Goal Setting Worksheet

This worksheet will help you set your membership growth goals and calculate the number of new members needed to reach your goal. Actual data for your club is in the table below

| Annual Attrition Rate (3-year average): | 12.2\% | Success Targets |
| :---: | :---: | :---: |
| Annual Attraction Rate (3-year average): | 22.4\% | Attrition less than 15\% |
| Annual Net Growth Rate: | + \% | (July 1 membership x .15) |
| The problem we need to so |  | Attraction 5\% greater than Attrition |

$\square$ Low Retention -- Our Attrition Rate Exceeds 15\%
$\square$ Insufficient New Member Attraction - Our Attraction Rate is less than 5\% above our Attrition rate
$\square$ Neither - We need to build on our current membership growth culture and strategies

Membership History
2022-2023 Membership Goal Setting

| Starting Membership July 1, 2022 | 20 |
| :--- | :---: |
| (a) |  |
| Membership Goal July 1, 2023 <br> (July 1, 2022 Start + Growth) |  |
| Net Membership Growth <br> Challenge $=5 \%$ or 5 members |  |
| (b) Average Annual Attrition to Replace <br> (Greater of Actual or 10\% = World Class) | $\mathbf{2}$ |
| (cw Members Needed <br> (Growth + Attrition) |  |



This worksheet will help you set your membership growth goals and calculate the number of new members needed to reach your goal. Actual data for your club is in the table below

| Annual Attrition Rate (3-year average): | 9.1\% | Success Targets |
| :---: | :---: | :---: |
| Annual Attraction Rate (3-year average): | 3.6\% | Attrition less than 15\% |
| Annual Net Growth Rate: | - \% | (July 1 membership x .15) |
| blem we need to solve |  | Attraction 5\% greater than Attrition |

$\square$ Low Retention -- Our Attrition Rate Exceeds 15\%
$\square$ Insufficient New Member Attraction - Our Attraction Rate is less than 5\% above our Attrition rate
$\square$ Neither - We need to build on our current membership growth culture and strategies

Membership History
2022-2023 Membership Goal Setting

| Starting Membership July 1, 2022 | 53 |
| :--- | :---: |
| (a) |  |
| Membership Goal July 1, 2023 <br> (July 1, 2022 Start + Growth) |  |
| Net Membership Growth <br> Challenge $=5 \%$ or 5 members |  |
| (b) Average Annual Attrition to Replace <br> (Greater of Actual or 10\% = World Class) | 6 |
| New Members Needed <br> (Growth + Attrition) | (d) |



This worksheet will help you set your membership growth goals and calculate the number of new members needed to reach your goal. Actual data for your club is in the table below

| Annual Attrition Rate (3-year average): | 24.1\% | Success Targets |
| :---: | :---: | :---: |
| Annual Attraction Rate (3-year average): | 15.9\% | Attrition less than 15\% |
| Annual Net Growth Rate: | \% | (July 1 membership x .15) |
| The problem we need to sol |  | Attraction 5\% greater than Attrition |

$\square$ Low Retention -- Our Attrition Rate Exceeds 15\%
$\square$ Insufficient New Member Attraction - Our Attraction Rate is less than 5\% above our Attrition rate
$\square$ Neither - We need to build on our current membership growth culture and strategies

Membership History
2022-2023 Membership Goal Setting

| Starting Membership July 1, 2022 | 45 |
| :--- | :---: |
| (a) |  |
| Membership Goal July 1, 2023 <br> (July 1, 2022 Start + Growth) |  |
| Net Membership Growth <br> Challenge $=5 \%$ or 5 members | (b) |
| Average Annual Attrition to Replace <br> (Greater of Actual or 10\% = World Class) | $\mathbf{1 2}$ |
| (cw Members Needed <br> (Growth + Attrition) | (d) |



This worksheet will help you set your membership growth goals and calculate the number of new members needed to reach your goal. Actual data for your club is in the table below

| Annual Attrition Rate (3-year average): |  | 6.3\% | Success Targets |
| :---: | :---: | :---: | :---: |
| Annual Attraction Rate (3-year average): |  | 13.7\% | Attrition less than 15\% |
| Annual Net Growth Rate: | + | \% | (July 1 membership x .15) |
| The problem we need to so |  |  | Attraction 5\% greater than Attrition |

$\square$ Low Retention -- Our Attrition Rate Exceeds 15\%
$\square$ Insufficient New Member Attraction - Our Attraction Rate is less than 5\% above our Attrition rate
$\square$ Neither - We need to build on our current membership growth culture and strategies

Membership History
2022-2023 Membership Goal Setting

| Starting Membership July 1, 2022 | 34 |
| :--- | :---: |
| (a) |  |
| Membership Goal July 1, 2023 <br> (July 1, 2022 Start + Growth) |  |
| Net Membership Growth <br> Challenge $=5 \%$ or 5 members |  |
| (b) Average Annual Attrition to Replace <br> (Greater of Actual or 10\% = World Class) | $\mathbf{4}$ |
| (c) <br> (d) <br> (Growth + Attrition) |  |



This worksheet will help you set your membership growth goals and calculate the number of new members needed to reach your goal. Actual data for your club is in the table below

| Annual Attrition Rate (3-year average): | 14.5\% | Success Targets |
| :---: | :---: | :---: |
| Annual Attraction Rate (3-year average): | 12.7\% | Attrition less than 15\% |
| Annual Net Growth Rate: | \% | (July 1 membership x . 15) |
| The problem we need to so |  | Attraction 5\% greater than Attrition |

$\square$ Low Retention -- Our Attrition Rate Exceeds 15\%
$\square$ Insufficient New Member Attraction - Our Attraction Rate is less than 5\% above our Attrition rate
$\square$ Neither - We need to build on our current membership growth culture and strategies

Membership History
2022-2023 Membership Goal Setting

| Starting Membership July 1, 2022 | 16 |
| :--- | :---: |
| (a) |  |
| Membership Goal July 1, 2023 <br> (July 1, 2022 Start + Growth) |  |
| Net Membership Growth <br> Challenge $=5 \%$ or 5 members |  |
| Average Annual Attrition to Replace <br> (Greater of Actual or 10\% = World Class) | $\mathbf{3}$ |
| (bew Members Needed <br> (Growth + Attrition) | (d) |



This worksheet will help you set your membership growth goals and calculate the number of new members needed to reach your goal. Actual data for your club is in the table below

| Annual Attrition Rate (3-year average): | 18.3\% | Success Targets |
| :---: | :---: | :---: |
| Annual Attraction Rate (3-year average): | 13.0\% | Attrition less than 15\% |
| Annual Net Growth Rate: | \% | (July 1 membership x .15) |
| The problem we need to solve is: |  | Attraction 5 \% greater than Attrition |

$\square$ Low Retention -- Our Attrition Rate Exceeds 15\%
$\square$ Insufficient New Member Attraction - Our Attraction Rate is less than 5\% above our Attrition rate
$\square$ Neither - We need to build on our current membership growth culture and strategies

Membership History
2022-2023 Membership Goal Setting

| Starting Membership July 1, 2022 | 52 |
| :--- | :---: |
| (a) |  |
| Membership Goal July 1, 2023 <br> (July 1, 2022 Start + Growth) |  |
| Net Membership Growth <br> Challenge $=5 \%$ or 5 members | (b) |
| Average Annual Attrition to Replace <br> (Greater of Actual or 10\% = World Class) | $\mathbf{1 1}$ |
| (c=b-a) <br> New Members Needed <br> (Growth + Attrition) | (d) |



This worksheet will help you set your membership growth goals and calculate the number of new members needed to reach your goal. Actual data for your club is in the table below

| Annual Attrition Rate (3-year average): | 13.7\% | Success Targets |
| :---: | :---: | :---: |
| Annual Attraction Rate (3-year average): | 6.0\% | Attrition less than 15\% |
| Annual Net Growth Rate: | \% | (July 1 membership x .15) |
| blem we need to sol |  | Attraction 5\% greater than Attrition |

$\square$ Low Retention -- Our Attrition Rate Exceeds 15\%
$\square$ Insufficient New Member Attraction - Our Attraction Rate is less than 5\% above our Attrition rate
$\square$ Neither - We need to build on our current membership growth culture and strategies

Membership History
2022-2023 Membership Goal Setting

| Starting Membership July 1, 2022 | 35 | (a) |
| :---: | :---: | :---: |
| Membership Goal July 1, 2023 <br> (July 1, 2022 Start + Growth) |  | (b) |
| Net Membership Growth Challenge $=5 \%$ or 5 members |  |  |
| Average Annual Attrition to Replace (Greater of Actual or $10 \%=$ World Class) | 6 |  |
| New Members Needed (Growth + Attrition) |  | (c+d) |



This worksheet will help you set your membership growth goals and calculate the number of new members needed to reach your goal. Actual data for your club is in the table below

| Annual Attrition Rate (3-year average): |  | 6.4\% | Success Targets |
| :---: | :---: | :---: | :---: |
| Annual Attraction Rate (3-year average): |  | 8.5\% | Attrition less than 15\% |
| Annual Net Growth Rate: | $\pm$ | \% | (July 1 membership x .15) |
| The problem we need to solv |  |  | Attraction 5\% greater than Attrition |

$\square$ Low Retention -- Our Attrition Rate Exceeds 15\%
$\square$ Insufficient New Member Attraction - Our Attraction Rate is less than 5\% above our Attrition rate
$\square$ Neither - We need to build on our current membership growth culture and strategies

Membership History
2022-2023 Membership Goal Setting

| Starting Membership July 1, 2022 | 15 |
| :--- | :---: |
| (a) |  |
| Membership Goal July 1, 2023 <br> (July 1, 2022 Start + Growth) |  |
| Net Membership Growth <br> Challenge $=5 \%$ or 5 members | (b) |
| Average Annual Attrition to Replace <br> (Greater of Actual or 10\% = World Class) | 2 |
| New Members Needed <br> (Growth + Attrition) | (d) |



This worksheet will help you set your membership growth goals and calculate the number of new members needed to reach your goal. Actual data for your club is in the table below

| Annual Attrition Rate (3-year average): | 16.1\% | Success Targets |
| :---: | :---: | :---: |
| Annual Attraction Rate (3-year average): | 1.6\% | Attrition less than 15\% |
| Annual Net Growth Rate: | \% | (July 1 membership x .15) |
| The problem we need to solve is: |  | Attraction 5\% greater than Atrition |

$\square$ Low Retention -- Our Attrition Rate Exceeds 15\%
$\square$ Insufficient New Member Attraction - Our Attraction Rate is less than 5\% above our Attrition rate
$\square$ Neither - We need to build on our current membership growth culture and strategies

Membership History
2022-2023 Membership Goal Setting

| Starting Membership July 1, 2022 | 19 |
| :--- | :---: |
| (a) |  |
| Membership Goal July 1, 2023 <br> (July 1, 2022 Start + Growth) |  |
| Net Membership Growth <br> Challenge $=5 \%$ or 5 members |  |
| Average Annual Attrition to Replace <br> (Greater of Actual or 10\% = World Class) | 4 |
| (c=b-a) <br> (Growth + Attrition) | (d) |



This worksheet will help you set your membership growth goals and calculate the number of new members needed to reach your goal. Actual data for your club is in the table below

| Annual Attrition Rate (3-year average): | 5.7\% | Success Targets |
| :---: | :---: | :---: |
| Annual Attraction Rate (3-year average): | 5.7\% | Attrition less than 15\% |
| Annual Net Growth Rate: | \% | (July 1 membership x .15) |
| blem we need to sol |  | Attraction 5\% greater than Attrition |

$\square$ Low Retention -- Our Attrition Rate Exceeds 15\%
$\square$ Insufficient New Member Attraction - Our Attraction Rate is less than 5\% above our Attrition rate
$\square$ Neither - We need to build on our current membership growth culture and strategies

Membership History
2022-2023 Membership Goal Setting

| Starting Membership July 1, 2022 | 13 |
| :--- | :---: |
| (a) |  |
| Membership Goal July 1, 2023 <br> (July 1, 2022 Start + Growth) |  |
| Net Membership Growth <br> Challenge $=5 \%$ or 5 members | (b) |
| (c=b-a) <br> Average Annual Attrition to Replace <br> (Greater of Actual or 10\% = World Class) | $\mathbf{2}$ |
| New Members Needed <br> (Growth + Attrition) | (d) |



This worksheet will help you set your membership growth goals and calculate the number of new members needed to reach your goal. Actual data for your club is in the table below

Annual Attrition Rate (3-year average):
Annual Attraction Rate (3-year average):

## Annual Net Growth Rate:



The problem we need to solve is:

## Success Targets

Attrition less than $15 \%$
(July 1 membership x .15)
Attraction 5\% greater than Attrition
$\square$ Low Retention -- Our Attrition Rate Exceeds 15\%
$\square$ Insufficient New Member Attraction - Our Attraction Rate is less than 5\% above our Attrition rate
$\square$ Neither - We need to build on our current membership growth culture and strategies

Membership History
2022-2023 Membership Goal Setting

| Starting Membership July 1, 2022 | 25 |
| :--- | :---: |
| (a) <br> (July 1, 2022 Start + Growth) |  |
| Net Membership Growth <br> Challenge $=5 \%$ or 5 members | (b) |
| Average Annual Attrition to Replace <br> (Greater of Actual or 10\% = World Class) | 5 |
| New Members Needed <br> (Growth + Attrition) | (d) |



This worksheet will help you set your membership growth goals and calculate the number of new members needed to reach your goal. Actual data for your club is in the table below

| Annual Attrition Rate (3-year average): | 13.1\% | Success Targets |
| :---: | :---: | :---: |
| Annual Attraction Rate (3-year average): | 11.9\% | Attrition less than 15\% |
| Annual Net Growth Rate: | \% | (July 1 membership x .15) |
| The problem we need to solve is: |  | Attraction 5\% greater than Atrition |

$\square$ Low Retention -- Our Attrition Rate Exceeds 15\%
$\square$ Insufficient New Member Attraction - Our Attraction Rate is less than 5\% above our Attrition rate
$\square$ Neither - We need to build on our current membership growth culture and strategies

Membership History
2022-2023 Membership Goal Setting

| Starting Membership July 1, 2022 | 29 |
| :--- | :---: |
| (a) |  |
| Membership Goal July 1, 2023 <br> (July 1, 2022 Start + Growth) |  |
| Net Membership Growth <br> Challenge $=5 \%$ or 5 members |  |
| (b) Average Annual Attrition to Replace <br> (Greater of Actual or 10\% = World Class) | $\mathbf{4}$ |
| (c) <br> (d) <br> (Growth + Attrition) |  |



This worksheet will help you set your membership growth goals and calculate the number of new members needed to reach your goal. Actual data for your club is in the table below

| Annual Attrition Rate (3-year average): | 18.3\% | Success Targets |
| :---: | :---: | :---: |
| Annual Attraction Rate (3-year average): | 5.0\% | Attrition less than 15\% |
| Annual Net Growth Rate: | \% | (July 1 membership x .15) |
| blem we need to sol |  | Attraction 5\% greater than Attrition |

$\square$ Low Retention -- Our Attrition Rate Exceeds 15\%
$\square$ Insufficient New Member Attraction - Our Attraction Rate is less than 5\% above our Attrition rate
$\square$ Neither - We need to build on our current membership growth culture and strategies

Membership History
2022-2023 Membership Goal Setting

| Starting Membership July 1, 2022 | 19 |
| :--- | :---: |
| (a) |  |
| Membership Goal July 1, 2023 <br> (July 1, 2022 Start + Growth) |  |
| Net Membership Growth <br> Challenge $=5 \%$ or 5 members | (b) |
| (c=b-a) <br> Average Annual Attrition to Replace <br> (Greater of Actual or 10\% = World Class) | 4 |
| (d) <br> (Growth + Attrition) |  |



This worksheet will help you set your membership growth goals and calculate the number of new members needed to reach your goal. Actual data for your club is in the table below

| Annual Attrition Rate (3-year average): | $\underline{\mathbf{1 3 . 6 \%}}$ | Success Targets <br> Atrition less than 15\% |
| :--- | :---: | :---: |
| Annual Attraction Rate (3-year average): | $\underline{13.6 \%}$ |  |
| (July 1 membership x .15) |  |  |

$\square$ Low Retention -- Our Attrition Rate Exceeds 15\%
$\square$ Insufficient New Member Attraction - Our Attraction Rate is less than 5\% above our Attrition rate
$\square$ Neither - We need to build on our current membership growth culture and strategies

Membership History

| Club Year | Members at start <br> of year (July 1) |
| :---: | :---: |
| $2022-2023$ <br> (Current Year) | 15 |
| $2021-2022$ | 13 |
| $2020-2021$ | 16 |
| $2019-2020$ | 15 |
| $2018-2019$ | 14 |

2022-2023 Membership Goal Setting

| Starting Membership July 1, 2022 | $\mathbf{1 5}$ |
| :--- | :---: |
| (a) <br> Membership Goal July 1, 2023 <br> (July 1, 2022 Start + Growth) |  |
| Net Membership Growth <br> Challenge $=5 \%$ or 5 members | (b) |
| (c=b-a) <br> Average Annual Attrition to Replace <br> (Greater of Actual or 10\% = World Class) | $\mathbf{2}$ |
| New Members Needed <br> (Growth + Attrition) | (d) |



This worksheet will help you set your membership growth goals and calculate the number of new members needed to reach your goal. Actual data for your club is in the table below

| Annual Attrition Rate (3-year average): |  | 6.9\% | Success Targets |
| :---: | :---: | :---: | :---: |
| Annual Attraction Rate (3-year average): |  | 11.1\% | Attrition less than 15\% |
| Annual Net Growth Rate: | + | \% | (July 1 membership x .15) |
| The problem we need to so |  |  | Attraction 5\% greater than Attrition |

$\square$ Low Retention -- Our Attrition Rate Exceeds 15\%
$\square$ Insufficient New Member Attraction - Our Attraction Rate is less than 5\% above our Attrition rate
$\square$ Neither - We need to build on our current membership growth culture and strategies

Membership History
2022-2023 Membership Goal Setting

| Starting Membership July 1, 2022 | 47 |
| :--- | :---: |
| (a) |  |
| Membership Goal July 1, 2023 <br> (July 1, 2022 Start + Growth) |  |
| Net Membership Growth <br> Challenge $=5 \%$ or 5 members |  |
| (b) |  |
| Average Annual Attrition to Replace <br> (Greater of Actual or 10\% = World Class) | $\mathbf{5}$ |
| New Members Needed <br> (Growth + Attrition) | (d) |
| (c+d) |  |



This worksheet will help you set your membership growth goals and calculate the number of new members needed to reach your goal. Actual data for your club is in the table below

| Annual Attrition Rate (3-year average): | 21.7\% | Success Targets |
| :---: | :---: | :---: |
| Annual Attraction Rate (3-year average): | 8.7\% | Attrition less than 15\% |
| Annual Net Growth Rate: | - \% | (July 1 membership x . 15) |
| The prob |  | Attraction 5\% greater than Attrition |

$\square$ Low Retention -- Our Attrition Rate Exceeds 15\%
$\square$ Insufficient New Member Attraction - Our Attraction Rate is less than 5\% above our Attrition rate
$\square$ Neither - We need to build on our current membership growth culture and strategies

Membership History

| Club Year | Members at start <br> of year (July 1) |
| :---: | :---: |
| $2022-2023$ <br> (Current Year) | 38 |
| $2021-2022$ | 48 |
| $2020-2021$ | 52 |
| $2019-2020$ | 56 |
| $2018-2019$ | 56 |

2022-2023 Membership Goal Setting

| Starting Membership July 1, 2022 | 38 |
| :--- | :---: |
| Membership Goal July 1, 2023 <br> (July 1, 2022 Start + Growth) |  |
| Net Membership Growth <br> Challenge $=5 \%$ or 5 members | (b) |
| Average Annual Attrition to Replace <br> (Greater of Actual or 10\% $=$ World Class) | $\mathbf{1 0}$ |
| (c=b-a) <br> New Members Needed <br> (Growth + Attrition) | (d) |



This worksheet will help you set your membership growth goals and calculate the number of new members needed to reach your goal. Actual data for your club is in the table below

| Annual Attrition Rate (3-year average): | 11.7\% | Success Targets |
| :---: | :---: | :---: |
| Annual Attraction Rate (3-year average): | 5.0\% | Attrition less than 15\% |
| nnual Net Growth Rate: | - \% | (July 1 membership x .15) |
| blem we need to solv |  | Attraction 5\% greater than Atrition |

$\square$ Low Retention -- Our Attrition Rate Exceeds 15\%
$\square$ Insufficient New Member Attraction - Our Attraction Rate is less than 5\% above our Attrition rate
$\square$ Neither - We need to build on our current membership growth culture and strategies

Membership History

| Club Year | Members at start <br> of year (July 1) |
| :---: | :---: |
| $2022-2023$ <br> (Current Year) | 67 |
| $2021-2022$ | 78 |
| $2020-2021$ | 77 |
| $2019-2020$ | 82 |
| $2018-2019$ | 77 |

2022-2023 Membership Goal Setting

| Starting Membership July 1, 2022 | 67 |
| :--- | :---: |
| Membership Goal July 1, 2023 <br> (July 1, 2022 Start + Growth) |  |
| Net Membership Growth <br> Challenge $=5 \%$ or 5 members |  |
| (b) |  |
| Average Annual Attrition to Replace <br> (Greater of Actual or 10\% = World Class) | $\mathbf{9}$ |
| (cew Members Needed <br> (Growth + Attrition) |  |
| (d) |  |

 Membership Goal Setting Worksheet

This worksheet will help you set your membership growth goals and calculate the number of new members needed to reach your goal. Actual data for your club is in the table below

| Annual Attrition Rate (3-year average): | 19.7\% | Success Targets |
| :---: | :---: | :---: |
| Annual Attraction Rate (3-year average): | 9.4\% | Attrition less than 15\% |
| Annual Net Growth Rate: | - \% | (July 1 membership x .15) |
| blem we need to sol |  | Attraction 5\% greater than Attrition |

$\square$ Low Retention -- Our Attrition Rate Exceeds 15\%
$\square$ Insufficient New Member Attraction - Our Attraction Rate is less than 5\% above our Attrition rate
$\square$ Neither - We need to build on our current membership growth culture and strategies

Membership History
2022-2023 Membership Goal Setting

| Starting Membership July 1, 2022 | 34 |
| :--- | :---: |
| (a) |  |
| Membership Goal July 1, 2023 <br> (July 1, 2022 Start + Growth) |  |
| Net Membership Growth <br> Challenge $=5 \%$ or 5 members |  |
| (b) Average Annual Attrition to Replace <br> (Greater of Actual or 10\% = World Class) | $\mathbf{8}$ |
| (cw Members Needed <br> (Growth + Attrition) |  |



Membership Goal Setting Worksheet

This worksheet will help you set your membership growth goals and calculate the number of new members needed to reach your goal. Actual data for your club is in the table below

| Annual Attrition Rate (3-year average): | 18.1\% | Success Targets |
| :---: | :---: | :---: |
| Annual Attraction Rate (3-year average): | 6.9\% | Attrition less than 15\% |
| nnual Net Growth Rate: | - \% | (July 1 membership x .15) |
| blem we need to solv |  | Attraction 5\% greater than Atrition |

$\square$ Low Retention -- Our Attrition Rate Exceeds 15\%
$\square$ Insufficient New Member Attraction - Our Attraction Rate is less than 5\% above our Attrition rate
$\square$ Neither - We need to build on our current membership growth culture and strategies

Membership History
2022-2023 Membership Goal Setting

| Starting Membership July 1, 2022 | 24 |
| :--- | :---: |
| (a) |  |
| Membership Goal July 1, 2023 <br> (July 1, 2022 Start + Growth) |  |
| Net Membership Growth <br> Challenge $=5 \%$ or 5 members |  |
| Average Annual Attrition to Replace <br> (Greater of Actual or 10\% = World Class) | 5 |
| (c=b-a) <br> (d) <br> (Growth + Attrition) |  |



This worksheet will help you set your membership growth goals and calculate the number of new members needed to reach your goal. Actual data for your club is in the table below

| Annual Attrition Rate (3-year average): | 11.8\% | Success Targets |
| :---: | :---: | :---: |
| Annual Attraction Rate (3-year average): | 5.9\% | Attrition less than 15\% |
| Annual Net Growth Rate: | \% | (July 1 membership x .15) |
| blem we need to solve is: |  | Attraction 5\% greater than Attrition |

$\square$ Low Retention -- Our Attrition Rate Exceeds 15\%
$\square$ Insufficient New Member Attraction - Our Attraction Rate is less than 5\% above our Attrition rate
$\square$ Neither - We need to build on our current membership growth culture and strategies

Membership History
2022-2023 Membership Goal Setting

| Starting Membership July 1, 2022 | 14 |
| :--- | :---: |
| (a) |  |
| Membership Goal July 1, 2023 <br> (July 1, 2022 Start + Growth) |  |
| Net Membership Growth <br> Challenge $=5 \%$ or 5 members |  |
| Average Annual Attrition to Replace <br> (Greater of Actual or 10\% = World Class) | 2 |
| (c=b-a) <br> (d) <br> (Growth + Attrition) |  |



This worksheet will help you set your membership growth goals and calculate the number of new members needed to reach your goal. Actual data for your club is in the table below

Annual Attrition Rate (3-year average):
Annual Attraction Rate (3-year average):
Annual Net Growth Rate:
The problem we need to solve is:
$\square$ Low Retention -- Our Attrition Rate Exceeds 15\%
$\square$ Insufficient New Member Attraction - Our Attraction Rate is less than 5\% above our Attrition rate
$\square$ Neither - We need to build on our current membership growth culture and strategies

Membership History
2022-2023 Membership Goal Setting

| Starting Membership July 1, 2022 | 31 |
| :--- | :---: |
| Membership Goal July 1, 2023 <br> (July 1, 2022 Start + Growth) |  |
| Net Membership Growth <br> Challenge $=5 \%$ or 5 members | (b) |
| Average Annual Attrition to Replace <br> (Greater of Actual or 10\% = World Class) | 6 |
| (c=b-a) <br> New Members Needed <br> (Growth + Attrition) | (d) |



