



# Understanding the Membership Growth Index

## Overview

Analysis of long-term membership trends across 31 Districts and over 1,700 Rotary clubs has yielded a single metric that predicts with better than 80% certainty whether a club will grow or decline during the coming year. A District leadership team can therefore focus its attention and communication on its most-challenged clubs, and also identify where to look for best practices and membership know-how in successful clubs.

## What is the Membership Growth Index (MGI)?

The MGI is simply the percentage net gain or loss of members in a club over a 3-year period -- for example, July 1, 2019 membership compared to July 1, 2016. Thus, a club with 40 members on July 1, 2015 that grows to 44 members by July 1, 2019 has grown by 10% -- an MGI of +10. A neighboring club that declined from 40 members to 36 over the same period has an MGI of -10.

3 years is a good measurement interval for two reasons. First, it takes some year-to-year "noise" out of the data. Secondly, 3-year history of members terminated and added per club is readily available through the "Member Viability and Growth" report available in Rotary Club Central.

## How does the MGI work?

We've all heard, "Success breeds success." The same can unfortunately be said about failure and the MGI data bears out both statements. Successful clubs continue to grow, and failing clubs continue to decline year after year, **unless something changes**. Sadly, for many failing clubs, most don't make the changes necessary to turn around their culture of decline. On the other hand, a successful club will sometimes "lose the formula" and take a tumble in membership, usually due to the club's choice of leadership.

Clubs fall into one of three groups:

- **Growth** clubs -- MGIs of +5 and above. These clubs have a better than 80% likelihood of continuing to grow in coming years, **unless something changes**.
- **Fragile Balance** clubs -- MGIs between +5 and -5. Basically, "breakeven" membership performance over the 3-year window. These clubs can go either way, and some rock along in the same group year after year with others moving towards growth or decline from there.
- **Chronic Decline** clubs -- MGIs less than -5. These clubs have a better than 80% likelihood of continuing on a downward membership trend in coming years, **unless something changes**.

## What are the contributing factors?

There are only two:

- **Attrition Rate** -- The rate at which clubs lose members. The MGI Report calculates each club's actual attrition rate, on average, for the 3-year period measured. If a 40-member club terminates 12 members over the 3 years, an average of 4 per year, that's a 10% attrition rate. The calculation is based on each club's average membership over the 3 years.
- **Attraction Rate** -- The rate at which clubs attract new members. The MGI Report calculates each club's actual attraction rate, on average, for the 3-year period measured. If a 40-member club inducts 18 members over the 3 years, an average of 6 per year, that's a 15% attraction rate. The calculation is based on each club's average membership over the 3 years.

Clearly, **a club's attraction rate must exceed its attrition rate.**

## Interpreting Attrition and Attraction Rates

**Attrition and Retention** -- A lot has been said about "retention" which is just the inverse of attrition. 85% retention is exactly the same as 15% attrition ( $100\% - 85\% = 15\%$ ). The difference is that a club's attrition rate can be directly compared to its attraction rate.

One fact the MGI study confirmed is that **attrition is real**. People leave membership organizations every year. The average US trade association has an attrition rate of 15%. Rotary International (globally) has an attrition rate of 14.2%. Zone 33 has an attrition rate of 14.1%. Looking at Districts, average attrition rates fall in a very tight band - all Zone 33 districts but one are within 2% either side of the Zone average.

Clubs, on the other hand, vary widely. Attrition rates greater than 15% deserve a look, and at 20%+ one can conclude that something is wrong with the "product" -- the club experience. Members are voting with their feet. Remember that most new members join "Rotary", but most dissatisfied members leave the club, not Rotary.

Another interesting fact about attrition is that there's a "floor" at about 10% - the rate at which "life happens" to members and they leave for reasons over which the club has no control. While reducing attrition (increased retention) is an essential strategy for success, you can't **grow** your club through only that strategy. In fact, if a club's attrition rate is approaching or below 10%, there's not likely much more room for improvement. Keep doing whatever is working to keep members and turn your attention to attracting members at a higher rate. **The goal should be to keep attrition below 15% (or retention above 85%).**

**Attraction** -- It's been said, "We're pretty good at attracting people to Rotary and not that good at keeping them". That statement is not borne out by the MGI data. Many of our clubs are **not that good** at attracting new members. In fact, looking at clubs below the "Red Line" on the many Districts' MGI Report reveals that several clubs have attrition rates near or below the District average and are still declining. The fact is they've simply failed to recognize that attrition is real, and they need to set their sights on attracting members at a higher rate, then implement intentional strategies to do so. An attraction rate in single digits (below 10%) is a recipe for membership decline. **The goal for attraction rates should be 20% or higher.**

### **Analyzing your District's MGI Report**

MGIs have been calculated for not only the most recent year beginning July 1. Scan the clubs below the "Green Line". Success breeds success. These clubs have a **growth culture**. Detailed year-by-year member counts are in the columns to the left.

Then scan the clubs below the "Red Line". These clubs have a **culture of decline**.

Clubs tend to stay in the same groups **unless something changes**, and it appears in most Rotary clubs that not much **does** change from year to year with respect to membership performance.

Then look at attrition and attraction rates, which are the keys to "Exactly what problem are we trying to solve?" It's not very productive to try to improve an already-low attrition rate (near or below 10%). Focus instead on finding more new members. Likewise, a club exceeding 20% attrition (replacing itself every 5 years) probably wants to take a hard look at the club experience it's delivering. All those members are leaving for some reason(s), and it's probably more productive to find and fix those reasons than to work harder at replacing them faster.

As with business, we need carefully identify the problem we are trying to solve. Then we need to put strategies and tactics in place to create a **growth culture** within our clubs. Your Rotary Coordinator (RC) Team has Intentional Membership Growth Strategies that are proven to work successfully. We also have the top 6 Failed Strategies that Rotarians love and continue to use that just do not provide the results needed. Please leverage your RC Team to help your district consistently grow.

See: <https://www.rizones33-34.org/club-membership-committee/>

## D-7280 Clubs

Sorted by 2018 Membership Growth Index (MGI)

Club	01-Jul-2015 Mbrs	01-Jul-2016 Mbrs	01-Jul-2017 Mbrs	01-Jul-2018 Mbrs	01-Jul-2019 Mbrs	2019 MGI	Avg. Attrition Rate	Annual Avg. Attrition	Avg. Attraction Rate	New Mbrs Per Yr.	Avg. Net Gain/Loss Per Yr.	
<b>Green Line -- Growth Clubs -- 80%+ likelihood of continued growth, unless something</b>												
Linesville	10	11	11	15	19	72.7	8.9%	1.3	26.7%	4.0	2.7	
Portersville-Prospect	15	12	14	17	17	41.7	8.3%	1.3	18.8%	3.0	1.7	
Cranberry Township	29	25	28	38	35	40.0	14.9%	5.0	24.8%	8.3	3.3	
Mercer	22	20	32	32	28	40.0	14.1%	4.3	22.8%	7.0	2.7	
Butler A.M.	37	36	34	37	44	22.2	15.7%	6.0	22.6%	8.7	2.7	
New Wilmington	22	18	21	23	22	22.2	7.6%	1.7	13.6%	3.0	1.3	
Franklin	39	41	37	41	49	19.5	15.0%	6.3	21.3%	9.0	2.7	
Du Bois	27	32	37	39	38	18.8	19.3%	7.3	24.6%	9.3	2.0	
Kane	52	50	48	54	59	18.0	8.1%	4.3	13.7%	7.3	3.0	
Oil City	16	17	15	13	19	11.8	17.0%	2.7	21.3%	3.3	0.7	
Clarion	50	52	58	58	58	11.5	11.5%	6.7	14.9%	8.7	2.0	
Greenville	24	26	31	33	29	11.5	15.1%	4.7	18.3%	5.7	1.0	
Chicora-East Brady	10	9	12	10	10	11.1	6.3%	0.7	9.4%	1.0	0.3	
Port Allegany	27	29	27	26	32	10.3	7.1%	2.0	10.6%	3.0	1.0	
Zelienople	43	43	44	44	46	7.0	7.5%	3.3	9.7%	4.3	1.0	
Meadville A.M.	20	18	17	15	19	5.6	11.8%	2.0	13.7%	2.3	0.3	
<b>Subtotal Green Line</b>								<b>59.7</b>			<b>88.0</b>	<b>28.3</b>
<b>Yellow Line -- Fragile Balance Clubs -- Could go either way, unless something changes</b>												
Kittanning	23	21	21	20	22	4.8	11.1%	2.3	12.7%	2.7	0.3	
Ellwood City	27	23	21	24	23	0.0	4.4%	1.0	4.4%	1.0	0.0	
Sharon	31	27	26	24	27	0.0	11.7%	3.0	11.7%	3.0	0.0	
Wesleyville	8	7	7	7	7	0.0	0.0%	0.0	0.0%	0.0	0.0	
Erie	153	154	159	157	150	-2.6	11.2%	17.3	10.3%	16.0	-1.3	
New Castle	61	65	58	53	63	-3.1	10.9%	6.3	9.8%	5.7	-0.7	
Leechburg	23	23	23	17	22	-4.3	11.3%	2.3	9.7%	2.0	-0.3	
<b>Subtotal Yellow Line</b>								<b>32.3</b>			<b>30.3</b>	<b>-2.0</b>

Club	01-Jul-2015 Mbrs	01-Jul-2016 Mbrs	01-Jul-2017 Mbrs	01-Jul-2018 Mbrs	01-Jul-2019 Mbrs	2019 MGI	Avg. Attrition Rate	Annual Avg. Attrition	Avg. Attraction Rate	New Mbrs Per Yr.	Avg. Net Gain/Loss Per Yr.
<b>Red Line -- Chronic Membership Decline Clubs -- 80%+ likelihood of continued decline, unless something changes</b>											
Keystone- District 7280	0	0	58	23	16	N/A	54.6%	17.7	71.1%	23.0	5.3
Mt. Jewett	18	18	16	16	17	-5.6	10.2%	1.7	8.2%	1.3	-0.3
Cranberry Township Sunrise	44	38	41	44	35	-7.9	21.7%	8.7	19.2%	7.7	-1.0
Bessemer/Mohawk	11	11	12	11	10	-9.1	15.2%	1.7	12.1%	1.3	-0.3
Punxsutawney	47	44	48	45	38	-13.6	16.8%	7.3	12.2%	5.3	-2.0
Rich-Mar (Valencia)	59	61	60	53	52	-14.8	12.7%	7.0	7.3%	4.0	-3.0
Hermitage	23	22	23	19	18	-18.2	18.3%	3.7	11.7%	2.3	-1.3
Evans City	12	10	10	9	8	-20.0	7.4%	0.7	0.0%	0.0	-0.7
Butler	33	32	28	30	25	-21.9	14.5%	4.0	6.0%	1.7	-2.3
Meadville	37	41	41	39	32	-22.0	11.6%	4.3	3.6%	1.3	-3.0
Grove City	42	39	36	39	30	-23.1	18.1%	6.3	9.5%	3.3	-3.0
Slippery Rock	49	46	48	38	35	-23.9	18.2%	7.3	9.1%	3.7	-3.7
Bradford	41	34	29	21	24	-29.4	25.7%	6.3	12.2%	3.0	-3.3
Titusville	38	43	40	34	30	-30.2	17.3%	6.0	4.8%	1.7	-4.3
Smethport	22	23	16	15	16	-30.4	25.5%	4.0	10.6%	1.7	-2.3
Sheffield	12	13	9	9	9	-30.8	22.2%	2.0	7.4%	0.7	-1.3
Corry	18	18	12	12	12	-33.3	30.6%	3.7	13.9%	1.7	-2.0
Edinboro	13	13	13	9	8	-38.5	16.7%	1.7	0.0%	0.0	-1.7
Presque Isle (Erie)	29	28	24	21	17	-39.3	27.4%	5.7	9.7%	2.0	-3.7
Warren	80	54	48	46	31	-42.6	27.2%	11.3	8.8%	3.7	-7.7
<b>Subtotal Red Line</b>								<b>93.3</b>		<b>46.3</b>	<b>-47.0</b>
<b>Distr. Avg.</b>							<b>15.1%</b>	203.0	14.0%	187.7	-15.3
<b>Totals</b>	1397	1347	1393	1330	1301			<b>Avg Annual Loss</b>		<b>15.3</b>	
<b>Net Gain/Loss:</b>		-50	46	-63	-29						
		<b>Avg. Gain/Loss:</b>		<b>-15.3</b>							

**D-7305 Clubs**  
**Sorted by 2019 Membership Growth Index (MGI)**

Club	01-Jul-2013 Mbrs	01-Jul-2014 Mbrs	01-Jul-2015 Mbrs	01-Jul-2016 Mbrs	01-Jul-2017 Mbrs	01-Jul-2018 Mbrs	01-Jul-2019 Mbrs	2019 MGI	Avg. Attrition Rate	Annual Avg. Attrition	Avg. Attraction Rate	New Mbrs Per Yr.	Avg. Net Gain/Loss Per Yr.
<b>Green Line -- Growth Clubs -- 80%+ likelihood of continued growth, unless something changes</b>													
Churchill-Wilkins	18	17	16	13	15	15	21	61.5	17.6%	3.0	33.3%	5.7	2.7
Pittsburgh	82	77	71	70	86	77	95	35.7	17.8%	15.3	27.5%	23.7	8.3
White Oak	28	29	31	27	30	32	36	33.3	8.2%	2.7	17.3%	5.7	3.0
Northern Allegheny (Pittsbu	17	16	16	16	15	19	21	31.3	12.7%	2.3	21.8%	4.0	1.7
Blairsville	16	17	17	14	15	16	18	28.6	14.3%	2.3	22.4%	3.7	1.3
California	19	28	29	29	25	23	37	27.6	18.8%	5.3	28.2%	8.0	2.7
Monessen-Rostraver	15	11	13	15	15	15	19	26.7	2.0%	0.3	10.2%	1.7	1.3
Turtle Creek	32	34	30	33	31	41	40	21.2	20.5%	7.7	26.8%	10.0	2.3
Westmoreland	24	26	31	38	39	48	46	21.1	15.8%	7.0	21.8%	9.7	2.7
Greater McKees Rocks (Sto-	8	14	15	15	18	19	18	20.0	14.5%	2.7	20.0%	3.7	1.0
Penn Hills	12	16	18	15	12	17	18	20.0	25.5%	4.0	31.9%	5.0	1.0
Crafton-Ingram	20	22	22	29	34	32	34	17.2	10.0%	3.3	15.0%	5.0	1.7
Connellsville	38	36	32	30	29	33	35	16.7	8.2%	2.7	13.4%	4.3	1.7
Bridgeville-South Fayette	19	15	16	16	15	15	18	12.5	10.4%	1.7	14.6%	2.3	0.7
Smithfield	12	10	10	8	8	8	9	12.5	4.0%	0.3	8.0%	0.7	0.3
Fox Chapel Area	71	72	84	90	93	98	101	12.2	11.6%	11.3	15.4%	15.0	3.7
Monongahela	21	23	25	18	18	22	20	11.1	8.3%	1.7	11.7%	2.3	0.7
Upper St. Clair-Bethel Park-t	42	41	41	37	33	40	41	10.8	13.2%	5.0	16.7%	6.3	1.3
Mount Pleasant	21	17	20	20	21	21	22	10.0	15.6%	3.3	18.8%	4.0	0.7
Quaker Valley (Sewickley)	10	12	11	10	10	11	11	10.0	6.3%	0.7	9.4%	1.0	0.3
Sharpsburg-Aspinwall	12	12	12	10	12	11	11	10.0	11.8%	1.3	14.7%	1.7	0.3
Conemaugh Township (Davi	11	21	21	25	27	25	27	8.0	10.1%	2.7	12.7%	3.3	0.7
New Brighton	10	13	15	13	12	15	14	7.7	7.3%	1.0	9.8%	1.3	0.3
Pittsburgh East	15	12	14	13	10	11	14	7.7	25.7%	3.0	28.6%	3.3	0.3
Plum	13	15	14	13	15	16	14	7.7	8.9%	1.3	11.1%	1.7	0.3
Bethel Park	20	18	19	16	17	18	17	6.3	13.5%	2.3	15.4%	2.7	0.3
McMurray	53	41	41	33	36	36	35	6.1	19.6%	7.0	21.5%	7.7	0.7
								<b>Subtotal Green Line</b>		<b>101.3</b>		<b>143.3</b>	<b>42.0</b>

Club	01-Jul-2013 Mbrs	01-Jul-2014 Mbrs	01-Jul-2015 Mbrs	01-Jul-2016 Mbrs	01-Jul-2017 Mbrs	01-Jul-2018 Mbrs	01-Jul-2019 Mbrs	2019 MGI	Avg. Attrition Rate	Annual Avg. Attrition	Avg. Attraction Rate	New Mbrs Per Yr.	Avg. Net Gain/Loss Per Yr.
<b>Yellow Line -- Fragile Balance Clubs -- Could go either way, unless something changes</b>													
Indiana-Midday	19	19	21	23	23	27	24	4.3	18.9%	4.7	20.3%	5.0	0.3
Shaler Area	27	27	25	23	26	26	24	4.3	9.2%	2.3	10.5%	2.7	0.3
Latrobe	57	52	50	53	48	47	55	3.8	11.3%	5.7	12.7%	6.3	0.7
Ambridge	28	26	28	29	27	26	29	0.0	13.4%	3.7	13.4%	3.7	0.0
Beaver	34	30	32	28	30	32	28	0.0	14.4%	4.3	14.4%	4.3	0.0
Canonsburg Houston South	13	12	9	12	12	12	12	0.0	30.6%	3.7	30.6%	3.7	0.0
Green Tree	25	23	25	23	22	25	23	0.0	8.6%	2.0	8.6%	2.0	0.0
Lawrenceville (Pittsburgh)	10	11	10	8	7	7	8	0.0	13.6%	1.0	13.6%	1.0	0.0
Oakland (Pittsburgh)	13	13	12	11	10	12	11	0.0	6.1%	0.7	6.1%	0.7	0.0
Pittsburgh's North Side	11	11	13	13	13	14	13	0.0	12.5%	1.7	12.5%	1.7	0.0
Pleasant Hills	32	36	35	24	21	26	24	0.0	12.7%	3.0	12.7%	3.0	0.0
Portage	27	24	27	24	25	22	24	0.0	8.5%	2.0	8.5%	2.0	0.0
Rockwood	22	22	22	21	20	23	21	0.0	12.5%	2.7	12.5%	2.7	0.0
Scottdale	7	7	7	7	7	7	7	0.0	4.8%	0.3	4.8%	0.3	0.0
Somerset	93	98	92	92	95	90	92	0.0	8.3%	7.7	8.3%	7.7	0.0
West Newton	12	13	14	11	11	11	11	0.0	0.0%	0.0	0.0%	0.0	0.0
North Boroughs (Allegheny)	37	35	39	37	39	36	36	-2.7	10.8%	4.0	9.9%	3.7	-0.3
Ebensburg	27	28	26	31	34	37	30	-3.2	21.8%	7.3	20.8%	7.0	-0.3
Moon Township	23	19	21	21	24	21	20	-4.8	15.4%	3.3	13.8%	3.0	-0.3
								<b>Subtotal Yellow Line</b>		<b>60.0</b>		<b>60.3</b>	<b>0.3</b>

Club	01-Jul-2013 Mbrs	01-Jul-2014 Mbrs	01-Jul-2015 Mbrs	01-Jul-2016 Mbrs	01-Jul-2017 Mbrs	01-Jul-2018 Mbrs	01-Jul-2019 Mbrs	2019 MGI	Avg. Attrition Rate	Annual Avg. Attrition	Avg. Attraction Rate	New Mbrs Per Yr.	Avg. Net Gain/Loss Per Yr.
<b>Red Line -- Chronic Decline Clubs -- 80%+ likelihood of continued decline, unless something</b>													
Waynesburg	31	34	35	33	34	38	31	-6.1	15.5%	5.3	13.6%	4.7	-0.7
Murrysville-Export	33	36	35	32	27	28	30	-6.3	11.8%	3.3	9.4%	2.7	-0.7
Washington	76	79	66	63	62	61	59	-6.3	9.9%	6.0	7.7%	4.7	-1.3
Point Marion	15	16	19	15	12	14	14	-6.7	7.5%	1.0	5.0%	0.7	-0.3
Wilkinsburg-Regent Square	14	14	14	14	15	13	13	-7.1	24.4%	3.3	22.0%	3.0	-0.3
E-Club of District 7305, Pitts	0	0	0	13	8	8	12	-7.7	46.4%	4.3	42.9%	4.0	-0.3
Johnstown Sunset	17	15	11	13	17	15	12	-7.7	18.2%	2.7	15.9%	2.3	-0.3
Braddock	17	17	15	11	9	8	10	-9.1	11.1%	1.0	7.4%	0.7	-0.3
Belle Vernon	38	38	41	39	36	37	35	-10.3	7.4%	2.7	3.7%	1.3	-1.3
Steel Valley (Homestead)	11	13	16	18	21	18	16	-11.1	16.4%	3.0	12.7%	2.3	-0.7
Brownsville	15	16	17	16	16	17	14	-12.5	8.5%	1.3	4.3%	0.7	-0.7
Delmont-Salem	17	17	18	16	17	16	14	-12.5	8.5%	1.3	4.3%	0.7	-0.7
Oakmont Verona	18	19	20	16	16	16	14	-12.5	8.7%	1.3	4.3%	0.7	-0.7
Carnegie-Collier	45	42	38	34	31	29	29	-14.7	14.6%	4.3	9.0%	2.7	-1.7
Beaver Falls	17	18	17	18	15	13	15	-16.7	16.3%	2.3	9.3%	1.3	-1.0
Donora	8	8	7	6	6	6	5	-16.7	5.9%	0.3	0.0%	0.0	-0.3
Northern Cambria County	18	18	19	18	17	14	15	-16.7	28.3%	4.3	21.7%	3.3	-1.0
Elizabeth	16	18	21	21	22	19	17	-19.0	20.7%	4.0	13.8%	2.7	-1.3
Swissvale	23	24	18	21	17	18	17	-19.0	13.5%	2.3	5.8%	1.0	-1.3
Uniontown	45	41	43	35	35	35	28	-20.0	23.5%	7.7	16.3%	5.3	-2.3
Hampton Township	36	39	43	38	37	35	30	-21.1	11.8%	4.0	3.9%	1.3	-2.7
Ligonier	29	32	29	28	23	23	22	-21.4	22.1%	5.0	13.2%	3.0	-2.0
Dormont-Mt. Lebanon-Castl	29	30	38	40	34	32	31	-22.5	30.9%	10.0	21.6%	7.0	-3.0
Norwin	42	40	39	35	40	32	27	-22.9	13.1%	4.3	5.1%	1.7	-2.7
Greensburg	99	95	94	82	75	75	62	-24.4	15.1%	10.7	5.7%	4.0	-6.7
Bethel-St. Clair	35	39	34	37	33	31	27	-27.0	18.7%	5.7	7.7%	2.3	-3.3
Indiana	39	43	40	36	31	28	26	-27.8	21.2%	6.0	9.4%	2.7	-3.3
Parkway West (Pittsburgh)	23	26	24	25	26	25	18	-28.0	21.7%	5.0	11.6%	2.7	-2.3
Johnstown	46	53	46	49	41	39	35	-28.6	24.3%	9.3	12.2%	4.7	-4.7
Forest Hills	20	20	20	22	18	16	15	-31.8	30.6%	5.0	16.3%	2.7	-2.3
New Kensington	25	25	25	25	24	24	17	-32.0	21.5%	4.7	9.2%	2.0	-2.7
Highlands Area (Tarentum-B	19	18	14	18	13	13	12	-33.3	23.7%	3.0	7.9%	1.0	-2.0
Mountain View	25	18	20	15	10	9	10	-33.3	20.7%	2.0	3.4%	0.3	-1.7
Monroeville	69	64	73	77	76	58	49	-36.4	34.4%	21.0	19.1%	11.7	-9.3
Burrell Area	18	17	17	17	15	15	10	-41.2	17.5%	2.3	0.0%	0.0	-2.3
Charleroi	16	14	14	17	17	14	10	-41.2	24.4%	3.3	7.3%	1.0	-2.3
New Stanton-Youngwood	8	8	10	7	6	4	4	-42.9	42.9%	2.0	21.4%	1.0	-1.0
Beaver Valley South	11	12	13	10	8	8	5	-50.0	23.8%	1.7	0.0%	0.0	-1.7
								<b>Subtotal Red Line</b>		<b>167.0</b>		<b>93.7</b>	<b>-73.3</b>
								<b>Distr. Avg.</b>	<b>15.4%</b>	<b>328.3</b>	<b>13.6%</b>	<b>290.0</b>	<b>-38.3</b>
<b>Totals</b>	<b>2325</b>	<b>2280</b>	<b>2287</b>	<b>2209</b>	<b>2161</b>	<b>2139</b>	<b>2094</b>				<b>Avg Annual LOSS</b>	<b>38.3</b>	
<b>Net Gain/Loss</b>		<b>-45</b>	<b>7</b>	<b>-78</b>	<b>-48</b>	<b>-22</b>	<b>-45</b>						
		<b>Avg. Gain/Loss</b>		<b>-38.7</b>	<b>-39.7</b>	<b>-49.3</b>	<b>-38.3</b>						

**D-7360 Clubs**  
**Sorted by 2019 Membership Growth Index (MGI)**

Club	01-Jul-2015 Mbrs	01-Jul-2016 Mbrs	01-Jul-2017 Mbrs	01-Jul-2018 Mbrs	01-Jul-2019 Mbrs	2019 MGI	Avg. Attrition Rate	Annual Avg. Attrition	Avg. Attraction Rate	New Mbrs Per Yr.	Avg. Net Gain/Loss Per Yr.
<b>Green Line -- Growth Clubs --</b> <b>80%+ likelihood of continued growth, unless something changes</b>											
Shamokin	15	11	17	15	16	45.5	14.6%	2.3	25.0%	4.0	1.7
Danville	18	15	17	17	20	33.3	5.6%	1.0	14.8%	2.7	1.7
Charles Town	44	41	45	57	54	31.7	14.7%	7.7	23.1%	12.0	4.3
Downtown Lock Haven	14	14	14	11	18	28.6	23.3%	3.3	32.6%	4.7	1.3
Clearfield	10	11	13	13	14	27.3	12.5%	1.7	20.0%	2.7	1.0
Hagerstown/Sunrise	72	82	88	92	100	22.0	7.5%	7.0	13.9%	13.0	6.0
Lewisburg (Sunrise)	37	37	41	40	45	21.6	4.8%	2.0	11.1%	4.7	2.7
Martinsburg/Sunrise	59	62	65	71	74	19.4	7.1%	5.0	12.9%	9.0	4.0
Bellefonte Sunrise	11	12	12	14	14	16.7	5.0%	0.7	10.0%	1.3	0.7
Ringtown	13	13	12	12	15	15.4	7.7%	1.0	12.8%	1.7	0.7
Mercersburg	22	22	24	25	25	13.6	6.8%	1.7	10.8%	2.7	1.0
Johnsonburg	15	15	14	16	17	13.3	2.1%	0.3	6.4%	1.0	0.7
Shepherdstown	59	63	61	58	71	12.7	12.1%	7.7	16.3%	10.3	2.7
Bedford Sunrise	35	33	32	35	36	9.1	8.7%	3.0	11.7%	4.0	1.0
Waynesboro	77	79	83	83	85	7.6	7.6%	6.3	10.0%	8.3	2.0
Sunbury	33	28	30	36	30	7.1	12.5%	4.0	14.6%	4.7	0.7
Bloomsburg	37	33	38	33	35	6.1	11.3%	4.0	13.2%	4.7	0.7
Frackville	20	17	17	15	18	5.9	10.0%	1.7	12.0%	2.0	0.3
<b>Subtotal Green Line</b>								<b>60.3</b>		<b>93.3</b>	<b>33.0</b>
<b>Yellow Line -- Fragile Balance Clubs --</b> <b>Could go either way, unless something changes</b>											
State College-Downtown	54	61	65	70	64	4.9	12.1%	8.0	13.6%	9.0	1.0
Altoona-Sunrise	38	39	36	41	40	2.6	13.7%	5.3	14.5%	5.7	0.3
Selinsgrove	41	40	38	40	41	2.5	5.9%	2.3	6.7%	2.7	0.3
Emporium	57	59	59	59	59	0.0	9.0%	5.3	9.0%	5.3	0.0
Hughesville	24	19	18	18	19	0.0	5.5%	1.0	5.5%	1.0	0.0
Keyser	54	58	60	58	58	0.0	11.9%	7.0	11.9%	7.0	0.0
Mahanoy City	6	6	6	6	6	0.0	0.0%	0.0	0.0%	0.0	0.0
Romney	37	34	34	34	33	-2.9	2.0%	0.7	1.0%	0.3	-0.3
Bedford	30	32	32	34	31	-3.1	15.5%	5.0	14.4%	4.7	-0.3
Chambersburg	96	85	83	83	82	-3.5	14.9%	12.3	13.7%	11.3	-1.0
Claysburg	28	26	22	23	25	-3.8	4.3%	1.0	2.9%	0.7	-0.3
<b>Subtotal Yellow Line</b>								<b>48.0</b>		<b>47.7</b>	<b>-0.3</b>



Club	01-Jul-2015 Mbrs	01-Jul-2016 Mbrs	01-Jul-2017 Mbrs	01-Jul-2018 Mbrs	01-Jul-2019 Mbrs	2019 MGI	Avg. Attrition Rate	Annual Avg. Attrition	Avg. Attraction Rate	New Mbrs Per Yr.	Avg. Net Gain/Loss Per Yr.	
<b>Red Line -- Chronic Membership Decline Clubs -- 80%+ likelihood of continued decline, unless something changes</b>												
Hancock	17	16	16	17	15	-6.3	12.5%	2.0	10.4%	1.7	-0.3	
Southern Schuylkill County	36	30	30	30	28	-6.7	4.5%	1.3	2.3%	0.7	-0.7	
State College Sunrise	25	30	29	29	28	-6.7	15.1%	4.3	12.8%	3.7	-0.7	
Lewistown	64	59	64	62	55	-6.8	8.3%	5.0	6.1%	3.7	-1.3	
State College	44	43	42	39	40	-7.0	14.0%	5.7	11.6%	4.7	-1.0	
Tamaqua	14	14	13	13	13	-7.1	2.6%	0.3	0.0%	0.0	-0.3	
Elysburg	17	13	12	11	12	-7.7	11.4%	1.3	8.6%	1.0	-0.3	
Altoona	97	94	88	84	86	-8.5	13.6%	11.7	10.5%	9.0	-2.7	
Pottsville	37	39	34	30	35	-10.3	15.2%	5.0	11.1%	3.7	-1.3	
Galeton	17	18	17	17	16	-11.1	10.0%	1.7	6.0%	1.0	-0.7	
Berwick	17	16	15	14	14	-12.5	7.0%	1.0	2.3%	0.3	-0.7	
Huntingdon	69	68	66	63	59	-13.2	10.6%	6.7	5.9%	3.7	-3.0	
West Snyder-Beaver Springs	12	15	14	14	13	-13.3	4.9%	0.7	0.0%	0.0	-0.7	
Grantsville	28	29	27	27	25	-13.8	15.2%	4.0	10.1%	2.7	-1.3	
Coudersport	25	30	32	22	25	-16.7	21.5%	5.7	15.2%	4.0	-1.7	
Lewisburg	7	6	6	6	5	-16.7	5.9%	0.3	0.0%	0.0	-0.3	
Lock Haven	42	42	40	36	35	-16.7	8.1%	3.0	1.8%	0.7	-2.3	
Hollidaysburg	33	28	27	30	23	-17.9	13.8%	3.7	7.5%	2.0	-1.7	
Hegins-Valley View	9	11	12	12	9	-18.2	12.1%	1.3	6.1%	0.7	-0.7	
Ridgway	21	25	21	18	20	-20.0	18.6%	3.7	10.2%	2.0	-1.7	
Williamsport	51	49	47	41	39	-20.4	17.3%	7.3	9.4%	4.0	-3.3	
Berkeley Springs	26	24	22	21	19	-20.8	14.5%	3.0	6.5%	1.3	-1.7	
Curwensville	15	14	12	11	11	-21.4	8.8%	1.0	0.0%	0.0	-1.0	
Martinsburg	130	158	151	142	124	-21.5	21.3%	29.7	13.2%	18.3	-11.3	
Williamsport	14	13	11	11	10	-23.1	15.6%	1.7	6.3%	0.7	-1.0	
Cumberland	84	79	75	65	60	-24.1	17.0%	11.3	7.5%	5.0	-6.3	
Hagerstown	161	147	125	113	110	-25.2	17.5%	20.3	6.9%	8.0	-12.3	
St. Marys	23	25	23	23	18	-28.0	14.1%	3.0	3.1%	0.7	-2.3	
Tyrone	18	20	18	17	14	-30.0	16.3%	2.7	4.1%	0.7	-2.0	
Ashland Area	19	21	20	19	14	-33.3	18.9%	3.3	5.7%	1.0	-2.3	
Long Meadows (Hagerstown)	30	28	22	18	15	-46.4	29.1%	5.3	5.5%	1.0	-4.3	
Lewisburg Sunset	24	25	19	18	13	-48.0	50.0%	8.3	26.0%	4.3	-4.0	
Greencastle	12	1	0	0	0	N/A	N/A	N/A	N/A	N/A	N/A	
Renovo	16	14	16	15	0	N/A	58.1%	6.0	12.9%	1.3	-4.7	
Shamokin Dam Sunrise	20	16	0	0	0	N/A	N/A	N/A	N/A	N/A	N/A	
Tower City-Porter	14	13	13	13	0	N/A	57.7%	5.0	7.7%	0.7	-4.3	
<b>Subtotal Red Line</b>								<b>203.3</b>		<b>112.0</b>	<b>-91.3</b>	
<b>Distr. Avg.</b>								<b>13.2%</b>	317.3	10.5%	253.0	-64.3
<b>Totals</b>	2579	2538	2459	2413	2345			<b>Avg Annual Loss</b>		<b>64.3</b>		
<b>Net Gain/Loss:</b>		-41	-79	-46	-68							
		<b>Avg. Gain/Loss:</b>				<b>-64.3</b>						

**D-7545 Clubs**  
**Sorted by 2019 Membership Growth Index (MGI)**

Club	01-Jul-2012 Mbrs	01-Jul-2013 Mbrs	01-Jul-2014 Mbrs	01-Jul-2015 Mbrs	01-Jul-2016 Mbrs	01-Jul-2017 Mbrs	01-Jul-2018 Mbrs	01-Jul-2019 Mbrs	2019 MGI	Avg. Attrition Rate	Annual Avg. Attrition	Avg. Attraction Rate	New Mbrs Per Yr.	Avg. Net Gain/Loss Per Yr.
<b>Green Line -- Growth Clubs -- 80%+ likelihood of continued growth, unless something changes</b>														
E-Club of District 7530	38	56	24	24	14	27	16	21	50.0	54.7%	11.7	65.6%	14.0	2.3
Moundsville	50	53	38	38	32	40	47	44	37.5	14.5%	6.3	23.7%	10.3	4.0
Barboursville	52	50	49	52	55	77	81	74	34.5	12.5%	9.7	20.7%	16.0	6.3
Princeton	50	69	70	64	70	73	80	89	27.1	10.7%	8.7	18.6%	15.0	6.3
Morgantown North	24	22	27	21	24	26	26	30	25.0	13.4%	3.7	20.7%	5.7	2.0
Clarksburg	33	34	28	29	26	30	29	32	23.1	4.4%	1.3	11.0%	3.3	2.0
Wood County	24	20	20	24	22	24	25	27	22.7	9.2%	2.3	15.8%	4.0	1.7
Cheat Lake	48	49	52	54	59	69	71	72	22.0	15.1%	10.7	21.2%	15.0	4.3
Summersville	62	65	60	59	50	54	63	61	22.0	16.3%	9.7	22.5%	13.3	3.7
Bridgeport	18	17	17	16	14	16	18	17	21.4	7.8%	1.3	13.7%	2.3	1.0
Weirton Heights	37	37	35	30	33	34	35	39	18.2	7.4%	2.7	13.0%	4.7	2.0
White Sulphur Springs	22	19	20	19	19	22	21	22	15.8	9.2%	2.0	13.8%	3.0	1.0
Brooke County	14	14	13	12	14	12	16	16	14.3	11.4%	1.7	15.9%	2.3	0.7
Harrison County	21	19	18	16	11	12	12	12	9.1	16.7%	2.0	19.4%	2.3	0.3
Point Pleasant	34	34	32	31	32	31	30	34	6.3	11.6%	3.7	13.7%	4.3	0.7
Grafton	31	32	33	33	36	39	38	38	5.6	10.4%	4.0	12.2%	4.7	0.7
									<b>Subtotal Green Line</b>		<b>81.3</b>		<b>120.3</b>	
<b>Yellow Line -- Fragile Balance Clubs -- Could go either way, unless something changes</b>														
Weirton	27	27	29	23	24	17	17	25	4.2	16.9%	3.3	18.6%	3.7	0.3
Weston	42	41	33	28	28	34	30	29	3.6	7.5%	2.3	8.6%	2.7	0.3
Charleston	218	214	205	209	209	198	202	209	0.0	9.7%	19.7	9.7%	19.7	0.0
Fairmont	59	50	43	42	47	49	46	47	0.0	11.3%	5.3	11.3%	5.3	0.0
Kimball W.V.	8	8	8	7	6	6	6	6	0.0	11.1%	0.7	11.1%	0.7	0.0
Madison	29	23	21	20	19	16	16	19	0.0	13.7%	2.3	13.7%	2.3	0.0
Newburg	16	15	14	16	15	14	16	15	0.0	4.4%	0.7	4.4%	0.7	0.0
Peterstown	10	9	14	11	11	12	11	11	0.0	11.8%	1.3	11.8%	1.3	0.0
Ripley	41	48	46	46	46	58	49	46	0.0	17.6%	9.0	17.6%	9.0	0.0
the Meadow River Vall	0	0	0	0	0	0	0	8	0.0	0.0%	0.0	100.0%	2.7	2.7
Elkins	63	51	54	60	59	63	58	58	-1.7	15.1%	9.0	14.5%	8.7	-0.3
Wheeling	104	97	102	115	95	96	102	93	-2.1	9.6%	9.3	8.9%	8.7	-0.7
Beckley	93	85	76	73	81	81	82	78	-3.7	14.5%	11.7	13.3%	10.7	-1.0
South Fairmont	54	50	50	47	49	50	51	47	-4.1	12.2%	6.0	10.8%	5.3	-0.7
Lewisburg	114	115	114	100	84	64	68	80	-4.8	27.4%	19.3	25.5%	18.0	-1.3
									<b>Subtotal Yellow Line</b>		<b>100.0</b>		<b>99.3</b>	

Club	01-Jul-2012 Mbrs	01-Jul-2013 Mbrs	01-Jul-2014 Mbrs	01-Jul-2015 Mbrs	01-Jul-2016 Mbrs	01-Jul-2017 Mbrs	01-Jul-2018 Mbrs	01-Jul-2019 Mbrs	2019 MGI	Avg. Attrition Rate	Annual Avg. Attrition	Avg. Attraction Rate	New Mbrs Per Yr.	Avg. Net Gain/Loss Per Yr.
<b>Red Line -- Chronic Decline Clubs -- 80%+ likelihood of continued decline, unless something changes</b>														
Canyon Rim of Fayette	0	0	0	0	0	5	26	18	N/A	12.2%	2.0	49.0%	8.0	6.0
Morgantown	75	65	64	65	61	67	62	57	-6.6	13.4%	8.3	11.3%	7.0	-1.3
St. Albans	30	25	26	22	27	23	28	25	-7.4	10.5%	2.7	7.9%	2.0	-0.7
Bluefield	65	62	60	62	60	60	58	54	-10.0	12.2%	7.0	8.7%	5.0	-2.0
Huntington	145	141	132	126	124	119	115	111	-10.5	11.6%	13.3	7.8%	9.0	-4.3
Milton	26	25	20	18	19	17	17	17	-10.5	15.7%	2.7	11.8%	2.0	-0.7
Parkersburg	107	97	91	95	94	96	87	82	-12.8	13.2%	11.7	8.7%	7.7	-4.0
South Charleston	17	22	21	24	22	23	26	19	-13.6	14.7%	3.3	10.3%	2.3	-1.0
Matewan	15	13	13	7	7	6	6	6	-14.3	5.6%	0.3	0.0%	0.0	-0.3
Tucker County	18	20	20	25	20	28	21	17	-15.0	31.8%	7.0	27.3%	6.0	-1.0
Braxton County	27	24	21	22	24	24	17	20	-16.7	13.1%	2.7	6.6%	1.3	-1.3
Ceredo-Kenova	23	22	22	20	18	17	15	15	-16.7	19.1%	3.0	12.8%	2.0	-1.0
Kingwood	28	26	24	24	23	25	23	19	-17.4	9.0%	2.0	3.0%	0.7	-1.3
Buckhannon	76	64	63	56	47	46	34	38	-19.1	30.5%	12.0	22.9%	9.0	-3.0
Spencer	34	31	26	28	31	31	28	25	-19.4	13.1%	3.7	6.0%	1.7	-2.0
Marlinton	22	21	21	14	20	18	17	16	-20.0	11.8%	2.0	3.9%	0.7	-1.3
Hinton	11	12	14	16	17	15	12	13	-23.5	15.0%	2.0	5.0%	0.7	-1.3
Charleston-Vandalia	67	61	60	51	47	39	34	35	-25.5	26.9%	9.7	15.7%	5.7	-4.0
Williamson	13	14	14	12	11	10	10	8	-27.3	14.3%	1.3	3.6%	0.3	-1.0
Putnam County	58	55	43	46	52	40	34	36	-30.8	37.3%	13.7	22.7%	8.3	-5.3
Westover	16	18	14	19	19	19	15	13	-31.6	12.8%	2.0	0.0%	0.0	-2.0
Logan	22	22	23	25	21	21	20	12	-42.9	17.0%	3.0	0.0%	0.0	-3.0
Whitesville	10	10	11	9	9	6	6	5	-44.4	23.5%	1.3	0.0%	0.0	-1.3
New Martinsville	56	56	48	45	46	55	42	39	-15.2	11.0%	5.0	5.9%	2.7	-2.3
Fayetteville	14	15	17	17	13	17	0	0	-100.0	152.9%	8.7	76.5%	4.3	-4.3
Western Greenbrier	11	12	13	10	10	8	7	0	-100.0	66.7%	3.3	0.0%	0.0	-3.3
Oak Hill	10	14	12	10	8	5	0	0	-100.0	160.0%	2.7	0.0%	0.0	-2.7
									<b>Subtotal Red Line</b>		<b>136.3</b>		<b>86.3</b>	
									<b>Distr. Avg.</b>	<b>14.9%</b>	<b>317.7</b>	<b>14.3%</b>	<b>306.0</b>	<b>-11.7</b>
<b>Totals</b>	2432	2370	2238	2187	2134	2184	2122	2099			<b>Average Annual Loss</b>		<b>11.7</b>	
Net Gain/Loss		-62	-132	-51	-53	50	-62	-23						
			<b>Avg. Gain/Loss</b>		<b>-78.67</b>	<b>-18</b>	<b>-21.67</b>	<b>-11.67</b>						

**D-7570 Clubs**  
**Sorted by 2019 Membership Growth Index (MGI)**

Club	01-Jul-2012 Mbrs	01-Jul-2013 Mbrs	01-Jul-2014 Mbrs	01-Jul-2015 Mbrs	01-Jul-2016 Mbrs	01-Jul-2017 Mbrs	01-Jul-2018 Mbrs	01-Jul-2019 Mbrs	2019 MGI	Avg. Attrition Rate	Annual Avg. Attrition	Avg. Attraction Rate	New Mbrs Per Yr.	Avg. Net Gain/Loss Per Yr.
<b>Green Line -- Growth Clubs -- 80%+ likelihood of continued growth, unless something changes</b>														
Botetourt County	8	8	8	7	3	3	27	26	766.7	17.9%	3.3	58.9%	11.0	7.7
Buena Vista	6	6	7	7	6	10	10	11	83.3	6.5%	0.7	22.6%	2.3	1.7
Glenvar	14	13	12	11	9	9	8	16	77.8	3.0%	0.3	24.2%	2.7	2.3
Tri-Cities (Blountville)	16	12	12	9	10	11	14	17	70.0	11.9%	1.7	28.6%	4.0	2.3
Martinsville UpTown	17	25	28	23	14	14	21	23	64.3	6.9%	1.3	22.4%	4.3	3.0
Forest	16	17	23	23	23	28	31	36	56.5	10.5%	3.3	24.2%	7.7	4.3
Johnson City Evening	21	20	19	16	12	13	18	17	41.7	4.2%	0.7	14.6%	2.3	1.7
Giles County	12	10	12	12	16	15	20	20	25.0	5.5%	1.0	12.7%	2.3	1.3
Greeneville	29	29	26	23	20	21	23	25	25.0	8.7%	2.0	15.9%	3.7	1.7
Strasburg	24	23	21	21	18	22	24	22	22.2	10.3%	2.3	16.2%	3.7	1.3
Tazewell	37	36	40	38	32	37	37	39	21.9	6.2%	2.3	12.4%	4.7	2.3
Waynesboro-East Augusta C	23	23	21	23	20	21	23	24	20.0	5.9%	1.3	11.8%	2.7	1.3
Lynchburg-Morning	46	41	43	49	58	63	59	68	17.2	12.6%	8.0	17.9%	11.3	3.3
New Market	34	36	28	25	27	27	27	31	14.8	10.6%	3.0	15.3%	4.3	1.3
Pulaski	32	34	32	29	29	30	33	33	13.8	12.5%	4.0	16.7%	5.3	1.3
Staunton-Augusta County	34	33	32	37	37	46	44	42	13.5	11.4%	5.0	15.2%	6.7	1.7
Floyd County	21	20	19	17	15	15	17	17	13.3	8.2%	1.3	12.2%	2.0	0.7
Winchester	186	179	180	172	164	167	177	179	9.1	5.0%	8.7	7.8%	13.7	5.0
Staunton	90	96	99	100	95	95	101	103	8.4	6.0%	6.0	8.7%	8.7	2.7
Warren County	34	38	36	40	37	36	38	40	8.1	14.9%	5.7	17.5%	6.7	1.0
Smith Mountain Lake	30	28	27	21	25	27	27	27	8.0	13.6%	3.7	16.0%	4.3	0.7
Chatham	45	43	43	43	40	38	42	43	7.5	10.6%	4.3	13.0%	5.3	1.0
Henry County	19	17	16	15	14	12	13	15	7.1	7.5%	1.0	10.0%	1.3	0.3
Martinsville	36	38	32	31	34	39	41	36	5.9	12.1%	4.7	13.8%	5.3	0.7
Kingsport	101	90	89	82	87	83	94	92	5.7	5.9%	5.3	7.8%	7.0	1.7
Russell County	18	18	19	20	19	18	18	20	5.3	17.9%	3.3	19.6%	3.7	0.3
									<b>Subtotal Green Line</b>		<b>84.3</b>		<b>137.0</b>	<b>52.7</b>

Club	01-Jul-2012 Mbrs	01-Jul-2013 Mbrs	01-Jul-2014 Mbrs	01-Jul-2015 Mbrs	01-Jul-2016 Mbrs	01-Jul-2017 Mbrs	01-Jul-2018 Mbrs	01-Jul-2019 Mbrs	2019 MGI	Avg. Attrition Rate	Annual Avg. Attrition	Avg. Attraction Rate	New Mbrs Per Yr.	Avg. Net Gain/Loss Per Yr.
<b>Yellow Line -- Fragile Balance Clubs -- Could go either way, unless something changes</b>														
Abingdon	63	66	66	64	65	66	64	68	4.6	12.1%	8.0	13.6%	9.0	1.0
Stuart	32	36	39	41	48	49	49	50	4.2	10.1%	5.0	11.5%	5.7	0.7
Amherst	34	31	24	26	26	29	29	27	3.8	7.1%	2.0	8.2%	2.3	0.3
Hillsville	26	26	35	33	37	39	39	38	2.7	9.5%	3.7	10.3%	4.0	0.3
Salem	133	133	137	141	147	146	157	149	1.4	5.8%	8.7	6.2%	9.3	0.7
Woodstock	62	66	59	58	64	56	64	64	0.0	7.6%	4.7	7.6%	4.7	0.0
Scott County	27	28	25	25	25	27	27	25	0.0	12.7%	3.3	12.7%	3.3	0.0
Radford	7	7	5	3	3	3	3	3	0.0	0.0%	0.0	0.0%	0.0	0.0
Mt. Jackson-Edinburg	16	14	12	13	13	12	13	13	0.0	15.8%	2.0	15.8%	2.0	0.0
Washington County	31	38	40	38	32	30	32	32	0.0	14.9%	4.7	14.9%	4.7	0.0
Blacksburg	119	113	108	103	103	99	98	102	-1.0	9.4%	9.3	9.0%	9.0	-0.3
Marion-Morning	34	33	36	41	41	39	39	39	-4.9	9.4%	3.7	7.7%	3.0	-0.7
									<b>Subtotal Yellow Line</b>		<b>55.0</b>		<b>57.0</b>	<b>2.0</b>

Club	01-Jul-2012 Mbrs	01-Jul-2013 Mbrs	01-Jul-2014 Mbrs	01-Jul-2015 Mbrs	01-Jul-2016 Mbrs	01-Jul-2017 Mbrs	01-Jul-2018 Mbrs	01-Jul-2019 Mbrs	2019 MGI	Avg. Attrition Rate	Annual Avg. Attrition	Avg. Attraction Rate	New Mbrs Per Yr.	Avg. Net Gain/Loss Per Yr.	
<b>Red Line -- Chronic Decline Clubs -- 80%+ likelihood of continued decline, unless something changes</b>															
Nelson County	21	20	18	19	18	18	16	17	-5.6	7.8%	1.3	5.9%	1.0	-0.3	
Front Royal	101	100	91	83	85	77	80	80	-5.9	14.3%	11.3	12.2%	9.7	-1.7	
Danville-Riverview	119	110	101	91	81	74	72	76	-6.2	13.5%	10.0	11.3%	8.3	-1.7	
Broadway-Timberville	28	29	28	31	31	32	31	29	-6.5	13.0%	4.0	10.9%	3.3	-0.7	
Rockingham County	30	34	41	47	46	38	44	43	-6.5	16.8%	7.0	14.4%	6.0	-1.0	
Mountain City	15	14	14	17	15	13	12	14	-6.7	20.5%	2.7	17.9%	2.3	-0.3	
Kingsport-Downtown	36	35	31	35	29	29	28	27	-6.9	10.7%	3.0	8.3%	2.3	-0.7	
Elizabethton	30	25	23	26	27	26	29	25	-7.4	11.3%	3.0	8.8%	2.3	-0.7	
Harrisonburg-Massanutten	40	39	36	44	39	35	36	36	-7.7	12.1%	4.3	9.3%	3.3	-1.0	
Waynesboro	69	81	75	76	75	73	72	69	-8.0	14.0%	10.0	11.2%	8.0	-2.0	
Harrisonburg	155	158	157	148	147	148	142	135	-8.2	10.8%	15.3	8.0%	11.3	-4.0	
Roanoke Valley (Roanoke)	23	24	22	22	23	25	23	21	-8.7	14.5%	3.3	11.6%	2.7	-0.7	
Rocky Mount	46	47	45	50	46	42	44	42	-8.7	14.8%	6.3	11.7%	5.0	-1.3	
Danville-After Hours	0	34	36	39	44	38	37	40	-9.1	24.3%	9.3	20.9%	8.0	-1.3	
Wytheville	70	68	63	64	62	59	58	56	-9.7	13.9%	8.0	10.4%	6.0	-2.0	
Luray	38	37	37	34	30	32	31	27	-10.0	15.6%	4.7	12.2%	3.7	-1.0	
Clarke County	36	33	36	34	30	30	30	27	-10.0	10.3%	3.0	6.9%	2.0	-1.0	
Roanoke-Downtown	36	34	41	40	38	41	28	34	-10.5	25.2%	8.7	21.4%	7.3	-1.3	
Johnson City	156	166	159	150	157	159	144	140	-10.8	15.1%	22.3	11.3%	16.7	-5.7	
Bristol, Va.-Tn.	126	136	150	140	135	127	124	120	-11.1	12.9%	16.0	8.9%	11.0	-5.0	
Altavista	21	16	18	13	17	20	15	15	-11.8	18.0%	3.0	14.0%	2.3	-0.7	
Christiansburg-Blacksburg	57	55	58	52	50	49	46	44	-12.0	12.2%	5.7	7.9%	3.7	-2.0	
Johnson City Morning	34	33	36	39	40	33	32	35	-12.5	14.0%	4.7	9.0%	3.0	-1.7	
Kingsport-Sunrise	19	15	14	20	22	21	22	19	-13.6	9.7%	2.0	4.8%	1.0	-1.0	
The Blue Ridge-New Genera	43	37	42	37	20	20	19	17	-15.0	23.2%	4.3	17.9%	3.3	-1.0	
Danville	70	65	63	60	59	55	54	50	-15.3	11.3%	6.0	5.7%	3.0	-3.0	
Lynchburg	69	58	50	47	52	53	51	44	-15.4	13.5%	6.7	8.1%	4.0	-2.7	
Marion	37	37	36	41	39	33	34	33	-15.4	14.0%	4.7	8.0%	2.7	-2.0	
Greeneville-Morning	12	11	10	10	12	10	12	10	-16.7	18.8%	2.0	12.5%	1.3	-0.7	
Bridgewater	40	32	32	31	32	29	28	26	-18.8	14.5%	4.0	7.2%	2.0	-2.0	
Radford (Noon)	34	30	26	35	36	35	40	29	-19.4	20.2%	7.0	13.5%	4.7	-2.3	
Bristol Morning, Va.-Tn.	26	20	12	14	15	13	14	12	-20.0	17.9%	2.3	10.3%	1.3	-1.0	
Bluefield	30	31	31	28	25	20	20	19	-24.0	18.6%	3.7	8.5%	1.7	-2.0	
Lexington Lunch	0	0	0	0	24	26	24	18	-25.0	30.9%	7.0	22.1%	5.0	-2.0	
Frederick County	49	54	43	40	36	32	26	27	-25.0	18.8%	5.3	8.2%	2.3	-3.0	
Christiansburg	20	18	14	11	11	12	13	8	-27.3	27.3%	3.0	18.2%	2.0	-1.0	
Montgomery County	23	26	26	27	27	25	22	19	-29.6	16.7%	3.7	4.5%	1.0	-2.7	
Unicoi County	14	14	15	17	13	15	9	9	-30.8	24.2%	2.7	12.1%	1.3	-1.3	
Lexington	38	39	36	39	40	37	26	26	-35.0	20.2%	6.0	4.5%	1.3	-4.7	
Bedford	17	20	25	32	33	29	25	20	-39.4	29.7%	7.3	12.2%	3.0	-4.3	
Lexington Sunrise	61	52	55	50	43	40	34	26	-39.5	29.0%	9.7	12.0%	4.0	-5.7	
Covington-Hot Springs	33	30	30	29	30	27	24	18	-40.0	24.6%	5.7	7.2%	1.7	-4.0	
Wytheville Morning	23	20	22	20	16	16	10	9	-43.8	31.4%	3.7	11.4%	1.3	-2.3	
Roanoke	38	37	33	31	22	18	17	5	-77.3	52.5%	7.0	10.0%	1.3	-5.7	
Subtotal Red Line											270.7		178.7	-92.0	
Distr. Avg.											12.5%	410.0	11.6%	379.7	-30.3
Totals		3390	3498	3441	3393	3340	3279	3299	3249			Avg. Annual LOSS		30.3	
Annual Gain/Loss		108	-57	-48	-53	-61	20	-50							
3-Yr. Avg. Gain/Loss					-52.7	-54.0	-31.3	-30.3							

**D- 7600 Clubs**  
**Sorted by 2019 Membership Growth Index (MGI)**

Club	01-Jul-2012 Mbrs	01-Jul-2013 Mbrs	01-Jul-2014 Mbrs	01-Jul-2015 Mbrs	01-Jul-2016 Mbrs	01-Jul-2017 Mbrs	01-Jul-2018 Mbrs	01-Jul-2019 Mbrs	2019 MGI	Avg. Attrition Rate	Annual Avg. Attrition	Avg. Attraction Rate	New Mbrs Per Yr.	Avg. Net Gain/Loss Per Yr.	
<b>Green Line -- Growth Clubs -- 80%+ likelihood of continued growth, unless something changes</b>															
Warwick at City Center New	44	37	34	30	25	44	45	43	72.0	13.6%	6.0	27.3%	12.0	6.0	
Smithfield	17	19	20	21	21	21	34	35	66.7	7.8%	2.3	23.3%	7.0	4.7	
James City County	54	52	54	49	46	46	57	65	41.3	13.7%	7.7	25.0%	14.0	6.3	
Onancock	24	28	33	34	35	41	44	44	25.7	9.3%	4.0	16.3%	7.0	3.0	
Cape Charles	29	28	30	28	28	33	32	35	25.0	14.0%	4.7	21.0%	7.0	2.3	
South Boston	29	27	29	34	32	32	35	38	18.8	4.8%	1.7	10.5%	3.7	2.0	
River City (Richmond)	21	21	16	15	14	18	20	16	14.3	13.0%	2.3	16.7%	3.0	0.7	
Mechanicsville	29	30	28	29	28	26	28	32	14.3	5.8%	1.7	10.5%	3.0	1.3	
James River (Richmond)	10	18	24	19	23	23	26	26	13.0	9.3%	2.3	13.3%	3.3	1.0	
South Hill	59	50	43	42	41	43	47	46	12.2	5.1%	2.3	8.8%	4.0	1.7	
Farmville	39	43	40	39	32	32	43	35	9.4	19.1%	7.0	21.8%	8.0	1.0	
Short Pump-Henrico County	21	15	13	13	11	11	13	12	9.1	16.7%	2.0	19.4%	2.3	0.3	
Churchland-Portsmouth	48	48	51	50	44	47	47	48	9.1	9.2%	4.3	12.0%	5.7	1.3	
Goochland County	54	56	52	53	52	54	58	56	7.7	9.5%	5.3	11.9%	6.7	1.3	
Brandermill (Midlothian)	32	31	25	26	26	25	27	28	7.7	10.0%	2.7	12.5%	3.3	0.7	
The Historic Triangle-Williar	23	25	30	30	28	28	32	30	7.1	18.9%	5.7	21.1%	6.3	0.7	
Lawrenceville	32	27	29	30	31	28	30	33	6.5	9.9%	3.0	12.1%	3.7	0.7	
<b>Subtotal Green Line</b>											<b>65.0</b>			<b>100.0</b>	
<b>Yellow Line -- Fragile Balance Clubs -- Could go either way, unless something changes</b>															
Sandston	27	27	24	23	20	21	21	21	5.0	6.3%	1.3	7.9%	1.7	0.3	
Norfolk	142	135	140	133	124	130	134	130	4.8	10.4%	13.7	11.9%	15.7	2.0	
Chesapeake	95	102	108	107	105	100	106	107	1.9	11.2%	11.7	11.8%	12.3	0.7	
Henrico East	14	14	14	15	17	17	18	17	0.0	5.8%	1.0	5.8%	1.0	0.0	
Virginia Beach	37	34	33	27	21	22	22	21	0.0	16.9%	3.7	16.9%	3.7	0.0	
Western Henrico County	61	58	53	52	56	54	52	55	-1.8	13.0%	7.0	12.4%	6.7	-0.3	
Hampton Roads (Norfolk)	67	60	56	51	55	57	55	54	-1.8	12.7%	7.0	12.0%	6.7	-0.3	
Petersburg	37	33	33	32	34	31	30	33	-2.9	9.6%	3.0	8.5%	2.7	-0.3	
Portsmouth	70	67	58	60	51	47	46	49	-3.9	7.7%	3.7	6.3%	3.0	-0.7	
Hampton	78	76	76	74	67	65	66	64	-4.5	6.7%	4.3	5.1%	3.3	-1.0	
Fluvanna County (Palmyra)	25	30	24	24	21	19	20	20	-4.8	11.9%	2.3	10.2%	2.0	-0.3	
<b>Subtotal Yellow Line</b>											<b>58.7</b>			<b>58.7</b>	

Club	01-Jul-2012 Mbrs	01-Jul-2013 Mbrs	01-Jul-2014 Mbrs	01-Jul-2015 Mbrs	01-Jul-2016 Mbrs	01-Jul-2017 Mbrs	01-Jul-2018 Mbrs	01-Jul-2019 Mbrs	2019 MGI	Avg. Attrition Rate	Annual Avg. Attrition	Avg. Attraction Rate	New Mbrs Per Yr.	Avg. Net Gain/Loss Per Yr.
<b>Red Line -- Chronic Decline Clubs -- 80%+ likelihood of continued decline, unless something changes</b>														
West Richmond	75	79	84	87	90	94	90	85	-5.6	9.7%	8.7	7.8%	7.0	-1.7
Yorktown	40	37	39	39	36	36	37	34	-5.6	4.7%	1.7	2.8%	1.0	-0.7
South Richmond	77	77	71	71	71	77	70	67	-5.6	8.9%	6.3	7.0%	5.0	-1.3
North Suffolk	56	54	61	63	67	66	60	63	-6.0	10.1%	6.3	7.9%	5.0	-1.3
Town Center Virginia Beach	21	27	27	33	32	30	35	30	-6.3	22.1%	7.0	20.0%	6.3	-0.7
Franklin	45	46	46	49	53	51	50	49	-7.5	9.3%	4.7	6.7%	3.3	-1.3
Richmond	104	99	84	87	97	97	102	89	-8.2	14.9%	14.3	12.2%	11.7	-2.7
Cape Henry	50	55	57	51	58	69	60	53	-8.6	13.7%	8.3	11.0%	6.7	-1.7
Suffolk	87	94	98	96	97	98	90	87	-10.3	10.5%	9.7	6.9%	6.3	-3.3
Hanover County	28	23	27	27	28	26	29	25	-10.7	16.3%	4.3	12.5%	3.3	-1.0
Huguenot Trail	21	26	23	24	27	27	27	24	-11.1	19.2%	5.0	15.4%	4.0	-1.0
Oyster Point of Newport News	85	80	85	89	87	84	80	77	-11.5	12.4%	10.0	8.3%	6.7	-3.3
Emporia	29	29	31	33	39	36	33	34	-12.8	14.6%	5.0	9.7%	3.3	-1.7
Henrico North	26	25	28	27	23	22	18	20	-13.0	10.0%	2.0	5.0%	1.0	-1.0
Exmore	37	34	36	39	37	35	38	32	-13.5	12.4%	4.3	7.6%	2.7	-1.7
Virginia Peninsula	60	62	52	53	51	49	48	44	-13.7	12.8%	6.0	7.8%	3.7	-2.3
Great Bridge (Chesapeake)	30	28	31	29	28	26	26	24	-14.3	15.8%	4.0	10.5%	2.7	-1.3
Prince George County	24	32	33	32	32	40	27	27	-15.6	22.3%	7.0	17.0%	5.3	-1.7
Petersburg (Breakfast)	37	34	36	35	33	33	33	27	-18.2	23.7%	7.3	17.2%	5.3	-2.0
Powhatan County	56	57	54	60	70	67	62	57	-18.6	13.4%	8.3	6.5%	4.0	-4.3
Blackstone	25	23	25	23	21	19	20	17	-19.0	16.1%	3.0	8.9%	1.7	-1.3
Ashland	0	0	0	0	19	15	17	12	-20.0	54.5%	8.0	38.6%	5.7	-2.3
Bon Air	56	49	49	39	35	35	31	28	-20.0	20.2%	6.3	12.8%	4.0	-2.3
Newport News	63	77	92	97	89	76	68	71	-20.2	15.8%	11.3	7.4%	5.3	-6.0
Innsbrook (Richmond)	102	104	98	92	96	89	82	75	-21.9	15.9%	13.0	7.3%	6.0	-7.0
Norfolk-Sunrise	23	28	27	32	32	28	24	25	-21.9	10.4%	2.7	1.3%	0.3	-2.3
Hopewell	34	30	30	27	27	25	25	20	-25.9	11.4%	2.7	1.4%	0.3	-2.3
Chester	30	22	24	25	22	25	25	16	-27.3	21.2%	4.7	12.1%	2.7	-2.0
Midlothian	83	85	78	82	77	80	72	56	-27.3	18.8%	13.0	8.7%	6.0	-7.0
New Kent County	30	30	36	28	32	29	27	23	-28.1	32.9%	8.7	21.5%	5.7	-3.0
Williamsburg	81	75	82	75	72	62	56	48	-33.3	19.9%	11.0	5.4%	3.0	-8.0
Colonial Heights	21	21	20	22	20	14	12	13	-35.0	30.8%	4.0	12.8%	1.7	-2.3
Lunenburg County	26	28	20	23	18	15	13	8	-55.6	33.3%	4.0	5.6%	0.7	-3.3
Church Hill (Richmond)	0	0	20	20	17	17	14	5	-70.6	58.3%	7.0	25.0%	3.0	-4.0
									<b>Subtotal Red Line</b>		<b>229.7</b>		<b>140.3</b>	
									<b>Distr. Avg.</b>	<b>13.3%</b>	<b>353.3</b>	<b>10.9%</b>	<b>288.3</b>	
<b>Totals</b>	<b>2780</b>	<b>2761</b>	<b>2818</b>	<b>2777</b>	<b>2753</b>	<b>2707</b>	<b>2689</b>	<b>2558</b>			<b>Avg. Annual LOSS</b>		<b>65.0</b>	
<b>Annual Gain/Loss</b>		<b>-19</b>	<b>57</b>	<b>-41</b>	<b>-24</b>	<b>-46</b>	<b>-18</b>	<b>-131</b>						
	<b>3-Year Avg. Gain/Loss</b>				<b>-2.7</b>	<b>-37.0</b>	<b>-29.3</b>	<b>-65.0</b>						



**D- 7610 Clubs**  
**Sorted by 2019 Membership Growth Index (MGI)**

Club	01-Jul-2012 Mbrs	01-Jul-2013 Mbrs	01-Jul-2014 Mbrs	01-Jul-2015 Mbrs	01-Jul-2016 Mbrs	01-Jul-2017 Mbrs	01-Jul-2018 Mbrs	01-Jul-2019 Mbrs	2019 MGI	3-Yr. Avg. Attrition	Annual Avg. Attrition	Avg. Attraction Rate	New Mbrs Per Yr.	Avg. Net Gain/Loss Per Yr.	
The Northern Neck	0	0	0	0	0	0	0	23	N/A	N/A	N/A	N/A	N/A	N/A	
Alexandria Central	0	0	0	0	0	0	0	25	N/A	N/A	N/A	N/A	N/A	N/A	
<b>Green Line -- Growth Clubs -- 80%+ likelihood of continued growth, unless something changes</b>															
Stafford	32	30	30	30	25	31	33	39	56.0	14.6%	5.0	28.2%	9.7	4.7	
Lake Ridge	22	27	26	29	31	37	42	45	45.2	8.1%	3.3	19.4%	8.0	4.7	
Arlington	32	26	28	28	28	30	35	39	39.3	14.4%	5.0	25.0%	8.7	3.7	
Ashburn	31	40	37	43	52	64	69	72	38.5	21.5%	14.7	31.2%	21.3	6.7	
Mount Vernon	18	17	16	13	13	18	17	18	38.5	7.5%	1.3	17.0%	3.0	1.7	
E-Club of District 7610	0	0	0	21	21	26	30	29	38.1	17.6%	5.0	27.1%	7.7	2.7	
Culpeper	21	21	19	16	18	19	20	22	22.2	9.8%	2.0	16.4%	3.3	1.3	
Manassas-Bull Run	28	26	22	20	18	20	21	22	22.2	9.5%	2.0	15.9%	3.3	1.3	
Alexandria South	9	10	10	12	11	12	14	13	18.2	7.7%	1.0	12.8%	1.7	0.7	
Blue Ridge Mountains (A	64	63	66	72	78	78	89	91	16.7	8.5%	7.3	13.6%	11.7	4.3	
Fredericksburg	87	86	83	81	83	93	95	95	14.5	4.6%	4.3	8.8%	8.3	4.0	
Rappahannock-Frederic	92	96	96	104	106	109	118	121	14.2	7.2%	8.3	11.5%	13.3	5.0	
Manassas	59	62	57	55	56	59	58	62	10.7	8.9%	5.3	12.3%	7.3	2.0	
West Point	25	25	22	24	20	19	21	22	10.0	12.9%	2.7	16.1%	3.3	0.7	
Sterling	16	22	23	19	21	22	21	23	9.5	28.8%	6.3	31.8%	7.0	0.7	
North Stafford	25	17	22	23	23	15	23	25	8.7	20.6%	4.3	23.8%	5.0	0.7	
Middlesex County (Urban	41	39	28	22	26	29	33	28	7.7	16.7%	5.0	18.9%	5.7	0.7	
Woodbridge	34	31	31	33	32	32	32	34	6.3	6.1%	2.0	8.2%	2.7	0.7	
Leesburg-Daybreak	42	41	40	47	53	54	65	56	5.7	16.0%	9.3	17.7%	10.3	1.0	
Gainesville-Haymarket	29	32	35	37	36	34	36	38	5.6	13.0%	4.7	14.8%	5.3	0.7	
Centreville and Chantilly	14	15	17	20	19	22	20	20	5.3	11.3%	2.3	12.9%	2.7	0.3	
Leesburg	55	56	56	56	57	57	56	60	5.3	6.4%	3.7	8.1%	4.7	1.0	
<b>Subtotal Green Line</b>											<b>105.0</b>			<b>154.0</b>	<b>49.0</b>
<b>Yellow Line -- Fragile Balance Clubs -- Could go either way, unless something changes</b>															
Crystal City-Pentagon (A	34	30	25	28	23	24	19	23	0.0	15.2%	3.3	15.2%	3.3	0.0	
Alexandria	135	129	124	126	117	114	115	114	-2.6	16.6%	19.0	15.7%	18.0	-1.0	
Mathews	36	31	33	25	29	30	28	28	-3.4	14.0%	4.0	12.8%	3.7	-0.3	
McLean	59	61	53	52	53	55	51	51	-3.8	8.9%	4.7	7.6%	4.0	-0.7	
Fairfax	96	96	88	72	69	71	71	66	-4.3	11.1%	7.7	9.6%	6.7	-1.0	
Falls Church	23	21	20	20	20	21	22	19	-5.0	9.7%	2.0	8.1%	1.7	-0.3	
<b>Subtotal Yellow Line</b>											<b>40.7</b>			<b>37.3</b>	<b>-3.3</b>

Club	01-Jul-2012 Mbrs	01-Jul-2013 Mbrs	01-Jul-2014 Mbrs	01-Jul-2015 Mbrs	01-Jul-2016 Mbrs	01-Jul-2017 Mbrs	01-Jul-2018 Mbrs	01-Jul-2019 Mbrs	2019 MGI	3-Yr. Avg. Attrition	Annual Avg. Attrition	Avg. Attraction Rate	New Mbrs Per Yr.	Avg. Net Gain/Loss Per Yr.	
<b>Red Line -- Chronic Decline Clubs -- 80%+ likelihood of continued decline, unless something changes</b>															
Albemarle County	60	60	63	62	59	59	57	56	-5.1	12.2%	7.0	10.5%	6.0	-1.0	
Tappahannock	58	53	60	51	49	41	42	46	-6.1	18.6%	8.0	16.3%	7.0	-1.0	
Herndon	69	71	71	67	59	62	60	55	-6.8	12.4%	7.3	10.2%	6.0	-1.3	
West Springfield	37	39	41	41	45	42	40	41	-8.9	25.2%	10.3	22.0%	9.0	-1.3	
Springfield	24	23	19	21	22	24	22	20	-9.1	16.7%	3.7	13.6%	3.0	-0.7	
Great Falls	94	91	73	56	51	46	47	45	-11.8	21.0%	9.7	16.7%	7.7	-2.0	
Alexandria West	0	0	27	13	15	23	18	13	-13.3	40.7%	7.3	37.0%	6.7	-0.7	
Warrenton	68	61	63	62	69	68	62	59	-14.5	9.5%	6.0	4.2%	2.7	-3.3	
King George-Dahlgren	0	20	21	19	19	19	16	16	-15.8	17.6%	3.0	11.8%	2.0	-1.0	
Orange	17	18	19	20	25	25	24	21	-16.0	21.4%	5.0	15.7%	3.7	-1.3	
Gloucester Point	43	41	38	35	36	29	30	30	-16.7	12.4%	3.7	5.6%	1.7	-2.0	
Dunn Loring-Merrifield	22	21	25	29	30	23	21	25	-16.7	23.2%	5.3	15.9%	3.7	-1.7	
Vienna	68	69	68	63	70	70	61	58	-17.1	15.3%	9.7	9.0%	5.7	-4.0	
Charlottesville	62	65	62	54	57	48	41	45	-21.1	24.6%	11.0	15.7%	7.0	-4.0	
Annandale	26	24	26	28	32	37	30	24	-25.0	25.3%	7.7	16.5%	5.0	-2.7	
Tysons Corner	39	37	39	41	39	37	40	29	-25.6	19.8%	7.0	10.4%	3.7	-3.3	
Bailey's Crossroads	60	56	54	74	74	71	69	55	-25.7	16.4%	10.7	6.7%	4.3	-6.3	
Louisa County	18	20	20	18	19	20	17	14	-26.3	17.6%	3.0	7.8%	1.3	-1.7	
Purcellville	41	41	46	44	42	38	33	29	-31.0	25.0%	8.3	12.0%	4.0	-4.3	
Gloucester	39	34	37	37	31	26	23	21	-32.3	18.6%	4.3	4.3%	1.0	-3.3	
Rosslyn-Fort Myer	8	13	13	13	15	14	13	10	-33.3	32.4%	4.0	18.9%	2.3	-1.7	
Reston	32	27	26	28	32	25	20	21	-34.4	25.8%	5.7	9.1%	2.0	-3.7	
Dulles International Airp	46	35	33	35	37	34	26	23	-37.8	31.3%	8.7	14.5%	4.0	-4.7	
Warsaw	39	43	42	43	39	41	44	20	-48.7	27.6%	9.7	9.5%	3.3	-6.3	
Kilmarnock-Irvington-Wf	40	40	41	40	32	36	28	0	-100.0	32.8%	7.0	-17.2%	-3.7	-10.7	
Northern Neck (Lancaste	16	17	14	15	17	16	15	17	0.0	20.8%	3.3	20.8%	3.3	0.0	
Dulles South	0	0	0	17	12	6	7	0	-100.0	130.8%	5.7	38.5%	1.7	-4.0	
Caroline County	15	17	19	15	12	10	6	0	-100.0	75.0%	4.0	0.0%	0.0	-4.0	
									<b>Subtotal Red Line</b>		<b>186.0</b>		<b>104.0</b>	<b>-82.0</b>	
<b>Totals</b>	2200	2186	2167	2169	2177	2185	2166	2116	<b>Totals</b>	<b>15.5%</b>	334.7		314.3	-20.3	
		-14	-19	2	8	8	-19	-50	<b>Distr. Avg.</b>	15.5%		14.4%			
		<b>3-Yr. Avg. Gain/Loss</b>			<b>-3.0</b>	<b>6.0</b>	<b>-1.0</b>	<b>-20.3</b>			<b>Avg. Annual LOSS</b>		<b>20.3</b>		

**D- 7620 Clubs**  
**Sorted by 2019 Membership Growth Index (MGI)**

Club	01-Jul-2012 Mbrs	01-Jul-2013 Mbrs	01-Jul-2014 Mbrs	01-Jul-2015 Mbrs	01-Jul-2016 Mbrs	01-Jul-2017 Mbrs	01-Jul-2018 Mbrs	01-Jul-2019 Mbrs	2019 MGI	Avg. Attrition Rate	Annual Avg. Attrition	Avg. Attraction Rate	New Mbrs Per Yr.	Avg. Net Gain/Loss Per Yr.	
Baltimore Sunset	0	0	0	0	0	0	20	20	N/A	0.0%	0.0	50.0%	6.7	6.7	
Smoketown, Brunswick	0	0	0	0	0	0	27	27	N/A	0.0%	0.0	50.0%	9.0	9.0	
<b>Green Line -- Growth Clubs -- 80%+ likelihood of continued growth, unless something changes</b>															
Glen Burnie	25	23	20	27	21	22	35	35	66.7	16.3%	5.0	31.5%	9.7	4.7	
Capitol Hill (Washington, DC)	24	27	21	20	18	40	29	29	61.1	26.5%	8.7	37.8%	12.3	3.7	
Montgomery Village	27	25	27	25	20	20	32	32	60.0	14.3%	4.0	28.6%	8.0	4.0	
Bonds Meadow (Westminster)	31	26	20	19	14	17	21	21	50.0	11.9%	2.3	23.7%	4.7	2.3	
Metro Bethesda	18	28	38	39	47	60	66	66	40.4	19.8%	12.7	29.7%	19.0	6.3	
Southern Frederick County	36	37	34	34	38	37	53	53	39.5	18.2%	8.7	28.7%	13.7	5.0	
Potomac	31	26	21	19	17	17	22	22	29.4	21.3%	4.3	29.5%	6.0	1.7	
Howard West	0	0	0	18	16	19	20	20	25.0	18.6%	3.7	25.4%	5.0	1.3	
Gaithersburg	18	18	24	22	21	21	26	26	23.8	20.5%	5.0	27.4%	6.7	1.7	
Columbia-Patuxent	50	48	47	43	39	45	48	48	23.1	14.9%	7.0	21.3%	10.0	3.0	
Catonsville	16	17	16	12	14	14	17	17	21.4	6.3%	1.0	12.5%	2.0	1.0	
St. Mary's County (Leonard)	30	30	28	31	30	33	36	36	20.0	10.5%	3.7	16.2%	5.7	2.0	
BWI Airport	8	10	14	13	10	10	12	12	20.0	11.8%	1.3	17.6%	2.0	0.7	
Columbia Town Center	17	13	13	16	18	19	21	21	16.7	6.6%	1.3	11.5%	2.3	1.0	
Southern Harford County	17	14	16	13	13	16	15	15	15.4	37.0%	5.7	41.3%	6.3	0.7	
Ellicott City	29	30	26	23	25	25	27	27	8.0	7.6%	2.0	10.1%	2.7	0.7	
Dupont Circle Washington	36	39	33	37	32	39	34	34	6.3	29.9%	10.7	31.8%	11.3	0.7	
<b>Subtotal Green Line</b>											<b>87.0</b>			<b>127.3</b>	<b>40.3</b>
<b>Yellow Line -- Fragile Balance Clubs -- Could go either way, unless something changes</b>															
Carroll Creek (Frederick)	160	153	160	169	175	170	183	183	4.6	14.4%	25.7	15.9%	28.3	2.7	
Charles County (La Plata)	42	41	39	39	45	45	47	47	4.4	4.3%	2.0	5.8%	2.7	0.7	
Towsontowne	48	42	45	51	51	38	53	53	3.9	28.5%	13.7	29.9%	14.3	0.7	
Aberdeen	41	43	42	46	41	40	42	42	2.4	12.9%	5.3	13.7%	5.7	0.3	
Charlotte Hall	12	12	14	17	19	18	19	19	0.0	12.5%	2.3	12.5%	2.3	0.0	
Downtown Silver Spring	0	0	0	0	25	21	25	25	0.0	15.5%	3.7	15.5%	3.7	0.0	
Greenbelt	14	13	12	12	13	13	13	13	0.0	15.4%	2.0	15.4%	2.0	0.0	
Middle River	13	15	14	14	15	15	15	15	0.0	6.7%	1.0	6.7%	1.0	0.0	
Baltimore	47	38	44	45	41	42	41	41	0.0	16.1%	6.7	16.1%	6.7	0.0	
Silver Spring-Kensington	11	20	20	20	18	21	18	18	0.0	22.8%	4.3	22.8%	4.3	0.0	
Havre de Grace	13	11	8	9	7	7	7	7	0.0	14.3%	1.0	14.3%	1.0	0.0	
Frederick	188	185	189	190	198	200	195	195	-1.5	8.0%	15.7	7.5%	14.7	-1.0	
Elkridge	15	16	18	18	23	22	22	22	-4.3	6.1%	1.3	4.5%	1.0	-0.3	
<b>Subtotal Yellow Line</b>											<b>84.7</b>			<b>87.7</b>	<b>3.0</b>

Club	01-Jul-2012 Mbrs	01-Jul-2013 Mbrs	01-Jul-2014 Mbrs	01-Jul-2015 Mbrs	01-Jul-2016 Mbrs	01-Jul-2017 Mbrs	01-Jul-2018 Mbrs	01-Jul-2019 Mbrs	2019 MGI	Avg. Attrition Rate	Annual Avg. Attrition	Avg. Attraction Rate	New Mbrs Per Yr.	Avg. Net Gain/Loss Per Yr.	
<b>Red Line -- Chronic Membership Decline Clubs -- 80%+ likelihood of continued decline, unless something</b>															
Mt. Airy	14	18	22	25	26	24	24	24	-7.7	9.7%	2.3	6.9%	1.7	-0.7	
Sykesville	39	41	40	38	39	36	36	36	-7.7	8.3%	3.0	5.6%	2.0	-1.0	
Lexington Park	102	92	104	84	78	79	72	72	-7.7	13.5%	10.0	10.8%	8.0	-2.0	
Annapolis	157	150	143	134	135	131	124	124	-8.1	12.9%	16.3	10.0%	12.7	-3.7	
Laurel	18	16	14	12	11	10	10	10	-9.1	10.0%	1.0	6.7%	0.7	-0.3	
Ellicott City Sunrise	29	30	29	28	23	19	20	20	-13.0	22.0%	4.3	16.9%	3.3	-1.0	
College Park	40	42	40	37	40	40	34	34	-15.0	14.8%	5.3	9.3%	3.3	-2.0	
Parole (Annapolis)	76	69	63	65	65	66	55	55	-15.4	13.6%	8.0	8.0%	4.7	-3.3	
Upper Marlboro	18	18	19	23	25	21	21	21	-16.0	11.1%	2.3	4.8%	1.0	-1.3	
Columbia	27	26	27	24	24	22	20	20	-16.7	12.9%	2.7	6.5%	1.3	-1.3	
Bethesda-Chevy Chase	69	69	73	71	71	63	58	58	-18.3	10.6%	6.3	3.4%	2.0	-4.3	
South Anne Arundel County	29	36	38	43	42	36	34	34	-19.0	20.2%	7.0	12.5%	4.3	-2.7	
Westminster	50	52	44	45	47	47	38	38	-19.1	16.3%	6.7	8.9%	3.7	-3.0	
Rockville	35	32	32	30	35	32	28	28	-20.0	21.6%	6.3	13.6%	4.0	-2.3	
Potomac-Bethesda	17	16	19	19	15	14	12	12	-20.0	21.1%	2.7	13.2%	1.7	-1.0	
North Bethesda	39	35	36	37	39	33	31	31	-20.5	13.7%	4.3	5.3%	1.7	-2.7	
Pikesville - Owings Mills	22	24	25	27	24	21	19	19	-20.8	27.1%	5.3	18.6%	3.7	-1.7	
Washington	152	163	161	167	165	143	130	130	-21.2	24.1%	32.3	15.4%	20.7	-11.7	
Prince Frederick	20	23	25	20	20	16	15	15	-25.0	23.9%	3.7	13.0%	2.0	-1.7	
Lake Shore-Severna Park	24	27	32	30	28	24	21	21	-25.0	25.8%	5.7	15.2%	3.3	-2.3	
Crofton	22	24	26	27	30	24	21	21	-30.0	19.7%	4.3	6.1%	1.3	-3.0	
Olney	9	19	26	20	19	15	13	13	-31.6	58.5%	8.0	43.9%	6.0	-2.0	
Prince George's County	22	20	20	19	22	17	15	15	-31.8	42.6%	6.7	27.7%	4.3	-2.3	
Fredericktowne (Frederick)	35	34	33	33	31	22	21	21	-32.3	26.6%	5.7	10.9%	2.3	-3.3	
Annapolis Evening, Anne A	22	18	17	15	18	12	11	11	-38.9	20.6%	2.3	0.0%	0.0	-2.3	
Hunt Valley	31	28	24	30	29	20	17	17	-41.4	38.9%	7.0	16.7%	3.0	-4.0	
Federal City (Washington, D	0	0	39	37	29	18	16	16	-44.8	86.0%	14.3	60.0%	10.0	-4.3	
Bel Air	44	43	48	43	45	28	24	24	-46.7	43.4%	11.0	15.8%	4.0	-7.0	
Beltsville	0	0	14	15	0	0	0	0	N/A	0.0%	0.0	0.0%	0.0	0.0	
Clarksville	0	0	12	14	0	0	0	0	N/A	0.0%	0.0	0.0%	0.0	0.0	
Waldorf	18	19	19	15	15	0	0	0	-100.0	0.0%	0.0	0.0%	-5.0	-5.0	
West Anne Arundel (Odonto	18	18	17	14	15	10	0	0	-100.0	200.0%	6.7	50.0%	1.7	-5.0	
Towson	16	16	15	20	17	15	0	0	-100.0	153.3%	7.7	40.0%	2.0	-5.7	
									<b>Subtotal Red Line</b>		<b>209.3</b>		<b>115.3</b>	<b>-94.0</b>	
									<b>Distr. Avg.</b>	<b>17.8%</b>	<b>387.0</b>	<b>16.2%</b>	<b>352.0</b>	<b>-35.0</b>	
									<b>Avg. Annual LOSS</b>		<b>35.0</b>				
<b>Totals</b>	2231	2218	2287	2302	2286	2164	2181	2181							
<b>Annual Gain/Loss</b>		-13	69	15	-16	-122	17	0							
		<b>3-Yr. Avg. Gain/Loss</b>			<b>22.7</b>	<b>-41.0</b>	<b>-40.3</b>	<b>-35.0</b>							

**D- 7630 Clubs**  
**Sorted by 2019 Membership Growth Index (MGI)**

Club	01-Jul-2012 Mbrs	01-Jul-2013 Mbrs	01-Jul-2014 Mbrs	01-Jul-2015 Mbrs	01-Jul-2016 Mbrs	01-Jul-2017 Mbrs	01-Jul-2018 Mbrs	01-Jul-2019 Mbrs	2019 MGI	Avg. Attrition Rate	Annual Avg. Attrition	Avg. Attraction Rate	New Mbrs Per Yr.	Avg. Net Gain/Loss Per Yr.
<b>Green Line -- Growth Clubs -- 80%+ likelihood of continued growth, unless something changes</b>														
Harrington-Greenwood-Felton	14	14	16	19	9	9	9	15	66.7	3.0%	0.3	21.2%	2.3	2.0
Chestertown	29	25	20	20	20	23	24	26	30.0	13.7%	3.3	21.9%	5.3	2.0
Smyrna-Clayton	24	25	21	27	27	28	33	34	25.9	8.4%	2.7	15.8%	5.0	2.3
Snow Hill	22	27	28	33	24	28	32	30	25.0	11.1%	3.3	17.8%	5.3	2.0
Long Neck Sunrise	17	13	10	15	18	16	21	22	22.2	25.4%	5.0	32.2%	6.3	1.3
Christiana	27	24	29	29	25	30	33	30	20.0	15.1%	4.7	20.4%	6.3	1.7
North East	21	21	24	24	24	22	24	28	16.7	10.8%	2.7	16.2%	4.0	1.3
Ocean City-Berlin	10	9	12	12	13	12	16	15	15.4	9.3%	1.3	14.0%	2.0	0.7
Newark-Morning	41	36	39	39	39	43	43	45	15.4	9.9%	4.3	14.5%	6.3	2.0
Milford	17	19	20	22	26	27	28	29	11.5	10.7%	3.0	14.3%	4.0	1.0
Kent Island	0	0	0	0	35	37	34	38	8.6	22.0%	8.0	24.8%	9.0	1.0
Southern New Castle County	12	11	13	12	12	12	12	13	8.3	5.4%	0.7	8.1%	1.0	0.3
Southern Sussex (Selbyville)	17	12	13	15	15	19	15	16	6.7	20.0%	3.3	22.0%	3.7	0.3
Denton	18	19	18	18	18	16	17	19	5.6	15.4%	2.7	17.3%	3.0	0.3
									Subtotal Green Line		45.3		63.7	18.3
<b>Yellow Line -- Fragile Balance Clubs -- Could go either way, unless something changes</b>														
Salisbury	92	91	97	96	90	86	87	94	4.4	8.2%	7.3	9.7%	8.7	1.3
Camden-Wyoming	28	25	25	27	24	24	23	25	4.2	9.7%	2.3	11.1%	2.7	0.3
Easton	110	115	110	103	84	86	83	86	2.4	10.2%	8.7	11.0%	9.3	0.7
Georgetown-Millsboro	39	32	30	30	32	39	34	32	0.0	20.0%	7.0	20.0%	7.0	0.0
Brandywine Hundred	24	26	19	29	28	30	31	28	0.0	10.1%	3.0	10.1%	3.0	0.0
Wicomico County	52	50	52	52	55	54	52	54	-1.8	11.9%	6.3	11.3%	6.0	-0.3
Dover Capital City	65	66	56	71	76	81	71	74	-2.6	15.0%	11.3	14.2%	10.7	-0.7
Middletown-Odessa-Townsend	44	40	35	36	35	38	33	34	-2.9	16.2%	5.7	15.2%	5.3	-0.3
Dover/Colonial	40	37	37	29	24	27	18	23	-4.2	20.6%	4.7	19.1%	4.3	-0.3
									Subtotal Yellow Line		56.3		57.0	0.7

Club	01-Jul-2012 Mbrs	01-Jul-2013 Mbrs	01-Jul-2014 Mbrs	01-Jul-2015 Mbrs	01-Jul-2016 Mbrs	01-Jul-2017 Mbrs	01-Jul-2018 Mbrs	01-Jul-2019 Mbrs	2019 MGI	Avg. Attrition Rate	Annual Avg. Attrition	Avg. Attraction Rate	New Mbrs Per Yr.	Avg. Net Gain/Loss Per Yr.
<b>Red Line -- Chronic Membership Decline Clubs -- 80%+ likelihood of continued decline, unless something</b>														
Elkton	38	33	33	32	31	30	41	29	-6.5	24.0%	8.0	22.0%	7.3	-0.7
Caesar Rodney of Wilmington	58	62	66	68	68	66	62	63	-7.4	7.3%	4.7	4.7%	3.0	-1.7
Brandywine-Naamans	43	39	37	26	27	25	22	25	-7.4	13.9%	3.3	11.1%	2.7	-0.7
St. Michaels	46	46	46	42	49	48	46	44	-10.2	15.9%	7.3	12.3%	5.7	-1.7
Salisbury-Sunrise	33	35	34	37	38	32	32	34	-10.5	19.4%	6.3	15.3%	5.0	-1.3
Wilmington	226	219	207	217	199	194	188	178	-10.6	11.6%	21.7	7.9%	14.7	-7.0
Wilmington West	31	31	31	31	36	36	30	32	-11.1	14.3%	4.7	10.2%	3.3	-1.3
Newark	30	32	30	32	27	26	28	24	-11.1	7.7%	2.0	3.8%	1.0	-1.0
Cambridge	51	51	47	48	53	49	49	47	-11.3	13.1%	6.3	9.0%	4.3	-2.0
Nanticoke/Seaford	28	29	25	41	48	48	44	41	-14.6	10.5%	4.7	5.3%	2.3	-2.3
Rehoboth Beach Sunrise	31	29	34	37	41	44	43	34	-17.1	26.4%	10.7	20.7%	8.3	-2.3
Centreville	42	45	41	41	36	38	34	29	-19.4	13.9%	4.7	6.9%	2.3	-2.3
Dover Downtown	24	21	21	27	25	22	30	20	-20.0	18.1%	4.3	11.1%	2.7	-1.7
Pocomoke City	15	13	14	12	12	11	9	9	-25.0	17.2%	1.7	6.9%	0.7	-1.0
Lewes-Rehoboth Beach	47	48	47	57	54	39	36	39	-27.8	28.1%	10.7	14.9%	5.7	-5.0
Tidewater-Easton	27	25	30	37	34	33	27	20	-41.2	31.3%	8.3	13.8%	3.7	-4.7
Hockessin-Greenville	35	38	30	18	16	16	13	0	####	69.0%	6.7	13.8%	1.3	-5.3
									<b>Subtotal Red Line</b>		<b>116.0</b>		<b>74.0</b>	<b>-42.0</b>
									<b>Distr. Avg.</b>		<b>14.4%</b>		<b>217.7</b>	<b>12.9%</b>
<b>Totals</b>	1568	1533	1497	1561	1547	1544	1507	1478						
<b>Annual Gain/Loss</b>		-35	-36	64	-14	-3	-37	-29		<b>Avg. Annual LOSS</b>		<b>23.0</b>		
	<b>3-Yr. Avg. Gain/Loss</b>			<b>-2.3</b>	<b>4.7</b>	<b>15.7</b>	<b>-18.0</b>	<b>-23.0</b>						

**D- 7670 Clubs**  
**Sorted by 2019 Membership Growth Index (MGI)**

Club	01-Jul-2012 Mbrs	01-Jul-2013 Mbrs	01-Jul-2014 Mbrs	01-Jul-2015 Mbrs	01-Jul-2016 Mbrs	01-Jul-2017 Mbrs	01-Jul-2018 Mbrs	01-Jul-2019 Mbrs	2019 MGI	Avg. Attrition Rate	Annual Avg. Attrition	Avg. Attraction Rate	New Mbrs Per Yr.	Avg. Net Gain/Loss Per Yr.	
<b>Green Line -- Growth Clubs -- 80%+ likelihood of continued growth, unless something changes</b>															
Asheville-Biltmore	30	32	32	32	36	51	51	56	55.6	7.0%	3.7	19.6%	10.3	6.7	
Burnsville	9	8	6	10	9	12	13	13	44.4	13.2%	1.7	23.7%	3.0	1.3	
Madison County	45	46	44	35	35	37	37	49	40.0	4.9%	2.0	16.3%	6.7	4.7	
Avery County	13	17	17	16	18	19	20	24	33.3	19.0%	4.0	28.6%	6.0	2.0	
Boone Sunrise	34	43	47	44	41	43	51	54	31.7	15.5%	7.7	24.3%	12.0	4.3	
Pisgah Forest	42	41	39	44	47	47	59	60	27.7	7.2%	4.0	15.1%	8.3	4.3	
Marion	61	63	63	62	61	79	72	76	24.6	11.0%	8.3	17.6%	13.3	5.0	
Lincolnton-Sunrise	20	15	17	17	18	18	20	22	22.2	18.3%	3.7	25.0%	5.0	1.3	
Caldwell County	15	15	14	14	14	16	15	17	21.4	6.3%	1.0	12.5%	2.0	1.0	
Lenoir	71	78	78	67	68	67	84	80	17.6	9.5%	7.3	14.7%	11.3	4.0	
Highlands	89	90	88	85	88	89	94	99	12.5	8.5%	8.0	12.4%	11.7	3.7	
Catawba Valley (Conover)	37	29	29	29	33	37	38	37	12.1	12.5%	4.7	16.1%	6.0	1.3	
Murphy	34	32	28	27	25	22	21	28	12.0	16.9%	4.0	21.1%	5.0	1.0	
Franklin Daybreak	37	35	33	37	34	35	37	38	11.8	10.9%	4.0	14.5%	5.3	1.3	
Morganton	55	60	54	54	55	56	56	60	9.1	10.5%	6.0	13.4%	7.7	1.7	
Hendersonville-Four Seasons	33	25	25	37	33	32	26	36	9.1	28.7%	9.0	31.9%	10.0	1.0	
Asheville	169	157	151	130	137	140	145	149	8.8	12.9%	18.7	15.7%	22.7	4.0	
Burke-Sunrise	22	22	20	19	23	23	21	25	8.7	10.1%	2.3	13.0%	3.0	0.7	
Clay County	31	22	13	10	12	13	12	13	8.3	10.5%	1.3	13.2%	1.7	0.3	
Asheville Breakfast	29	35	35	47	49	44	52	53	8.2	12.1%	6.0	14.8%	7.3	1.3	
Spruce Pine	28	35	34	35	34	36	36	36	5.9	10.2%	3.7	12.0%	4.3	0.7	
Asheville-South	43	43	42	37	35	34	29	37	5.7	24.0%	8.0	26.0%	8.7	0.7	
<b>Subtotal Green Line</b>											<b>119.0</b>			<b>171.3</b>	<b>52.3</b>
<b>Yellow Line -- Fragile Balance Clubs -- Could go either way, unless something changes</b>															
Franklin	70	71	81	79	86	86	87	90	4.7	10.6%	9.3	12.2%	10.7	1.3	
Denver/Lake Norman	56	51	59	63	66	65	62	69	4.5	13.3%	8.7	14.8%	9.7	1.0	
Highlands-Mountaintop	24	31	26	21	23	19	18	24	4.3	21.3%	4.3	23.0%	4.7	0.3	
Hickory Sunrise	21	20	20	23	25	28	24	26	4.0	12.8%	3.3	14.1%	3.7	0.3	
Tryon	73	78	72	65	64	65	57	65	1.6	16.0%	10.0	16.6%	10.3	0.3	
Waynesville-Sunrise	14	14	13	14	16	14	17	16	0.0	17.0%	2.7	17.0%	2.7	0.0	
Sylva	68	70	62	60	57	63	59	56	-1.8	18.0%	10.7	17.4%	10.3	-0.3	
<b>Subtotal Yellow Line</b>											<b>49.0</b>			<b>52.0</b>	<b>3.0</b>

Club	01-Jul-2012 Mbrs	01-Jul-2013 Mbrs	01-Jul-2014 Mbrs	01-Jul-2015 Mbrs	01-Jul-2016 Mbrs	01-Jul-2017 Mbrs	01-Jul-2018 Mbrs	01-Jul-2019 Mbrs	2019 MGI	Avg. Attrition Rate	Annual Avg. Attrition	Avg. Attraction Rate	New Mbrs Per Yr.	Avg. Net Gain/Loss Per Yr.	
<b>Red Line -- Chronic Membership Decline Clubs -- 80%+ likelihood of continued decline, unless something</b>															
Lincolnton	87	76	77	83	78	75	74	74	-5.1	11.2%	8.3	9.4%	7.0	-1.3	
Valdese	42	38	38	37	36	32	37	34	-5.6	14.6%	5.0	12.6%	4.3	-0.7	
Hendersonville	184	187	170	148	144	142	141	136	-5.6	12.6%	17.7	10.7%	15.0	-2.7	
Asheville-West	17	19	20	20	17	16	17	16	-5.9	8.2%	1.3	6.1%	1.0	-0.3	
Sherrills Ford-Terrell	13	13	13	18	15	14	14	14	-6.7	16.7%	2.3	14.3%	2.0	-0.3	
Haywood County (Canton)	31	28	26	29	27	27	27	25	-7.4	16.5%	4.3	13.9%	3.7	-0.7	
Asheville-Metro	0	15	13	12	12	12	13	11	-8.3	13.9%	1.7	11.1%	1.3	-0.3	
Lake Hickory, (Hickory)	80	84	77	71	81	78	70	74	-8.6	13.1%	9.7	9.9%	7.3	-2.3	
Waynesville	103	100	97	91	88	83	79	78	-11.4	12.1%	9.7	7.9%	6.3	-3.3	
Newton-Conover	71	68	69	67	61	68	62	53	-13.1	16.9%	10.3	12.6%	7.7	-2.7	
Cashiers Valley	36	40	45	44	40	47	42	34	-15.0	23.6%	9.7	18.7%	7.7	-2.0	
Hickory	141	142	139	138	130	118	105	109	-16.2	15.1%	16.7	8.7%	9.7	-7.0	
Bryson City	31	25	23	29	25	21	20	20	-20.0	23.0%	4.7	14.8%	3.0	-1.7	
Black Mountain	54	46	50	48	58	55	54	46	-20.7	19.4%	10.0	11.6%	6.0	-4.0	
Arden	19	16	16	17	16	13	6	12	-25.0	35.5%	3.7	22.6%	2.3	-1.3	
Blowing Rock	58	60	58	58	60	51	53	43	-28.3	18.4%	9.0	6.8%	3.3	-5.7	
Granite Falls	15	16	16	15	16	17	17	10	-37.5	22.7%	3.3	9.1%	1.3	-2.0	
Boone	21	18	18	17	17	12	12	10	-41.2	26.5%	3.0	5.9%	0.7	-2.3	
Brevard	44	36	36	36	35	26	25	17	-51.4	45.6%	10.3	19.1%	4.3	-6.0	
									<b>Subtotal Red Line</b>		<b>140.7</b>		<b>94.0</b>	<b>-46.7</b>	
									<b>Distr. Avg.</b>	<b>14.0%</b>		<b>308.7</b>	<b>14.4%</b>	<b>317.3</b>	<b>8.7</b>
<b>Totals</b>	2320	2305	2243	2191	2198	2197	2181	2224				<b>Annual Avg. GAIN</b>	<b>8.7</b>		
<b>Annual Gain/Loss</b>		-15	-62	-52	7	-1	-16	43							
					<b>Avg. Gain/Loss</b>	<b>-35.7</b>	<b>-15.3</b>	<b>-3.3</b>	<b>8.7</b>						



**D- 7680 Clubs**  
**Sorted by 2019 Membership Growth Index (MGI)**

Club	01-Jul-2012 Mbrs	01-Jul-2013 Mbrs	01-Jul-2014 Mbrs	01-Jul-2015 Mbrs	01-Jul-2016 Mbrs	01-Jul-2017 Mbrs	01-Jul-2018 Mbrs	01-Jul-2019 Mbrs	2019 Growth Index	Avg. Attrition Rate	Annual Avg. Attrition	Avg. Attraction Rate	New Mbrs Per Yr.	Avg. Net Gain/Loss Per Yr.	
The Queen City - Charlotte	0	0	0	0	0	0	0	21	N/A	0.0%	0.0	100.0%	7.0	7.0	
<b>Green Line -- Growth Clubs -- 80%+ likelihood of continued growth, unless something changes</b>															
Southwest Cabarrus	17	17	12	13	12	16	20	22	83.3	6.9%	1.3	24.1%	4.7	3.3	
Waxhaw-Weddington	28	27	30	22	26	37	43	47	80.8	12.6%	5.3	29.1%	12.3	7.0	
Ashe County	17	17	13	12	12	15	17	21	75.0	5.7%	1.0	22.6%	4.0	3.0	
Charlotte-International	14	10	15	12	19	21	25	31	63.2	13.0%	3.3	28.6%	7.3	4.0	
Matthews	35	30	26	29	28	31	32	44	57.1	15.0%	5.3	29.9%	10.7	5.3	
Shelby Breakfast	34	33	29	20	17	18	24	26	52.9	0.0%	0.0	13.2%	3.0	3.0	
Davidson	21	17	12	14	19	20	30	28	47.4	19.2%	5.0	30.8%	8.0	3.0	
Mount Holly	30	29	26	30	33	37	44	48	45.5	7.8%	3.3	19.4%	8.3	5.0	
Union West (Indian Trail)	40	39	29	23	20	19	25	27	35.0	12.7%	3.0	22.5%	5.3	2.3	
Huntersville Happy Hour	0	0	20	28	20	21	23	24	20.0	13.2%	3.0	19.1%	4.3	1.3	
Troutman	25	26	30	29	26	28	30	30	15.4	20.5%	6.0	25.0%	7.3	1.3	
Mecklenburg County-South	22	25	36	39	40	41	44	46	15.0	10.7%	4.7	15.3%	6.7	2.0	
Alleghany County	22	23	26	24	25	27	27	28	12.0	18.3%	5.0	22.0%	6.0	1.0	
Mooresville	15	17	19	18	22	25	26	24	9.1	10.7%	2.7	13.3%	3.3	0.7	
China Grove	11	11	10	11	11	8	7	12	9.1	37.0%	3.3	40.7%	3.7	0.3	
Concord-Afton Sunset	25	20	16	24	26	26	27	28	7.7	19.8%	5.3	22.2%	6.0	0.7	
Monroe-Union Breakfast	24	18	20	16	16	17	17	17	6.3	11.8%	2.0	13.7%	2.3	0.3	
Lake Norman/Huntersville	40	38	38	32	35	48	45	37	5.7	31.5%	13.7	33.1%	14.3	0.7	
Top of the Lake-Mooresville	49	42	42	36	35	40	38	37	5.7	14.8%	5.7	16.5%	6.3	0.7	
North Wilkesboro	70	66	59	59	53	53	54	56	5.7	8.6%	4.7	10.4%	5.7	1.0	
<b>Subtotal Green Line</b>											<b>83.7</b>			<b>129.7</b>	<b>46.0</b>
<b>Yellow Line -- Fragile Balance Clubs -- Could go either way, unless something changes</b>															
Salisbury	124	125	122	119	112	116	112	117	4.5	5.5%	6.3	7.0%	8.0	1.7	
Greater Statesville	54	59	55	60	59	57	59	61	3.4	10.2%	6.0	11.3%	6.7	0.7	
Cabarrus County	71	69	74	78	72	72	70	74	2.8	9.7%	7.0	10.6%	7.7	0.7	
Gastonia East	112	109	108	103	98	100	90	99	1.0	8.3%	8.0	8.7%	8.3	0.3	
Albemarle	101	100	102	99	100	93	100	101	1.0	11.6%	11.3	11.9%	11.7	0.3	
Marshville	17	14	13	11	12	12	12	12	0.0	8.3%	1.0	8.3%	1.0	0.0	
Monroe	112	97	95	81	67	67	71	67	0.0	11.7%	8.0	11.7%	8.0	0.0	
Mooresville-Lake Norman	57	44	34	35	31	29	30	30	-3.2	18.0%	5.3	16.9%	5.0	-0.3	
<b>Subtotal Yellow Line</b>											<b>53.0</b>			<b>56.3</b>	<b>102.3</b>

Club	01-Jul-2012 Mbrs	01-Jul-2013 Mbrs	01-Jul-2014 Mbrs	01-Jul-2015 Mbrs	01-Jul-2016 Mbrs	01-Jul-2017 Mbrs	01-Jul-2018 Mbrs	01-Jul-2019 Mbrs	2019 Growth Index	Avg. Attrition Rate	Annual Avg. Attrition	Avg. Attraction Rate	New Mbrs Per Yr.	Avg. Net Gain/Loss Per Yr.	
<b>Red Line -- Chronic Membership Decline Clubs -- 80%+ likelihood of continued decline, unless something</b>															
Charlotte-South	58	54	53	54	56	58	54	53	-5.4	20.0%	11.0	18.2%	10.0	-1.0	
Wadesboro	67	62	61	63	56	58	54	53	-5.4	10.9%	6.0	9.1%	5.0	-1.0	
Taylorsville	33	31	31	33	36	34	34	34	-5.6	9.8%	3.3	7.8%	2.7	-0.7	
Statesville	74	73	71	73	68	66	62	64	-5.9	17.7%	11.3	15.6%	10.0	-1.3	
Gastonia	156	146	148	156	149	143	141	140	-6.0	9.9%	14.0	7.8%	11.0	-3.0	
West Stanly	33	30	30	27	29	25	29	27	-6.9	27.2%	7.3	24.7%	6.7	-0.7	
Charlotte Providence	47	40	38	33	39	37	40	36	-7.7	12.4%	4.7	9.7%	3.7	-1.0	
Belmont	33	24	25	23	24	21	23	22	-8.3	12.1%	2.7	9.1%	2.0	-0.7	
Cherryville	21	22	22	23	24	29	27	22	-8.3	19.2%	5.0	16.7%	4.3	-0.7	
Shelby	121	123	119	119	118	120	102	104	-11.9	11.7%	12.7	7.4%	8.0	-4.7	
Charlotte	316	318	317	315	316	309	287	276	-12.7	13.8%	40.0	9.2%	26.7	-13.3	
Rowan County	46	41	39	48	39	39	37	34	-12.8	20.0%	7.3	15.5%	5.7	-1.7	
Kings Mountain	49	46	43	43	37	34	35	32	-13.5	14.9%	5.0	9.9%	3.3	-1.7	
Ballantyne	31	29	24	22	22	21	19	19	-13.6	27.1%	5.3	22.0%	4.3	-1.0	
Gaston Breakfast	28	28	25	27	28	27	26	24	-14.3	9.1%	2.3	3.9%	1.0	-1.3	
Rockingham	74	69	72	69	69	61	63	59	-14.5	14.8%	9.0	9.3%	5.7	-3.3	
Charlotte Dilworth South End	63	55	50	42	43	43	40	36	-16.3	21.0%	8.3	15.1%	6.0	-2.3	
Boiling Springs Area	29	28	25	23	24	22	19	20	-16.7	19.7%	4.0	13.1%	2.7	-1.3	
Kannapolis	76	67	66	71	66	67	57	55	-16.7	14.5%	8.7	8.4%	5.0	-3.7	
Concord	110	98	100	103	101	96	86	84	-16.8	14.3%	12.7	7.9%	7.0	-5.7	
Charlotte-North	36	43	50	47	44	39	38	36	-18.2	12.4%	4.7	5.3%	2.0	-2.7	
North Mecklenburg County	96	92	90	85	90	79	83	73	-18.9	24.3%	19.0	17.0%	13.3	-5.7	
Charlotte West	23	21	19	20	21	22	20	17	-19.0	13.6%	2.7	6.8%	1.3	-1.3	
Charlotte South Park	17	24	23	16	18	18	14	14	-22.2	17.4%	2.7	8.7%	1.3	-1.3	
Hamlet	13	11	9	10	9	8	7	7	-22.2	27.3%	2.0	18.2%	1.3	-0.7	
Charlotte Top-of-the-Week	26	19	21	14	16	14	15	12	-25.0	31.7%	4.3	22.0%	3.0	-1.3	
Gastonia-Evening	39	44	40	35	28	22	21	21	-25.0	31.3%	6.7	20.3%	4.3	-2.3	
Statesville/Fourth Creek	47	42	38	35	31	27	31	22	-29.0	22.5%	6.0	11.3%	3.0	-3.0	
Charlotte-Evening	24	16	14	13	18	25	24	0	-100.0	83.7%	-8.0	0.0%	0.0	-8.0	
Charlotte End-of-the-Week	0	20	10	11	10	12	0	0	-100.0	N/A	N/A	N/A	N/A	N/A	
Charlotte University City	13	7	7	7	7	0	0	0	-100.0	N/A	N/A	N/A	N/A	N/A	
									<b>Subtotal Red Line</b>		<b>220.7</b>		<b>160.3</b>	<b>-76.3</b>	
									<b>Distr. Avg.</b>	<b>14.6%</b>	385.7	13.7%	362.0	-23.7	
<b>Totals</b>	2983	2845	2791	2737	2682	2670	2630	2611		<b>Avg. Annual LOSS</b>		<b>23.7</b>			
<b>Annual Gain/Loss</b>		-138	-54	-54	-55	-12	-40	-19							
		<b>3-Yr. Avg. Gain/Loss</b>			<b>-54.3</b>	<b>-40.3</b>	<b>-35.7</b>	<b>-23.7</b>							

**D- 7690 Clubs**  
**Sorted by 2019 Membership Growth Index (MGI)**

Club	01-Jul-2012 Mbrs	01-Jul-2013 Mbrs	01-Jul-2014 Mbrs	01-Jul-2015 Mbrs	01-Jul-2016 Mbrs	01-Jul-2017 Mbrs	01-Jul-2018 Mbrs	01-Jul-2019 Mbrs	2019 MGI	Avg. Attrition Rate	Annual Avg. Attrition	Avg. Attraction Rate	New Mbrs Per Yr.	Avg. Net Gain/Loss Per Yr.
<b>Green Line -- Growth Clubs -- 80%+ likelihood of continued growth, unless something changes</b>														
Pittsboro	0	0	0	0	0	38	41	35	N/A	18.4%	7.0	49.1%	18.7	11.7
Carthage	18	19	15	15	16	16	28	28	75.0	15.3%	3.7	31.9%	7.7	4.0
Pinehurst	39	38	35	32	37	38	57	62	67.6	12.7%	6.7	28.7%	15.0	8.3
King	18	17	17	23	17	21	26	28	64.7	6.7%	1.7	21.3%	5.3	3.7
Surry Sunrise	27	30	24	25	29	33	35	39	34.5	8.4%	3.0	17.8%	6.3	3.3
Eden	38	35	31	34	33	35	35	40	21.2	9.1%	3.3	15.5%	5.7	2.3
E-Club of Global Trekkers D	0	11	12	11	10	5	11	12	20.0	57.1%	5.3	64.3%	6.0	0.7
Burlington	18	18	16	15	16	16	17	19	18.8	3.8%	0.7	9.6%	1.7	1.0
Western Forsyth	23	27	27	25	16	14	14	19	18.8	19.1%	3.0	25.5%	4.0	1.0
Thomasville	63	72	74	72	63	62	66	74	17.5	8.9%	6.0	14.4%	9.7	3.7
Reynolda (Winston-Salem)	99	94	88	82	81	82	91	95	17.3	11.9%	10.7	17.2%	15.3	4.7
Kernersville	84	76	73	75	83	85	98	93	12.0	10.1%	9.3	13.8%	12.7	3.3
Jamestown	24	22	22	21	17	15	18	19	11.8	5.8%	1.0	9.6%	1.7	0.7
Guilford (Greensboro)	48	50	52	52	46	43	40	51	10.9	9.7%	4.3	13.4%	6.0	1.7
Siler City	36	31	33	29	30	32	34	32	6.7	15.3%	5.0	17.3%	5.7	0.7
											70.7		121.3	50.7
<b>Yellow Line -- Fragile Balance Clubs -- Could go either way, unless something changes</b>														
Mebane	0	0	0	0	0	0	20	18	N/A	13.2%	1.7	60.5%	7.7	6.0
Mocksville	41	34	26	29	30	28	30	31	3.3	11.2%	3.3	12.4%	3.7	0.3
Yadkin Valley (Elkin-Jonesv	33	36	35	31	38	43	41	38	0.0	10.7%	4.3	10.7%	4.3	0.0
Summit (Greensboro)	78	92	95	107	113	106	111	113	0.0	10.3%	11.3	10.3%	11.3	0.0
East Greensboro	17	13	13	14	16	13	14	16	0.0	9.3%	1.3	9.3%	1.3	0.0
Southern Guilford New Gen	15	12	14	16	18	19	15	18	0.0	7.7%	1.3	7.7%	1.3	0.0
Midstate Asheboro	30	29	34	39	37	35	32	37	0.0	14.4%	5.0	14.4%	5.0	0.0
Troy	25	23	23	19	17	15	14	17	0.0	17.4%	2.7	17.4%	2.7	0.0
Reidsville	60	60	53	52	53	52	52	51	-3.8	11.6%	6.0	10.3%	5.3	-0.7
Gate City (Greensboro)	68	63	66	63	73	74	69	70	-4.1	12.7%	9.0	11.3%	8.0	-1.0
Liberty	22	21	21	24	24	23	23	23	-4.2	10.1%	2.3	8.7%	2.0	-0.3
Lexington	21	19	23	21	21	21	20	20	-4.8	16.4%	3.3	14.8%	3.0	-0.3
											51.7		55.7	4.0

Club	01-Jul-2012 Mbrs	01-Jul-2013 Mbrs	01-Jul-2014 Mbrs	01-Jul-2015 Mbrs	01-Jul-2016 Mbrs	01-Jul-2017 Mbrs	01-Jul-2018 Mbrs	01-Jul-2019 Mbrs	2019 MGI	Avg. Attrition Rate	Annual Avg. Attrition	Avg. Attraction Rate	New Mbrs Per Yr.	Avg. Net Gain/Loss Per Yr.
<b>Red Line -- Chronic Membership Decline Clubs -- 80%+ likelihood of continued decline, unless something</b>														
Archdale-Trinity	16	14	14	17	19	16	18	18	-5.3	21.2%	3.7	19.2%	3.3	-0.3
Crescent (Greensboro)	90	86	86	82	83	78	77	78	-6.0	10.7%	8.3	8.6%	6.7	-1.7
Winston-Salem	260	243	239	235	233	231	224	217	-6.9	9.5%	21.3	7.1%	16.0	-5.3
Asheboro	80	74	64	72	66	65	67	60	-9.1	10.4%	6.7	7.3%	4.7	-2.0
Southern Pines	89	87	90	81	85	77	74	77	-9.4	17.5%	13.3	14.0%	10.7	-2.7
High Point	130	123	127	130	129	119	117	116	-10.1	14.2%	16.7	10.5%	12.3	-4.3
Mount Airy	89	89	86	84	78	71	75	70	-10.3	12.5%	9.0	8.8%	6.3	-2.7
Randolph (Asheboro)	69	68	62	61	57	55	54	51	-10.5	9.4%	5.0	5.6%	3.0	-2.0
Greensboro	278	288	290	288	270	254	242	239	-11.5	10.1%	24.7	5.9%	14.3	-10.3
Graham	32	35	31	28	26	26	23	23	-11.5	20.8%	5.0	16.7%	4.0	-1.0
Madison-Mayodan	31	30	26	29	31	35	28	27	-12.9	17.8%	5.3	13.3%	4.0	-1.3
Greensboro Airport	39	40	43	49	49	45	42	42	-14.3	14.7%	6.3	9.3%	4.0	-2.3
Sandhills (Southern Pines),	41	40	38	41	44	43	46	37	-15.9	15.1%	6.3	9.5%	4.0	-2.3
Alamance (Burlington)	52	54	51	54	57	54	51	47	-17.5	21.7%	11.0	15.1%	7.7	-3.3
Jonesboro (Sanford)	37	37	36	43	48	49	39	39	-18.8	29.1%	12.3	22.0%	9.3	-3.0
Yadkinville	23	24	25	26	31	30	29	25	-19.4	15.5%	4.3	8.3%	2.3	-2.0
Clemmons	95	95	96	93	90	87	77	71	-21.1	13.6%	10.7	5.5%	4.3	-6.3
Sanford	29	38	42	43	47	40	34	37	-21.3	15.3%	5.7	6.3%	2.3	-3.3
Stratford (Winston-Salem)	94	94	88	86	77	75	66	59	-23.4	20.5%	13.7	11.5%	7.7	-6.0
Stoneville	17	15	14	13	17	16	15	13	-23.5	22.7%	3.3	13.6%	2.0	-1.3
Furnitureland	47	43	42	48	44	44	38	33	-25.0	15.7%	6.0	6.1%	2.3	-3.7
East Davie (was Hillsdale St)	48	48	47	45	45	45	48	0	-100.0	66.7%	7.3	21.2%	2.3	-5.0
Triad (High Point), The	34	30	30	29	28	0	0	0	-100.0	100.0%	9.7	0.0%	0.0	-9.7
Walnut Cove	40	44	42	41	40	0	0	0	-100.0	100.0%	3.7	0.0%	0.0	-3.7
Alamance Breakfast	45	44	42	40	41	0	0	0	-100.0	100.0%	3.3	0.0%	0.0	-3.3
									<b>Subtotal Red Line</b>		<b>222.7</b>		<b>133.7</b>	<b>-89.0</b>
									<b>Distr. Avg.</b>	<b>13.5%</b>	<b>337.1</b>	<b>12.0%</b>	<b>303.1</b>	
<b>Totals</b>	<b>2657</b>	<b>2632</b>	<b>2583</b>	<b>2594</b>	<b>2579</b>	<b>2489</b>	<b>2506</b>	<b>2477</b>			<b>Avg. Annual LOSS</b>		<b>34.0</b>	
<b>Annual Gain/Loss</b>		<b>-25</b>	<b>-49</b>	<b>11</b>	<b>-15</b>	<b>-90</b>	<b>17</b>	<b>-29</b>						
			<b>Avg. Gain/Loss</b>	<b>-17.7</b>	<b>-31.3</b>	<b>-29.3</b>	<b>-34.0</b>							

**D- 7710 Clubs**  
**Sorted by 2019 Membership Growth Index (MGI)**

Club	01-Jul-2012 Mbrs	01-Jul-2013 Mbrs	01-Jul-2014 Mbrs	01-Jul-2015 Mbrs	01-Jul-2016 Mbrs	01-Jul-2017 Mbrs	01-Jul-2018 Mbrs	01-Jul-2019 Mbrs	2019 MGI	Avg. Attrition Rate	Annual Avg. Attrition	Avg. Attraction Rate	New Mbrs Per Yr.	Avg. Net Gain/Loss Per Yr.
<b>Green Line -- Growth Clubs -- 80%+ likelihood of continued growth, unless something changes</b>														
Lillington	12	12	13	10	10	11	12	17	70.0	0.0%	0.0	17.5%	2.3	2.3
Fuquay-Varina Downtown	19	12	10	12	12	19	15	17	41.7	13.7%	2.3	23.5%	4.0	1.7
Wakefield, Wake Forest	23	24	23	23	24	30	30	32	33.3	10.9%	3.3	19.6%	6.0	2.7
Clayton	47	44	53	71	62	58	69	82	32.3	18.7%	13.0	28.2%	19.7	6.7
Durham Sunrise	13	11	13	10	10	11	12	13	30.0	5.6%	0.7	13.9%	1.7	1.0
Oxford	34	29	30	36	31	34	39	40	29.0	13.3%	5.0	21.2%	8.0	3.0
Chapel Hill-Carrboro Sunri	29	27	25	25	26	29	31	33	26.9	6.5%	2.0	14.0%	4.3	2.3
Cary-Page	41	44	48	46	48	47	60	60	25.0	9.0%	5.0	16.2%	9.0	4.0
Wake Forest	24	26	31	33	41	41	40	49	19.5	13.8%	6.0	20.0%	8.7	2.7
Holly Springs	21	30	30	35	32	33	37	38	18.8	12.0%	4.3	17.6%	6.3	2.0
Warrenton	15	18	15	12	12	12	14	14	16.7	12.5%	1.7	17.5%	2.3	0.7
Dunn	48	47	47	46	48	49	46	55	14.6	10.7%	5.3	15.3%	7.7	2.3
Apex Sunrise	25	27	23	28	31	34	39	35	12.9	17.6%	6.3	21.3%	7.7	1.3
Roxboro	35	36	33	34	35	33	38	38	8.6	8.3%	3.0	11.0%	4.0	1.0
Capital City (Raleigh), The	53	50	55	55	49	51	54	53	8.2	13.3%	7.0	15.8%	8.3	1.3
East Chapel Hill	137	145	145	142	140	149	148	149	6.4	6.3%	9.3	8.3%	12.3	3.0
Raleigh	123	122	115	119	115	110	116	121	5.2	12.1%	14.0	13.8%	16.0	2.0
<b>Subtotal Green Line</b>											<b>88.3</b>		<b>128.3</b>	<b>40.0</b>
<b>Yellow Line -- Fragile Balance Clubs -- Could go either way, unless something changes</b>														
E-Club of District 7710	0	0	0	0	18	15	18	18	N/A	27.5%	4.7	27.5%	4.7	0.0
Raleigh Parkside	0	0	0	0	0	12	11	14	N/A	51.4%	6.3	89.2%	11.0	4.7
Central Johnston County	47	48	48	48	66	69	66	69	4.5	10.8%	7.3	12.3%	8.3	1.0
Apex	57	42	38	45	44	47	49	46	4.5	14.1%	6.7	15.5%	7.3	0.7
Garner	40	38	38	41	44	44	42	46	4.5	7.6%	3.3	9.1%	4.0	0.7
Durham	175	182	182	204	222	212	222	229	3.2	13.0%	28.7	14.0%	31.0	2.3
Southwest Durham	37	37	32	32	43	44	45	44	2.3	14.3%	6.3	15.0%	6.7	0.3
Cary	104	99	98	107	101	97	104	103	2.0	9.5%	9.7	10.2%	10.3	0.7
Cleveland School (Johnsto	10	12	10	10	16	14	14	16	0.0	15.9%	2.3	15.9%	2.3	0.0
Fuquay-Varina	18	22	25	24	22	22	23	22	0.0	17.9%	4.0	17.9%	4.0	0.0
Raleigh Midtown	0	21	24	28	22	19	24	22	0.0	35.4%	7.7	35.4%	7.7	0.0
South Granville County	8	9	8	12	10	11	10	10	0.0	19.4%	2.0	19.4%	2.0	0.0
Clayton Mid-Day	22	17	19	19	13	13	11	13	0.0	13.5%	1.7	13.5%	1.7	0.0
Henderson	37	36	30	29	37	36	34	36	-2.7	13.2%	4.7	12.3%	4.3	-0.3
West Raleigh	64	62	59	62	61	58	62	58	-4.9	16.3%	9.7	14.6%	8.7	-1.0
<b>Subtotal Yellow Line</b>											<b>105.0</b>		<b>114.0</b>	<b>9.0</b>

Club	01-Jul-2012 Mbrs	01-Jul-2013 Mbrs	01-Jul-2014 Mbrs	01-Jul-2015 Mbrs	01-Jul-2016 Mbrs	01-Jul-2017 Mbrs	01-Jul-2018 Mbrs	01-Jul-2019 Mbrs	2019 MGI	Avg. Attrition Rate	Annual Avg. Attrition	Avg. Attraction Rate	New Mbrs Per Yr.	Avg. Net Gain/Loss Per Yr.	
<b>Red Line -- Chronic Membership Decline Clubs -- 80%+ likelihood of continued decline, unless something</b>															
North Raleigh	62	56	58	58	54	56	57	51	-5.6	14.0%	7.7	12.2%	6.7	-1.0	
Cary-Kildaire	45	39	39	43	51	46	47	48	-5.9	17.0%	8.0	14.9%	7.0	-1.0	
Zebulon	14	13	19	19	16	12	13	15	-6.3	17.5%	2.3	15.0%	2.0	-0.3	
Cary MacGregor	68	64	72	76	85	80	75	79	-7.1	15.4%	12.0	12.8%	10.0	-2.0	
Wendell	16	16	16	14	14	11	12	13	-7.1	19.4%	2.3	16.7%	2.0	-0.3	
Dunn-Erwin	27	27	24	25	24	21	22	22	-8.3	18.5%	4.0	15.4%	3.3	-0.7	
Angier	12	15	14	14	15	16	11	13	-13.3	22.5%	3.0	17.5%	2.3	-0.7	
Chapel Hill	43	49	45	38	42	39	38	34	-19.0	16.2%	6.0	9.0%	3.3	-2.7	
Garner Mid-Day	21	20	20	24	28	30	22	22	-21.4	18.9%	4.7	10.8%	2.7	-2.0	
Cary Central	29	23	24	24	29	26	25	22	-24.1	15.1%	3.7	5.5%	1.3	-2.3	
Hillsborough	22	20	19	18	19	19	15	14	-26.3	33.3%	5.3	22.9%	3.7	-1.7	
Crabtree (Raleigh)	37	43	40	35	37	29	27	26	-29.7	19.5%	5.3	6.1%	1.7	-3.7	
Morrisville	31	31	35	39	39	35	35	25	-35.9	27.4%	8.7	12.6%	4.0	-4.7	
Research Triangle Park	21	19	18	23	44	40	29	21	-52.3	48.9%	14.7	23.3%	7.0	-7.7	
Kerr Tar Region - Granville	0	0	0	0	0	12	0	0	N/A	100.0%	4.0	0.0%	0.0	-4.0	
North Durham	0	0	14	13	0	0	0	0	#####	N/A	0.0	0.0%	0.0	0.0	
Smithfield	0	0	20	16	0	0	0	0	#####	N/A	0.0	0.0%	0.0	0.0	
									<b>Subtotal Red Line</b>		<b>91.7</b>		<b>57.0</b>	<b>-34.7</b>	
									<b>Distr. Avg.</b>	<b>14.8%</b>	<b>290.3</b>	<b>16.1%</b>	<b>308.7</b>	<b>18.3</b>	
<b>Totals</b>	1766	1764	1797	1877	1942	1936	1963	1997			<b>Avg. Annual GAIN</b>		<b>18.3</b>		
<b>Annual Gain/Loss</b>		-2	33	80	65	-6	27	34							
		<b>Avg. Gain/Loss</b>			<b>59.3</b>	<b>46.3</b>	<b>28.7</b>	<b>18.3</b>							

**D- 7720 Clubs**  
**Sorted by 2019 Membership Growth Index (MGI)**

Club	01-Jul-2012 Mbrs	01-Jul-2013 Mbrs	01-Jul-2014 Mbrs	01-Jul-2015 Mbrs	01-Jul-2016 Mbrs	01-Jul-2017 Mbrs	01-Jul-2018 Mbrs	01-Jul-2019 Mbrs	2019 MGI	Avg. Attrition Rate	Annual Avg. Attrition	Avg. Attraction Rate	New Mbrs Per Yr.	Avg. Net Gain/Loss Per Yr.	
<b>Green Line -- Growth Clubs -- 80%+ likelihood of continued growth, unless something changes</b>															
Belhaven-Pantego	18	14	12	11	10	9	12	14	40.0	8.6%	1.0	20.0%	2.3	1.3	
Goldsboro-Three Eagles	25	28	27	31	25	26	31	32	28.0	7.9%	2.3	15.7%	4.7	2.3	
Mount Olive	21	19	16	15	27	22	35	33	22.2	18.9%	5.7	25.6%	7.7	2.0	
Oriental	63	57	48	43	38	41	41	45	18.4	7.9%	3.3	13.4%	5.7	2.3	
Elizabeth City Morning	41	42	44	43	45	52	57	53	17.8	14.2%	7.7	19.1%	10.3	2.7	
Goldsboro	57	53	60	48	41	40	42	48	17.1	8.5%	3.7	13.8%	6.0	2.3	
Greenville (Morning)	33	25	24	22	18	13	13	21	16.7	17.0%	2.7	23.4%	3.7	1.0	
First Flight (Kill Devil Hills)	29	29	30	24	27	29	28	31	14.8	12.5%	3.7	17.0%	5.0	1.3	
Edenton	61	59	59	53	52	55	56	59	13.5	6.5%	3.7	10.6%	6.0	2.3	
Washington (Noon)	56	59	74	70	77	80	86	86	11.7	11.5%	9.7	15.1%	12.7	3.0	
Hertford	51	49	45	44	43	46	35	47	9.3	19.5%	8.3	22.7%	9.7	1.3	
Farmville	10	10	10	11	13	13	14	14	7.7	14.6%	2.0	17.1%	2.3	0.3	
Ayden	17	18	16	15	14	13	14	15	7.1	2.4%	0.3	4.8%	0.7	0.3	
Rocky Mount	75	72	67	62	60	66	67	64	6.7	14.2%	9.3	16.2%	10.7	1.3	
<b>Subtotal Green Line</b>											<b>63.3</b>			<b>87.3</b>	<b>24.0</b>
<b>Yellow Line -- Fragile Balance Clubs -- Could go either way, unless something changes</b>															
Nash-Rocky Mount	26	25	24	23	26	27	29	27	3.8	9.6%	2.7	10.8%	3.0	0.3	
Williamston	10	21	24	25	31	30	34	32	3.2	26.0%	8.3	27.1%	8.7	0.3	
Greater Wilson	59	55	55	62	62	60	70	63	1.6	10.4%	6.7	10.9%	7.0	0.3	
Fremont	15	16	17	17	17	19	17	17	0.0	5.7%	1.0	5.7%	1.0	0.0	
Snow Hill	14	13	10	9	9	9	9	9	0.0	0.0%	0.0	0.0%	0.0	0.0	
Greenville (Noon)	95	96	104	100	96	92	95	93	-3.1	12.9%	12.0	11.8%	11.0	-1.0	
Greenville	89	86	84	85	80	80	80	77	-3.8	13.1%	10.3	11.8%	9.3	-1.0	
New Bern-Breakfast	82	78	71	69	73	72	74	70	-4.1	10.6%	7.7	9.3%	6.7	-1.0	
Wilson	55	57	56	53	60	59	58	57	-5.0	9.8%	5.7	8.0%	4.7	-1.0	
<b>Subtotal Yellow Line</b>											<b>54.3</b>			<b>51.3</b>	<b>-3.0</b>

Club	01-Jul-2012 Mbrs	01-Jul-2013 Mbrs	01-Jul-2014 Mbrs	01-Jul-2015 Mbrs	01-Jul-2016 Mbrs	01-Jul-2017 Mbrs	01-Jul-2018 Mbrs	01-Jul-2019 Mbrs	2019 MGI	Avg. Attrition Rate	Annual Avg. Attrition	Avg. Attraction Rate	New Mbrs Per Yr.	Avg. Net Gain/Loss Per Yr.
<b>Red Line -- Chronic Membership Decline Clubs -- 80%+ likelihood of continued decline, unless something</b>														
Roanoke Rapids	21	15	19	17	19	18	18	18	-5.3	5.6%	1.0	3.7%	0.7	-0.3
Vanceboro	13	14	14	15	15	14	12	14	-6.7	10.0%	1.3	7.5%	1.0	-0.3
New Bern	100	105	105	104	93	94	84	84	-9.7	12.2%	10.7	8.8%	7.7	-3.0
Murfreesboro	17	16	17	20	20	22	27	18	-10.0	44.8%	10.0	41.8%	9.3	-0.7
Havelock-Cherry Point	23	22	21	18	18	19	16	16	-11.1	27.5%	4.7	23.5%	4.0	-0.7
Washington	23	21	22	24	30	28	28	26	-13.3	8.5%	2.3	3.7%	1.0	-1.3
North Banks (Kill Devil Hil	61	61	53	50	43	44	40	36	-16.3	15.8%	6.3	10.0%	4.0	-2.3
Tarboro	69	70	71	65	67	64	63	55	-17.9	13.7%	8.3	7.1%	4.3	-4.0
Bethel	16	14	15	15	15	15	14	12	-20.0	7.3%	1.0	0.0%	0.0	-1.0
Elizabeth City	74	75	71	71	74	64	67	59	-20.3	16.3%	10.3	8.4%	5.3	-5.0
Kitty Hawk	23	29	31	34	35	31	26	26	-25.7	21.7%	6.0	10.8%	3.0	-3.0
Windsor	19	21	21	22	28	27	25	20	-28.6	19.4%	4.7	8.3%	2.0	-2.7
Ahoskie	32	28	25	28	26	19	17	18	-30.8	18.5%	3.3	3.7%	0.7	-2.7
Elm City	23	23	26	29	32	25	24	22	-31.3	18.3%	4.3	4.2%	1.0	-3.3
Manteo	28	26	23	25	24	22	22	15	-37.5	28.8%	5.7	13.6%	2.7	-3.0
Columbia	18	19	19	16	17	15	13	10	-41.2	31.6%	4.0	13.2%	1.7	-2.3
Currituck Wild Goose	10	9	12	13	12	11	9	7	-41.7	29.6%	2.7	11.1%	1.0	-1.7
Neuse Sunrise (Bridgeton)	10	11	12	15	11	10	11	0	-100.0	66.7%	4.7	14.3%	1.0	-3.7
									<b>Subtotal Red Line</b>		<b>91.3</b>		<b>50.3</b>	<b>-41.0</b>
									<b>Distr. Avg.</b>	<b>14.0%</b>	209.0	12.7%	189.0	-20.0
<b>Totals</b>	1582	1560	1554	1516	1523	1495	1513	1463			<b>Avg. Annual LOSS</b>		<b>20.0</b>	
<b>Annual Gain/Loss</b>		-22	-6	-38	7	-28	18	-50						
		<b>3-Yr. Avg. Gain/Loss</b>		<b>-22.0</b>	<b>-12.3</b>	<b>-19.7</b>	<b>-1.0</b>	<b>-20.0</b>						



**D- 7730 Clubs**  
**Sorted by 2019 Membership Growth Index**

Club	01-Jul-2012 Mbrs	01-Jul-2013 Mbrs	01-Jul-2014 Mbrs	01-Jul-2015 Mbrs	01-Jul-2016 Mbrs	01-Jul-2017 Mbrs	01-Jul-2018 Mbrs	01-Jul-2019 Mbrs	2019 MGI	Avg. Attrition Rate	Annual Avg. Attrition	Avg. Attraction Rate	New Mbrs Per Yr.	Avg. Net Gain/Loss Per Yr.
Southport Evening	0	0	0	0	0	22	22	19	N/A	20.6%	4.3	N/A	2.8	-1.5
Surf City	0	0	0	0	0	0	0	38	N/A	0.0	0.0	N/A	28.0	38.0
Liberty Point	0	0	0	0	0	0	22	22	N/A	11.4%	2.5	N/A	2.5	0.0
<b>Green Line -- Growth Clubs -- 80%+ likelihood of continued growth, unless something changes</b>														
Newport	17	13	19	13	11	16	21	21	90.9	10.3%	2.0	36.2%	7.0	3.3
Leland Area	28	28	23	27	30	31	38	40	33.3	16.5%	6.0	30.3%	11.0	3.3
Fairmont	14	19	14	14	10	14	11	13	30.0	18.4%	2.3	30.3%	3.8	1.0
New River (Onslow County)	24	23	22	21	21	20	24	26	23.8	7.1%	1.7	17.9%	4.2	1.7
Jacksonville South	16	14	13	11	12	14	15	15	25.0	6.8%	1.0	17.0%	2.5	1.0
Morehead City-Lookout	38	36	35	33	33	36	40	40	21.2	3.4%	1.3	12.5%	4.8	2.3
Wilmington East	27	23	26	25	25	29	30	30	20.0	5.6%	1.7	14.0%	4.2	1.7
Bladenboro	15	15	12	16	15	21	19	18	20.0	13.8%	2.7	21.6%	4.2	1.0
Lumberton	79	70	69	66	67	75	74	79	17.9	11.0%	8.3	18.9%	14.3	4.0
Sneads Ferry	35	38	39	47	45	46	45	53	17.8	11.1%	5.3	19.4%	9.3	2.7
Wilmington West	37	35	32	31	32	36	37	36	12.5	11.0%	4.0	16.5%	6.0	1.3
Wilmington	194	212	201	210	205	211	219	228	11.2	6.7%	14.7	11.9%	26.2	7.7
Morehead City-Noon	55	58	58	55	54	56	51	60	11.1	15.0%	8.3	20.4%	11.3	2.0
Wilmington Central	28	23	27	29	29	30	31	31	6.9	16.3%	5.0	19.6%	6.0	0.7
											64.3		148.2	33.7
<b>Yellow Line -- Fragile Balance Clubs -- Could go either way, unless something changes</b>														
Morehead City	27	25	24	22	25	26	29	26	4.0	14.8%	4.0	16.0%	4.3	0.3
Pollocksville	6	8	8	8	8	8	8	8	0.0	0.0%	0.0	0.0%	0.0	0.0
Duplin	28	29	31	25	19	20	23	19	0.0	11.3%	2.3	11.3%	2.3	0.0
West Fayetteville	23	25	22	20	20	20	18	19	-5.0	10.5%	2.0	8.8%	1.7	-0.3
											8.3		8.3	0.0

Club	01-Jul-2012 Mbrs	01-Jul-2013 Mbrs	01-Jul-2014 Mbrs	01-Jul-2015 Mbrs	01-Jul-2016 Mbrs	01-Jul-2017 Mbrs	01-Jul-2018 Mbrs	01-Jul-2019 Mbrs	2019 MGI	Avg. Attrition Rate	Annual Avg. Attrition	Avg. Attraction Rate	New Mbrs Per Yr.	Avg. Net Gain/Loss Per Yr.
<b>Red Line -- Chronic Membership Decline Clubs -- 80%+ likelihood of continued decline, unless something</b>														
Whiteville	37	36	34	31	38	37	41	36	-5.3	8.8%	3.3	7.0%	2.7	-0.7
Beaufort-Ole Towne	69	65	68	65	73	70	64	69	-5.5	15.3%	10.3	13.3%	9.0	-1.3
Kinston	143	146	150	147	150	145	148	140	-6.7	9.9%	14.3	7.6%	11.0	-3.3
South Brunswick Islands (S	70	72	68	67	67	69	69	62	-7.5	14.0%	9.3	11.5%	7.7	-1.7
Morehead City-Soundview	24	23	25	26	25	23	26	23	-8.0	8.3%	2.0	5.6%	1.3	-0.7
Wilmington Cape Fear	75	68	64	65	70	78	63	64	-8.6	11.7%	8.0	8.8%	6.0	-2.0
Swansboro	75	73	72	69	66	63	63	60	-9.1	9.7%	6.0	6.5%	4.0	-2.0
Laurinburg	101	91	87	84	83	78	73	72	-13.3	10.8%	8.0	5.8%	4.3	-3.7
Shalotte	32	34	40	40	34	36	36	29	-14.7	15.8%	5.3	10.9%	3.7	-1.7
Morehead City After Hours	38	32	27	21	20	23	19	17	-15.0	23.7%	4.7	18.6%	3.7	-1.0
Jacksonville	100	102	99	99	92	82	79	78	-15.2	15.5%	12.3	9.6%	7.7	-4.7
La Grange	20	21	22	18	19	18	18	16	-15.8	7.7%	1.3	1.9%	0.3	-1.0
Clinton	31	24	24	26	25	22	21	21	-16.0	9.4%	2.0	3.1%	0.7	-1.3
Richlands	22	21	23	21	18	18	13	15	-16.7	26.1%	4.0	19.6%	3.0	-1.0
Elizabethtown	27	26	31	32	41	39	35	34	-17.1	14.8%	5.3	8.3%	3.0	-2.3
Jacksonville Breakfast	14	16	19	14	17	16	18	14	-17.6	18.8%	3.0	12.5%	2.0	-1.0
Trenton	8	9	11	12	11	10	9	9	-18.2	7.1%	0.7	0.0%	0.0	-0.7
Burgaw	38	39	34	31	39	39	30	30	-23.1	18.2%	6.0	9.1%	3.0	-3.0
Morehead City Navigators	19	18	17	17	13	13	10	10	-23.1	9.1%	1.0	0.0%	0.0	-1.0
Wilmington South	26	29	33	34	25	25	24	19	-24.0	14.7%	3.3	5.9%	1.3	-2.0
Coastal Pender	24	19	25	21	28	27	29	21	-25.0	45.5%	11.7	36.4%	9.3	-2.3
Clinton-Sampson County	29	30	24	30	30	26	24	22	-26.7	19.4%	4.7	8.3%	2.0	-2.7
Maysville	14	12	11	11	11	10	7	8	-27.3	32.0%	2.7	20.0%	1.7	-1.0
Wallace	39	39	36	36	35	32	29	23	-34.3	17.9%	5.0	3.6%	1.0	-4.0
Southport	46	44	49	62	56	40	38	36	-35.7	31.6%	12.0	14.0%	5.3	-6.7
Fair Bluff	12	11	12	12	11	11	11	7	-36.4	13.8%	1.3	0.0%	0.0	-1.3
Fayetteville	30	25	29	22	19	17	16	12	-36.8	28.9%	4.3	13.3%	2.0	-2.3
Red Springs	19	18	19	21	24	25	24	15	-37.5	26.6%	5.7	12.5%	2.7	-3.0
Fayetteville LaFayette	12	17	15	15	15	10	3	2	-86.7	120.0%	6.0	33.3%	1.7	-4.3
Tabor City	13	13	11	9	6	6	4	0	-100.0	60.0%	2.0	0.0%	0.0	-2.0
Kinston Evening	14	17	20	22	17	11	0	0	-100.0	172.7%	6.3	18.2%	0.7	-5.7
									<b>Subtotal Red Line</b>		<b>172.0</b>		<b>100.7</b>	<b>-71.3</b>
									<b>Distr. Avg.</b>	<b>13.9%</b>	254.3	13.6%	249.7	-4.7
<b>Totals</b>	1912	1884	1874	1853	1839	1850	1821	1825			<b>Avg. Annual Decline</b>		<b>4.7</b>	
<b>Annual Gain/Loss</b>		-28	-10	-21	-14	11	-29	4						
<b>3-Yr. Avg. Gain/Loss</b>				-19.7	-15.0	-8.0	-10.7	-4.7						

**D- 7750 Clubs**  
**Sorted by 2019 Membership Growth Index (MGI)**

Club	01-Jul-2012 Mbrs	01-Jul-2013 Mbrs	01-Jul-2014 Mbrs	01-Jul-2015 Mbrs	01-Jul-2016 Mbrs	01-Jul-2017 Mbrs	01-Jul-2018 Mbrs	01-Jul-2019 Mbrs	2019 MGI	Avg. Attrition Rate	Annual Avg. Attrition	Avg. Attraction Rate	New Mbrs Per Yr.	Avg. Net Gain/Loss Per Yr.
Indian Land Lunch	0	0	0	0	0	0	0	20	0.0	0.0%	0.0	N/A	20.0	20.0
<b>Green Line -- Growth Clubs -- 80%+ likelihood of continued growth, unless something changes</b>														
Greenville City Center	23	22	34	36	37	38	37	57	54.1	9.8%	4.3	25.0%	11.0	6.7
Spartan West (Spartanburg)	26	21	22	25	25	27	32	35	40.0	10.6%	3.3	21.3%	6.7	3.3
Clemson-Calhoun	27	28	24	24	26	28	28	34	30.8	11.1%	3.3	20.0%	6.0	2.7
Clover	26	24	26	24	21	22	17	27	28.6	10.6%	2.3	19.7%	4.3	2.0
Emerald City (Greenwood)	51	53	52	55	55	59	65	69	25.5	9.3%	6.0	16.6%	10.7	4.7
North Augusta	19	18	15	15	21	18	21	26	23.8	10.8%	2.3	18.5%	4.0	1.7
Seneca Golden Corner	26	28	22	20	20	22	23	24	20.0	8.7%	2.0	14.5%	3.3	1.3
Laurens	51	49	48	49	48	50	49	56	16.7	16.1%	8.3	21.3%	11.0	2.7
Inman	21	19	20	20	19	20	22	22	15.8	9.4%	2.0	14.1%	3.0	1.0
Easley	65	59	58	53	52	55	51	60	15.4	9.6%	5.3	14.5%	8.0	2.7
Walhalla	38	36	31	33	29	29	34	33	13.8	10.4%	3.3	14.6%	4.7	1.3
Blacksburg	12	12	13	10	15	13	15	17	13.3	8.9%	1.3	13.3%	2.0	0.7
Gaffney	79	72	61	62	68	73	72	76	11.8	15.8%	11.7	19.5%	14.3	2.7
Twin City of Batesburg-Lees	20	16	15	15	18	18	21	20	11.1	8.5%	1.7	11.9%	2.3	0.7
Clinton	28	26	32	29	28	24	26	31	10.7	12.3%	3.3	16.0%	4.3	1.0
Lake Wylie	25	24	27	20	23	21	23	25	8.7	14.5%	3.3	17.4%	4.0	0.7
Abbeville	55	52	49	44	48	47	45	52	8.3	13.2%	6.3	16.0%	7.7	1.3
Seneca	48	39	34	38	40	46	46	43	7.5	11.1%	5.0	13.3%	6.0	1.0
Pleasantburg (Greenville)	43	39	38	41	41	43	47	44	7.3	8.2%	3.7	10.4%	4.7	1.0
Winnsboro	45	39	38	34	28	28	25	30	7.1	18.1%	5.0	20.5%	5.7	0.7
Newberry	70	66	72	70	73	74	77	78	6.8	8.7%	6.7	10.9%	8.3	1.7
Lancaster	69	69	72	67	61	60	64	65	6.6	7.9%	5.0	10.1%	6.3	1.3
Greater Anderson	51	53	58	60	68	71	75	72	5.9	11.5%	8.3	13.3%	9.7	1.3
									<b>Subtotal Green Line</b>		<b>104.0</b>		<b>148.0</b>	<b>44.0</b>

Club	01-Jul-2012 Mbrs	01-Jul-2013 Mbrs	01-Jul-2014 Mbrs	01-Jul-2015 Mbrs	01-Jul-2016 Mbrs	01-Jul-2017 Mbrs	01-Jul-2018 Mbrs	01-Jul-2019 Mbrs	2019 MGI	Avg. Attrition Rate	Annual Avg. Attrition	Avg. Attraction Rate	New Mbrs Per Yr.	Avg. Net Gain/Loss Per Yr.		
<b>Yellow Line -- Fragile Balance Clubs -- Could go either way, unless something changes</b>																
Greenwood	114	103	104	107	110	111	113	115	4.5	15.3%	17.3	16.8%	19.0	1.7		
Greenville	276	258	270	275	261	263	266	268	2.7	17.3%	46.0	18.2%	48.3	2.3		
Fort Mill	87	81	77	74	80	85	82	82	2.5	17.7%	14.7	18.5%	15.3	0.7		
Union	45	40	44	47	46	42	46	47	2.2	10.4%	4.7	11.1%	5.0	0.3		
Chester	50	43	50	52	54	54	53	55	1.9	8.6%	4.7	9.3%	5.0	0.3		
Aiken	174	170	172	176	180	181	180	181	0.6	13.7%	24.7	13.8%	25.0	0.3		
Spartanburg	174	164	179	187	196	189	199	197	0.5	9.9%	19.3	10.1%	19.7	0.3		
Batesburg-Leesville	16	21	18	14	14	17	17	14	0.0	12.5%	2.0	12.5%	2.0	0.0		
Golden Strip Sunrise	16	15	14	14	14	15	15	14	0.0	9.1%	1.3	9.1%	1.3	0.0		
The Reedy River Greenville	22	27	29	34	37	42	36	37	0.0	31.3%	12.0	31.3%	12.0	0.0		
Pickens	44	45	41	43	45	41	43	44	-2.2	10.9%	4.7	10.2%	4.3	-0.3		
Fountain Inn	32	40	37	37	28	27	27	27	-3.6	11.1%	3.0	9.9%	2.7	-0.3		
											Subtotal Yellow Line	154.3		159.7	5.3	
<b>Red Line -- Chronic Membership Decline Clubs -- 80%+ likelihood of continued decline, unless something</b>																
Aiken Sunrise	42	40	40	41	36	34	39	34	-5.6	17.8%	6.3	15.9%	5.7	-0.7		
York	32	32	33	32	34	38	36	32	-5.9	19.8%	7.0	17.9%	6.3	-0.7		
Clemson	109	98	91	89	98	93	94	90	-8.2	9.4%	8.7	6.5%	6.0	-2.7		
Anderson	104	95	80	81	80	63	74	72	-10.0	21.5%	15.0	17.7%	12.3	-2.7		
Mauldin	29	26	26	29	28	31	30	25	-10.7	18.6%	5.3	15.1%	4.3	-1.0		
E-Club of The Carolinas	0	21	27	26	32	29	27	28	-12.5	31.0%	8.7	26.2%	7.3	-1.3		
North Spartanburg	41	42	42	45	46	42	36	39	-15.2	17.1%	6.7	11.1%	4.3	-2.3		
Simpsonville	44	50	44	47	50	53	48	41	-18.0	23.2%	11.0	16.9%	8.0	-3.0		
Lancaster Breakfast	82	77	74	67	65	61	56	53	-18.5	17.6%	10.0	10.6%	6.0	-4.0		
The Foothills, TR	15	15	15	16	15	17	19	12	-20.0	25.0%	4.0	18.8%	3.0	-1.0		
Westminster	22	23	31	35	38	34	35	30	-21.1	22.2%	7.3	14.1%	4.7	-2.7		
Indian Land	36	33	31	34	26	28	24	20	-23.1	33.3%	8.0	25.0%	6.0	-2.0		
Rock Hill	98	100	102	103	96	103	86	64	-33.3	24.1%	20.3	11.5%	9.7	-10.7		
Greenville Breakfast	22	20	24	18	17	15	14	11	-35.3	42.5%	5.7	27.5%	3.7	-2.0		
Greater Greer	20	18	11	15	15	14	15	0	-100.0	58.6%	8.6	58.6%	8.6	0.0		
Greenville-East	18	20	28	21	20	19	18	0	-100.0	78.4%	14.9	73.1%	13.9	-1.0		
Woodruff	20	14	15	15	17	15	11	0	-100.0	65.4%	9.4	56.1%	8.0	-1.3		
Fair Play	13	14	15	12	16	15	0	0	-100.0	133.3%	5.5	14.5%	1.5	-4.0		
											Subtotal Red Line	124.0		87.3	-36.7	
											Distr. Avg.	15.5%	410.0	15.3%	406.7	-3.3
Totals	2715	2609	2625	2630	2658	2656	2654	2648				Avg. Annual LOSS		-3.3		
Annual Gain/Loss		-106	16	5	28	-2	-2	-6								
					Avg. Gain/Loss	16.3	10.3	8.0	-3.3							

## D- 7770 Clubs

Sorted by 2019 Membership Growth Index (MGI)

Club	01-Jul-2012 Mbrs	01-Jul-2013 Mbrs	01-Jul-2014 Mbrs	01-Jul-2015 Mbrs	01-Jul-2016 Mbrs	01-Jul-2017 Mbrs	01-Jul-2018 Mbrs	01-Jul-2019 Mbrs	2019 MGI	Avg. Attrition Rate	Annual Avg. Attrition	Avg. Attraction Rate	New Mbrs Per Yr.	Avg. Net Gain/Loss Per Yr.
<b>Green Line -- Growth Clubs -- 80%+ likelihood of continued growth, unless something changes</b>														
Marion Mullins	23	21	25	23	22	16	41	46	109.1	8.7%	3.0	32.0%	11.0	8.0
Cheraw	32	34	29	23	21	24	27	30	42.9	12.3%	3.3	23.5%	6.3	3.0
Carolina Forest Sunrise	28	23	25	22	19	21	23	25	31.6	17.4%	4.0	26.1%	6.0	2.0
Lake Marion At Santee	10	11	11	13	13	12	12	17	30.8	14.6%	2.0	24.4%	3.3	1.3
Forest Acres (Columbia)	42	38	36	34	33	35	42	42	27.3	14.3%	5.7	21.8%	8.7	3.0
Kingstree	29	29	25	23	23	23	22	29	26.1	10.8%	2.7	18.9%	4.7	2.0
Andrews	11	11	12	11	12	11	11	15	25.0	10.8%	1.3	18.9%	2.3	1.0
Dillon	35	28	29	31	25	26	29	31	24.0	10.5%	3.0	17.4%	5.0	2.0
St. John's Parish-John's Isl	13	18	15	13	10	10	10	12	20.0	28.1%	3.0	34.4%	3.7	0.7
Summerton	26	22	21	26	23	25	28	27	17.4	15.0%	4.0	20.0%	5.3	1.3
Florence West	34	35	33	35	31	30	34	36	16.1	7.0%	2.3	12.0%	4.0	1.7
Daniel Island	48	49	62	66	65	72	75	75	15.4	11.7%	8.7	16.2%	12.0	3.3
West Wateree-Lugoff	29	25	30	28	26	28	30	30	15.4	11.4%	3.3	15.9%	4.7	1.3
Manning	60	56	47	47	44	41	37	50	13.6	10.2%	4.3	14.8%	6.3	2.0
Lowcountry-Beaufort	36	38	36	36	37	33	40	42	13.5	16.5%	6.3	20.9%	8.0	1.7
Hilton Head Island-Van Land	54	47	54	60	56	66	57	61	8.9	12.0%	7.3	14.7%	9.0	1.7
Florence Breakfast	26	25	28	23	24	26	27	26	8.3	25.3%	6.7	27.8%	7.3	0.7
Charleston Breakfast	70	72	72	70	70	75	77	75	7.1	10.1%	7.7	12.3%	9.3	1.7
Hampton County	25	26	21	18	19	19	19	20	5.3	10.3%	2.0	12.1%	2.3	0.3
									Subtotal Green Line		80.7		119.3	38.7
<b>Yellow Line -- Fragile Balance Clubs -- Could go either way, unless something changes</b>														
St. George	26	26	24	22	26	27	28	27	3.8	11.0%	3.0	12.2%	3.3	0.3
Lake Murray-Irmo	59	58	60	56	54	54	54	56	3.7	11.0%	6.0	12.2%	6.7	0.7
Summerville	88	91	92	94	97	101	105	98	1.0	8.2%	8.3	8.6%	8.7	0.3
Main Street-Columbia	0	0	0	26	31	38	38	31	0.0	19.6%	7.0	19.6%	7.0	0.0
Hartsville	58	57	60	56	63	57	84	63	0.0	25.0%	17.0	25.0%	17.0	0.0
Summerville Evening	24	21	21	24	28	27	34	28	0.0	20.2%	6.0	20.2%	6.0	0.0
Latta	25	20	32	32	31	34	33	31	0.0	14.3%	4.7	14.3%	4.7	0.0
Moncks Corner	24	29	32	35	33	31	33	33	0.0	12.4%	4.0	12.4%	4.0	0.0
North Myrtle Beach	38	38	49	48	49	44	38	49	0.0	19.8%	8.7	19.8%	8.7	0.0
Myrtle Beach	110	110	111	114	115	111	99	114	-0.9	13.0%	14.0	12.7%	13.7	-0.3
Columbia Capital	50	54	49	57	58	59	58	57	-1.7	12.1%	7.0	11.5%	6.7	-0.3
Surfside Area	59	52	51	50	53	48	42	52	-1.9	14.8%	7.0	14.1%	6.7	-0.3
Chapin Sunrise	46	46	47	48	47	48	47	46	-2.1	12.1%	5.7	11.3%	5.3	-0.3
Camden	92	85	85	80	81	82	79	79	-2.5	6.7%	5.3	5.8%	4.7	-0.7
Mt. Pleasant	67	69	71	74	78	77	73	76	-2.6	16.4%	12.3	15.5%	11.7	-0.7
Sumter-Palmetto	41	41	37	41	38	37	39	37	-2.6	9.7%	3.7	8.8%	3.3	-0.3
Pawleys Island	37	37	43	38	29	32	33	28	-3.4	20.4%	6.3	19.4%	6.0	-0.3
Little River	22	25	27	29	28	27	30	27	-3.6	29.8%	8.3	28.6%	8.0	-0.3
St. Andrews (Charleston)	78	71	67	71	77	75	77	74	-3.9	8.4%	6.3	7.1%	5.3	-1.0
Murrells Inlet	34	42	48	58	48	47	50	46	-4.2	15.4%	7.3	14.0%	6.7	-0.7
									Subtotal Yellow Line		148.0		144.0	-4.0

Club	01-Jul-2012 Mbrs	01-Jul-2013 Mbrs	01-Jul-2014 Mbrs	01-Jul-2015 Mbrs	01-Jul-2016 Mbrs	01-Jul-2017 Mbrs	01-Jul-2018 Mbrs	01-Jul-2019 Mbrs	2019 MGI	Avg. Attrition Rate	Annual Avg. Attrition	Avg. Attraction Rate	New Mbrs Per Yr.	Avg. Net Gain/Loss Per Yr.
<b>Red Line -- Chronic Membership Decline Clubs -- 80%+ likelihood of continued decline, unless something</b>														
Columbia East	42	44	44	38	39	42	38	37	-5.1	9.4%	3.7	7.7%	3.0	-0.7
Lexington	95	82	78	73	77	71	72	73	-5.2	13.4%	9.7	11.6%	8.3	-1.3
Georgetown Breakfast	16	21	22	20	18	15	17	17	-5.6	32.7%	5.3	30.6%	5.0	-0.3
Orangeburg	68	68	62	55	52	51	46	49	-5.8	11.6%	5.7	9.6%	4.7	-1.0
St. Matthews	36	31	32	30	31	32	32	29	-6.5	4.3%	1.3	2.2%	0.7	-0.7
Georgetown	55	51	56	63	61	58	56	57	-6.6	11.7%	6.7	9.4%	5.3	-1.3
Bluffton	79	84	83	81	83	82	73	77	-7.2	16.4%	12.7	13.8%	10.7	-2.0
Hilton Head Island	145	148	149	152	152	143	142	140	-7.9	12.9%	18.3	10.1%	14.3	-4.0
Blythewood	47	37	47	53	54	53	47	49	-9.3	11.4%	5.7	8.1%	4.0	-1.7
Bennettsville	58	52	53	52	43	44	41	39	-9.3	14.5%	6.0	11.3%	4.7	-1.3
Florence	157	143	143	150	146	143	129	130	-11.0	12.2%	16.3	8.2%	11.0	-5.3
Sea Island (Beaufort)	78	85	85	78	78	74	68	69	-11.5	14.7%	10.3	10.4%	7.3	-3.0
Five Points (Columbia)	76	78	80	79	77	73	76	68	-11.7	10.1%	7.3	6.0%	4.3	-3.0
Beaufort	110	97	99	99	101	98	89	89	-11.9	13.8%	12.7	9.4%	8.7	-4.0
Jasper County	14	15	20	24	16	14	12	14	-12.5	17.5%	2.3	12.5%	1.7	-0.7
Myrtle Beach Sunrise	18	15	15	16	16	16	16	14	-12.5	8.7%	1.3	4.3%	0.7	-0.7
Sumter Sunrise	22	17	14	15	15	15	15	13	-13.3	18.6%	2.7	14.0%	2.0	-0.7
Sumter	83	82	73	68	67	66	61	58	-13.4	11.4%	7.0	6.5%	4.0	-3.0
Myrtle Beach-Chicora	54	52	53	61	58	57	51	50	-13.8	13.3%	7.0	8.2%	4.3	-2.7
Spring Valley (Columbia)	116	117	119	113	116	103	111	97	-16.4	16.4%	17.0	10.3%	10.7	-6.3
East Cooper Breakfast (Mou	46	54	57	55	52	52	46	43	-17.3	18.4%	8.7	12.1%	5.7	-3.0
North Charleston-Breakfast	43	41	48	45	47	49	49	38	-19.1	23.5%	10.7	16.9%	7.7	-3.0
Charleston	181	177	181	166	161	158	152	130	-19.3	20.5%	30.0	13.4%	19.7	-10.3
Columbia	267	278	247	250	263	238	216	212	-19.4	14.4%	32.0	6.8%	15.0	-17.0
North Charleston	80	78	76	78	71	67	58	57	-19.7	12.1%	7.3	4.4%	2.7	-4.7
Okatie-Bluffton	20	19	21	22	20	22	21	16	-20.0	13.6%	2.7	6.8%	1.3	-1.3
Orangeburg-Morning	34	38	35	35	33	28	28	26	-21.2	23.2%	6.3	14.6%	4.0	-2.3
Barnwell County	25	23	26	30	27	21	20	21	-22.2	25.8%	5.3	16.1%	3.3	-2.0
Lake City	34	39	47	40	40	39	35	31	-22.5	14.3%	5.0	5.7%	2.0	-3.0
Conway	38	35	31	31	31	27	27	24	-22.6	16.7%	4.3	7.7%	2.0	-2.3
West Metro West Columbia	40	40	35	37	34	24	22	26	-23.5	26.4%	6.3	15.3%	3.7	-2.7
Hilton Head Island-Sunset	26	31	35	37	38	29	26	29	-23.7	25.0%	7.0	14.3%	4.0	-3.0
Walterboro	19	13	19	19	22	19	16	16	-27.3	21.6%	3.7	9.8%	1.7	-2.0
Eau Claire/North Columbia	15	18	15	16	19	13	13	13	-31.6	33.3%	4.3	17.9%	2.3	-2.0
Cayce-West Columbia	47	49	38	40	40	30	27	27	-32.5	29.8%	8.3	14.3%	4.0	-4.3
Summerville Oakbrook Brea	27	31	28	29	33	34	27	22	-33.3	24.1%	6.7	10.8%	3.0	-3.7
The Vista Night (Columbia)	25	26	25	25	24	20	18	16	-33.3	31.5%	5.7	16.7%	3.0	-2.7
St. Andrews (Columbia)	38	36	32	33	34	24	24	22	-35.3	20.0%	4.7	2.9%	0.7	-4.0
Darlington	12	7	6	15	20	19	16	11	-45.0	30.4%	4.7	10.9%	1.7	-3.0
Goose Creek	19	20	18	15	16	15	9	8	-50.0	40.6%	4.3	15.6%	1.7	-2.7
									<b>Subtotal Red Line</b>		<b>327.0</b>		<b>204.3</b>	<b>-122.7</b>
									<b>Distr. Avg.</b>	<b>15.0%</b>	563.7	12.1%	467.7	-96.0
<b>Totals</b>	4042	3979	3988	4021	3986	3827	3757	3698			<b>Avg. Annual LOSS</b>		<b>96.0</b>	
<b>Annual Gain/Loss</b>		-63	9	33	-35	-159	-70	-59						
			<b>Avg. Gain/Loss</b>		<b>2.3</b>	<b>-53.7</b>	<b>-88.0</b>	<b>-96.0</b>						