

Final Report
The American Driving Society
2007 General Survey



Provided by

KMA

Business Solutions, Inc.

Creating the Leading Edge of Change

February 7, 2007

SENSITIVE INFORMATION

Final Report
American Driving Society
2007 General Survey

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Final Report

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TAB I -Executive Summary

TAB I - EXECUTIVE SUMMARY

***“Change is inevitable. In a progressive country, change is constant”
Benjamin Disraeli (1804-1881) Speech, Edinburgh (1867)***

(1.1) Narrative Summary:

The purpose of this Executive Summary is to summarize the findings of the “American Driving Society (ADS)” 2007 General Survey. This Survey was administered to the current membership of ADS, (via World Wide Web), as a menu selection on the ADS Web Page. Several members responded via the United States Mail. The focus of this survey was to provide insights to constituency attitudes and emerging trends. It was specifically designed to gather data regarding the opinions, facts, emerging trends and benefits of ADS membership. A sub-element of the survey was designed to explore the current and future direction of the ADS Fund. The survey questions serve as a “snap shot” of membership opinions regarding member services, quality of service, ADS leadership performance and finally ADS fund direction.

(1.2) Procedure:

The ADS 2007 General Survey was a completely customized application built to assure validity, reliability and bias reduction. Surveys, in terms of assessing organizational requirements and member opinions, have the potential of capturing beliefs, behaviors and suggestions, in response to specific questions. Apart from talking to every member in an organization or group they are the only efficient medium to record member input. There are no right and wrong answers with survey data. The responses that are recorded only illustrate the opinions and beliefs of the population surveyed. The survey questions are, therefore, a critical element to success. Questions are tailored to the target population, employ simple Basic English, are bias reduced and appear as personal and friendly as possible. The survey identifies member concerns and problems, as they are perceived, unfiltered. Finally, it raises member awareness to the complexity of issues facing the ADS Board of Directors and the willingness of the current Board to solicit “Grass Root” member input.

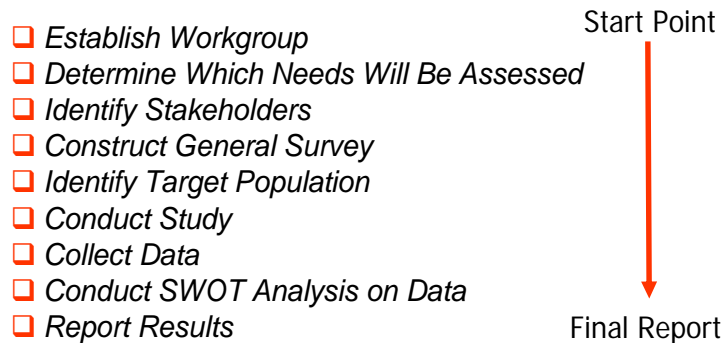
(1.2.1) Survey Design and Development:

The “Nine Step” Process:

To ensure a standardized, validated product, we utilize a **nine step** process as we felt as it best served the stated requirements of the project. The methodology was modified slightly by the by the ADS Survey Sponsor and Survey Workgroup Committee. This Workgroup ensures ADS culture, language nuances, and stakeholder issues are identified and addressed. They participate in the actual question selection process and modifications as required. This particular survey was done to meet the time line established for the ADS Board of Directors Meeting scheduled for February 10, 2007. We, therefore, condensed several weeks’ preparatory meetings into just two sessions

and published the actual survey in a very short period of time. Our standard Survey process is designed to take three to six months and is as depicted below:

Our Standard Survey Process



The above chart serves as a visual representation of the process we employed conducting the ADS 2007 General Survey. We followed each of the nine steps in sequence. However, as time saving steps, we abbreviated two major Workgroup areas: first, all Workgroup meetings were conducted telephonically and second no formal Workgroup training periods were conducted. Our standard, Strengths, Weakness, Opportunities and Threats (SWOT) analysis was also curtailed. Survey questions that required a narrative answer are normally intensively reviewed and analyzed using standard SWOT analysis. Because of the very demanding time lines for completion of the survey and interim report requirements for the Dallas Board Meeting this too was abbreviated. Lastly, we took the recommendations of the Workgroup as to which needs were to be assessed, as the basis of the survey.

The topics the Workgroup provided were as follows:

- Finances(in general)
- The ADS Fund and its administration
- The effectiveness of the ADS Board and committee structure
- The quality of member services
- The reputation of the ADS as an organization
- The quality, number and timing of ADS events/competitions

We at KMA Business Solutions feel the results of the survey were not impaired, in any way, by the abbreviated timeline and in fact, were most impressed by the number of members that responded.

(1.2.2) SWOT Analysis:

Strengths, Weakness, Opportunities and Threats (SWOT) Analysis is a very effective way of identifying The American Driving Society's Strengths and Weaknesses, as well as examining current Opportunities and Threats. The SWOT framework helps us to focus ADS's activities into areas where ADS is strong and where the greatest opportunities lie. The analysis tends to be very illuminating - both in terms of pointing out what needs to be done, and in putting problems into perspective. By utilizing this vehicle, we are better able to provide ADS's Board of Directors the data they require to analyze ADS's strengths, minimize weaknesses, and take the greatest possible advantage of opportunities available.

SWOT Analysis

Strengths, Weaknesses, Opportunities, and Threats

- **Strengths** (These are internal to your organization)
 - What are your advantages?
 - What do you do well?
 - What are your core competencies?
- **Weaknesses:** (These are internal to your organization)
 - What could be improved?
 - What is done badly?
 - What conditions lead to poor performance?
- **Opportunities:** (These are external to your organization)
 - Where are the outside conditions that you can turn to your advantage?
 - What are the interesting trends?
- **Threats:** (These are external to your organization)
 - What obstacles do you face?
 - What is your competition doing?
 - What changes are there to your job, products or service requirements?

Source – Balanced Scorecard Collaborative, Dr Robert S. Kaplan

(1.2.3) Execution:

The American Driving Society published on their web page a link to our Survey Site. The survey was active on the web from January 2, 2007 thru February 6, 2007. We also received three surveys via U.S.Mail. The total useable Completed Surveys received was 422, a completed survey rate of 13.77 percent of the more than 3,000 ADS members. As a reference point, in this type of survey methodology, anything above a 5.0 percent return is considered excellent participation and statically valid.

(1.3) Observations:

The survey had twenty seven questions. Six addressed demographics, nine asked for member perceptions of The American Driving Society and its services. The remaining twelve dealt with general financial issues and nine specifically dealt with The ADS Fund.

The survey respondents overwhelming support ADS Fund support for new drivers, both youth and those simply new to the sport; training assistance for drivers looking to represent the nation in international competition and Educational Programs; and assistance to local (new and 'low level') shows.

ADS members want to participate in the management of the ADS. The number of responses to the survey (about 14% of our total membership) in a very short period indicates that ADS has very active members. Effective communication is mission-critical to any organization; however, with private organizations it is an even stronger factor. The membership must feel the Board of Directors are part of the solution and not the problem. Honest, open, effective management must include effective communication. Information and communication strategies must be leadership concerns in any organization. Clearly this survey is one such strategy. The membership, when asked, communicated their desires.

On the question of what portion of the ADS Fund's annual revenue members would like disbursed, there wasn't an overriding conclusion except that it's not prudent to disburse the entire net revenue in any year. Surprisingly, the choice most often chosen (about 39%) recommended establishing an endowment and disbursing its proceeds. The second most chosen response (28%) was for a fixed percent of the annual net revenue.

The survey didn't provide any surprise recommendations or insight as to new Donor Organizations for the ADS Fund. Private foundations, vendors, ADS members and commercial businesses (in that order) dominated the selections.

Respondents were asked to select from a list of the 3 most important programs the ADS Fund supports. From almost 1200 selections, we found great support for Young Drivers (64%) and New Drivers (59%). The Advisor Program for Competitions and the Training Opportunities for Advanced Drivers preparing for International Competition had strong support. These four choices were also strong choices for respondents in other questions.

On the question of how oversight of the ADS Fund should be achieved, 40% responded with "ADS Board" while 32% responded with "separate Committee" appointed by the Board.

We included three questions on preferences for ADS Fund management. The first was on the type of personnel support required – in-house, consultant or volunteer.

One of the available responses was for a “Combination” of the ADS office, a paid consultant and volunteer support. This was the overwhelming choice (~64% of responses) but provides little in the way of useful information for our discussions. A follow-on question addressed compensation for the Fund administrator. Almost half the responses recommended a percentage of the funds raised. However, several members noted that this practice is unethical and perhaps illegal compensation for a Not-for-Profit organization.

The median age for the members of ADS is 51.50 years.

(1.4) SWOT Analysis and Results:

SWOT Results are not available at this time.

Finally, we at KMA would like to express our sincere thanks to Ms Susie Koos-Acker Executive Director and Mr. Patrick Cheatham, Survey Sponsor, and Ms Susan Koso whose help, assistance and support made this survey possible.

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**TAB II – SUMMARY OF QUANTITATIVE
RESPONSES**

(2.2) Individual Questions:

(2.2.1) Demographics: Questions 2, 23, 24, 25, and 27

The intent of this group of questions was to learn more about our membership and, **who we are**, as an organization. You will find detailed information concerning these questions in the following section. However, some of the primary, “take- aways” from this group are:

We stay in ADS once we join: Almost 60% of the respondents have been members for five or more years...While less than 4% of the respondents joined within the last twelve months. The obvious conclusion is that we must need to work more on getting new members.

E-Mail is the overwhelming preference for member contact: However, almost 20% of the members said they prefer something more direct or personal. We cannot afford to ignore this segment of our membership.

The survey respondents (and one can extrapolate that) our entire membership is female at approximately a 4 to 1 ratio with our male members: Given this fact and our median income, our recruiting efforts for new members should focus on this group.

ADS members are and older group with few children at home and we generally have more disposable income that the general United States population.

(2.2.2) Member Perceptions of the ADS: Questions 1, 3, 4, 5, 6, 7, 8, 9, and 10

The intent of this segment of questions was to see if the ADS organization is meeting membership expectations and the annual dues are worth the cost of membership.

The ADS members rate our organization very high-cumulative score 4.13 out of 5 members agree we are an exceptional organization. Additionally, 2 out of 3 members (69.93%) agree they can give a non-ADS members at least three good reasons to join the organization. These results indicate that our membership understands and agrees with what the American Driving Society stands for.

The membership is involved. Although not a formal survey question, the level of response to the survey indicates our members are aware of what the organization does.

Questions 7 and 8 asked for responses concerning the services ADS provides. The results indicated that we are a rules based and therefore a competitive organization. Our publications are highly regarded and that ADS is the organizational choice to represent driver’s needs and concerns. The responses also tell us that the

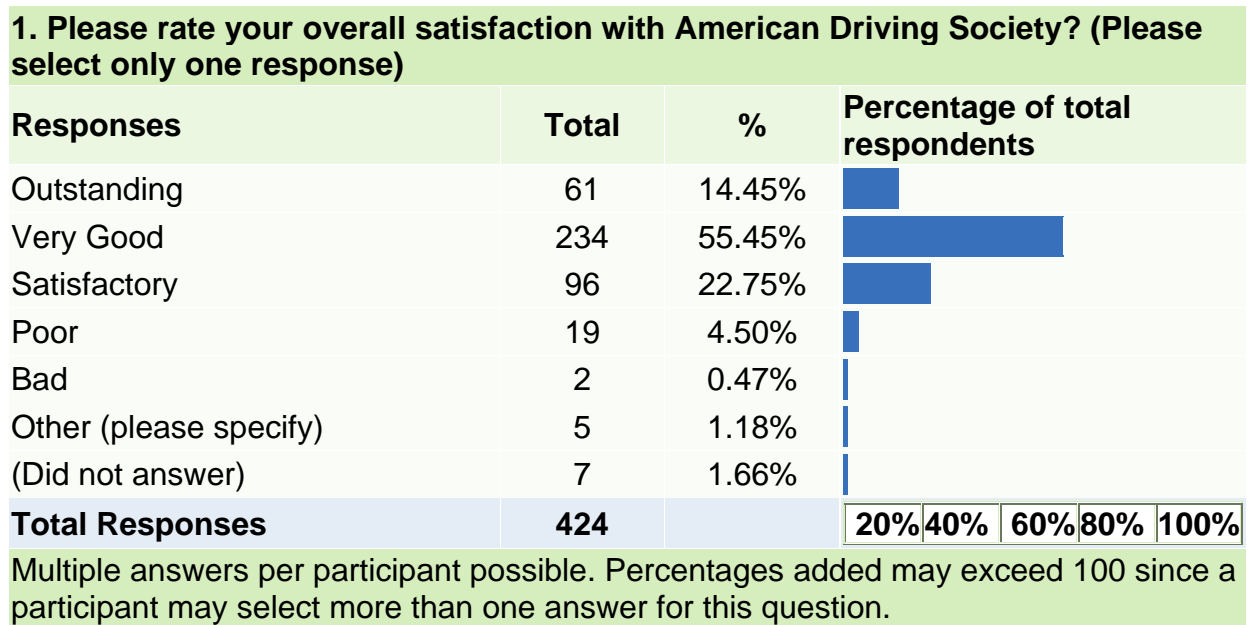
rules, education, training for officials, support to events/competitions, and efforts to info the public about Carriage Driving and the ADS, all need some form of improvement.

(2.2.3) Finances: Questions 11 through 22

These questions were all intended to generate member views of finances and the operation of the ADS Fund. A complete review of these questions is enclosed in the following section. **None of the responses reflect great concern over the financial health of ADS.** This issue is likely the largest single disconnect between member perceptions and the recent focus of the ADS Board of Directors. Admittedly, the survey did not specifically ask for responses on the financial health of ADS. However, question 7 did ask for input on the area that needed the most improvement. Only 2 responses noted cost of membership and one mentioned fund raising out of 338 specifics entries.

(2.3) Questions by Type:

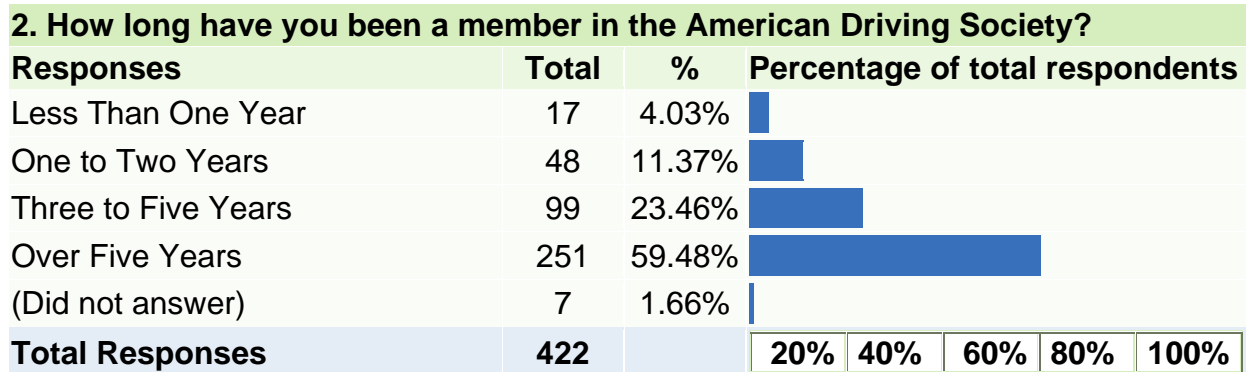
The focus of the ADS 2007 General Survey was to provide insights to constituency attitudes and emerging trends. It was specifically designed to gather data; regarding the opinions, facts, emerging trends and benefits of the ADS membership. A sub-element of the survey was designed to explore the current and future direction of the ADS Fund and Fund Management. The questions and responses are as follows:



CONCLUSIONS:

This question is designed to survey the membership’s overall satisfaction with the American Driving Society. At nearly 70%, the majority of the respondents surveyed






agreed ADS is **performing very good or outstanding**. 22.75% of the respondents are satisfied with the performance and only seven respondents or 1.65 % reported dissatisfaction with the organization. The responses indicate the membership is generally *well pleased* with the organization and should be interpreted as a vote of confidence for the Board as well as the full time leadership.



CONCLUSIONS:

This survey question is designed with two purposes; first and indication of membership recruiting and retention efforts and second, a trend analysis of the responding populations seniority, within the organization. It also, when reviewed within the context of the response of question one, a sensing of satisfaction over time can be extrapolated. Clearly the majority of the respondents have been associated with the organization for over five years, 59.48%. This data point when combined with the three to five year group 23.46% (a combined population of 82.94%) **clearly describes an organization of respondents that are very stable**. This population is responding with opinions and beliefs that have been developed over time. The number of respondents in the less than one year group signifies two possibilities: first, the new members for what ever reason chose not to participate or membership growth in the organization is **very small on an annual basis**.

3. Has your affiliation with American Driving Society been worth the price of membership?

Responses	Total	Weight	Weighted Average	%	Percentage of total respondents						
Yes	269	NULL	0	63.74%							
No	22	NULL	0	5.21%							
Somewhat	103	NULL	0	24.41%							
No Opinion	17	NULL	0	4.03%							
(Did not answer)	11	NULL	0	2.61%							
Weighted Average Score : 0											
Total Responses	422					<table border="1"> <tr> <td>20%</td> <td>40%</td> <td>60%</td> <td>80%</td> <td>100%</td> </tr> </table>	20%	40%	60%	80%	100%
20%	40%	60%	80%	100%							

CONCLUSIONS:

This survey question is intended to gauge response to recent increase in membership dues. 63.74% of the respondents agree their affiliation with American Driving Society been worth the price of membership. If the Somewhat population is included you get a combined approval rating of 88.15%. Only 5.21% of the respondents answered in the negative. It is our (KMA's) impression that The American Driving Society needs only to sustain its current programs in this area, as we are meeting the membership needs and expectations.







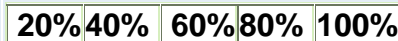
4. On a scale of one to five with five being the highest rating, please rate the reputation of ADS as an organization.

Responses	Total	Weight	Weighted Average	%	Percentage of total respondents						
1	3	1	3	0.71%							
2	12	2	24	2.84%							
3	55	3	165	13.03%	■						
4	180	4	720	42.65%	■						
5	139	5	695	32.94%	■						
No Opinion	29	NULL	0	6.87%	■						
(Did not answer)	4	NULL	0	0.95%							
Weighted Average Score : 4.13											
Total Responses	422					<table border="1" style="display: inline-table; vertical-align: middle;"> <tr> <td>20%</td> <td>40%</td> <td>60%</td> <td>80%</td> <td>100%</td> </tr> </table>	20%	40%	60%	80%	100%
20%	40%	60%	80%	100%							

CONCLUSIONS:

Again a majority of the respondents in categories 4 and 5 overwhelmingly agree (81.89%) the reputation of ADS is excellent. If category 3 is included the percentage it rises to 88.62%. Only 3.55% of the respondents answered in the negative. It is our (KMA's) impression that The American Driving Society needs only to sustain its current programs in this area, as again you are meeting the membership needs and expectations. You are also fulfilling the social need of the membership to belong to an excellent organization, with an untarnished reputation.

5. Please check the response under the heading that best reflects your opinion about the statement: I can explain to a non-ADS member, three good reasons why they should become a member. (Please select one)

Responses	Total	%	Percentage of total respondents
Strongly Agree	93	22.04%	
Agree	202	47.87%	
Neutral	82	19.43%	
Disagree	37	8.77%	
Strongly Disagree	6	1.42%	
(Did not answer)	3	0.71%	
Total Responses	423		

Multiple answers per participant possible. Percentages added may exceed 100 since a participant may select more than one answer for this question.

CONCLUSIONS:

47.87% of the respondents strongly agree they can explain to a non-ADS member, three good reasons why they should become an ADS member. If the *agree population* is included you get a combined population of 69.91% that believe they can explain their organization in detail to a non-member. Only 8.77% of the respondents disagreed and only 1.42% strongly disagreed. It is our (KMA's) impression these responses **again underscore the stability of the organization and the common goals and objectives of the organization.** Clearly the current membership perceives it understands The American Driving Society.

6. The ADS provides the following services to our members and competitions. Please rate the top five services Most Important to you.

Responses	Rank 1	Rank 2	Rank 3	Rank 4	Rank 5	Weighted Rank (Score)
Rules for Competitions	157	100	49	36	36	1 (1440)
Publications (The Whip and The Wheelhorse)	57	84	94	59	53	2 (1074)
The Omnibus	43	65	77	59	37	3 (861)
A National Organization to represent the needs and concerns of Drivers	85	41	29	45	80	4 (846)
The ADS Website	18	28	36	46	45	5 (447)
Support to Events	17	23	32	48	35	6 (404)
An instructional program for the Certification of Officials	8	27	43	34	38	7 (383)
Camaraderie with other drivers	16	20	13	32	19	8 (282)
The Resource Handbook	5	14	18	28	25	9 (216)
A Resource for my Questions about Driving	10	11	15	16	21	10 (192)
Someone to answer the Phone at the ADS Office	0	3	10	6	12	11 (66)
(Did not answer)						4
Total Responses						422

CONCLUSIONS:

Rules for Competitions, is the clear choice for, *The ADS provides the following services to our members and competitions. Please rate the top five services Most Important to you*, closely followed by Publications (The Whip and The Wheelhorse). The top five responses are rank ordered below:

Top Five Responses Ranked Ordered:

Top Choice: Rules for Competitions

Second Choice: Publications (The Whip and The Wheelhorse)

Third Choice: The Omnibus

Fourth Choice: A National Organization to represent the needs and concerns of Drivers

Fifth Choice: The ADS Website

7. Of those services you selected, as important, in Question 6, which service needs the most Improvement.

8. Of those services you selected, as important, in Question 6, which one do you believe the ADS Does Best

CONCLUSIONS:

The responses for questions 7 and 8 are included in an electronic format available on request from the survey sponsor. The questions were designed to be open ended where the membership could expound on their answers, in an individual sense. Each question provides a possible 422 custom responses from the membership. It is highly recommended that the Board of Directors review the automated files, as these answers are the true, unfiltered feelings and opinions of the membership. Because of the time available, SWOT analysis was not undertaken and therefore, we were unable to construct a valid trend analysis. However the responses are very illustrative of current issues and concerns facing the American Driving Society. A synopsis for the open-ended questions is included in paragraph 2.1

9. On a scale of one to five with five being the highest rating, please rate the quality of the service the ADS provides you as a member.

Responses	Total	Weight	Weighted Average	%	Percentage of total respondents
1	6	1	6	1.42%	
2	19	2	38	4.50%	
3	74	3	222	17.54%	
4	197	4	788	46.68%	
5	111	5	555	26.30%	
No Opinion	11	NULL	0	2.61%	
(Did not answer)	4	NULL	0	0.95%	

Weighted Average Score : 3.95

Total Responses	422	20%	40%	60%	80%	100%
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CONCLUSIONS:

Again a majority of the respondents in categories 4 and 5 overwhelmingly agree (72.98%) the quality of the service the ADS provides you as a member is exceptional. If category 3 is included the percentage it raises to 90.52%. Only 5.92% of the respondents answered in the negative. It is our (KMA's) impression that The American Driving Society needs only to sustain its current programs and customer service, as again you are meeting the membership needs and expectations.

10. On a scale of one to five with five being the highest rating, please rate the effectiveness of the ADS Board and its committee structure.

Responses	Total	Weight	Weighted Average	%	Percentage of total respondents	
1	10	1	10	2.37%		
2	27	2	54	6.40%		
3	85	3	255	20.14%		
4	142	4	568	33.65%		
5	47	5	235	11.14%		
No Opinion	108	NULL	0	25.59%		
(Did not answer)	3	NULL	0	0.71%		
Weighted Average Score : 3.61						
Total Responses	422					

CONCLUSIONS:

This question probed the area of member satisfaction with the ADS Board of Directors. The respondents in categories 4 and 5 agree (44.70%) the effectiveness of the ADS Board and its committee structure is excellent. If category 3 is included the percentage it raises to 64.84%. Only 8.77% of the respondents answered in the negative. **It is also interesting that a quarter of the membership that did respond had *NO Opinion*.** Given the response rate and the here to for excellent comments from the membership this data point is unique.

11. How would you like to see ADS donated funds used? (Please rank each 1-9 with 1 as your highest priority ranking)

Responses	Rank 1	Rank 2	Rank 3	Rank 4	Rank 5	Rank 6	Rank 7	Rank 8	Rank 9	Weighted Rank (Score)
Support to Regional Activities	51	83	102	44	43	19	22	10	3	1 (2481)
Support to Competitions	47	71	63	72	30	44	19	17	10	2 (2291)
Educational Grants	75	60	47	44	41	40	26	23	11	3 (2248)
ADS Hosted/Organized Competitions/Events	49	40	65	59	62	39	21	25	8	4 (2157)
Grants For Specific Projects	51	54	33	43	57	39	41	28	15	5 (2015)
ADS General Operating Costs (help hold down membership costs)	99	38	24	26	28	30	23	33	59	6 (1973)
Publication Grants	8	15	20	28	42	52	73	49	48	7 (1283)
Membership Drives	11	15	16	30	30	37	55	79	58	8 (1190)
Increase the Number of ADS Clubs	8	22	20	26	32	22	41	56	109	9 (1136)
(Did not answer)										24
Total Responses										425

CONCLUSIONS:

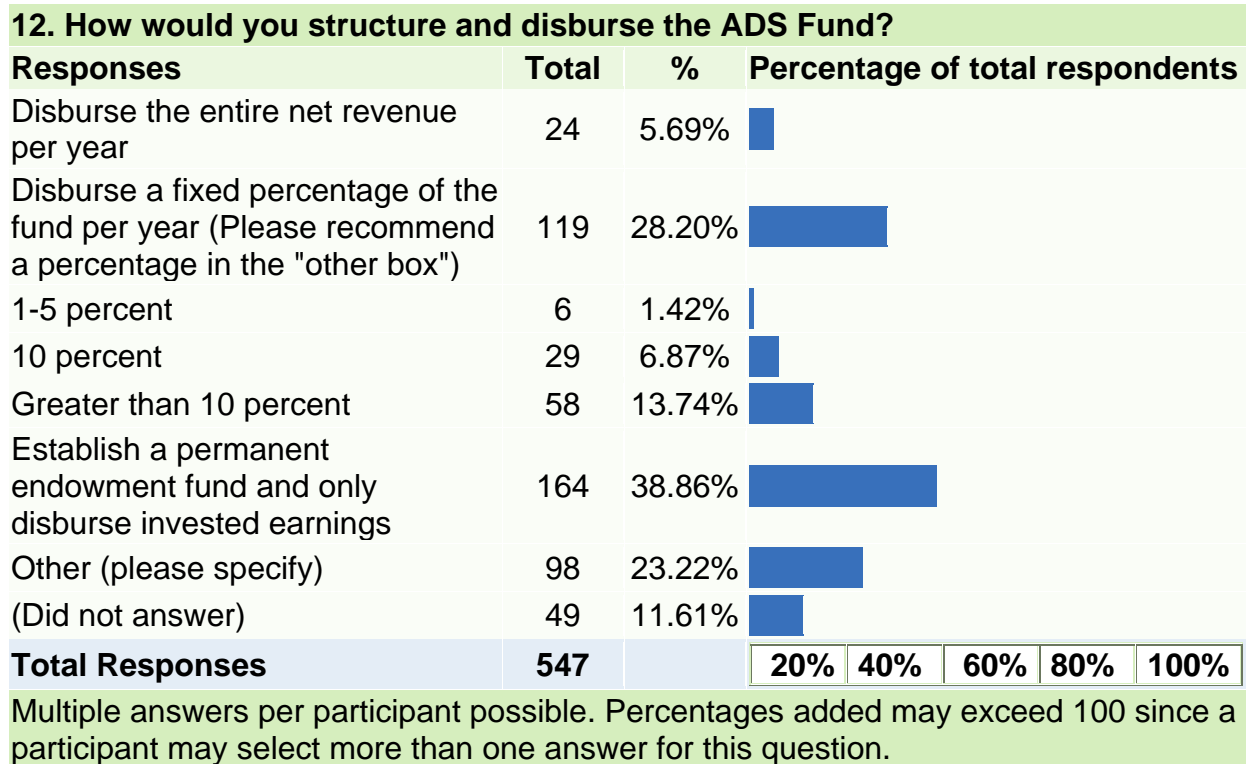
Top Four Responses Ranked Ordered:

Top Choice: Support to Regional Activities

Second Choice: Support to Competitions

Third Choice: Educational Grants








Fourth Choice: ADS Hosted/Organized Competitions/Events



CONCLUSIONS:

This question was designed to get member input on the disbursement of ADS Funds. there was not an overriding majority for any of the responses; except that it's not prudent to disburse the entire net revenue in any year. The choice most often chosen (38.86%) recommended establishing an endowment and disbursing its proceeds. The second most chosen response (28.20%) was for a fixed percent of the annual net revenue.

13. Who would you target as potential donors to the ADS Fund?

Responses	Total	%	Percentage of total respondents
ADS Membership	279	66.11%	
Private Foundations	311	73.70%	
Commercial Business	279	66.11%	
Vendors to ADS Membership	306	72.51%	
General Public	51	12.09%	
Other (please specify)	38	9.00%	
(Did not answer)	29	6.87%	
Total Responses	1293		20% 40% 60% 80% 100%

Multiple answers per participant possible. Percentages added may exceed 100 since a participant may select more than one answer for this question.

CONCLUSIONS:

The survey did not provide any new recommendations or insight as to new Donor Organizations for the ADS Fund. Private foundations, ADS members, commercial businesses and vendors to ADS membership (in that order) dominated the selections.

Top Four Responses Ranked Ordered:

Top Choice: Private Foundations

Second Choice: ADS Membership

Third Choice: Commercial Business

Fourth Choice: Vendors to ADS Membership

**14. What donor source do you think will provide the best results for our efforts?
(Please rank with 1 being your highest priority and 4 your lowest)**

Responses	Rank 1	Rank 2	Rank 3	Rank 4	Weighted Rank (Score)
ADS Membership	180	76	111	24	1 (1194)
Private Foundations	106	151	116	17	2 (1126)
Commercial Business	100	152	122	19	3 (1119)
General Public (Did not answer)	8	13	38	318	4 (465) 28
Total Responses					422

CONCLUSIONS:










Top Three Responses Ranked Ordered:

Top Choice: ADS Membership

Second Choice: Private Foundations

Third Choice: Commercial Business

15. The ADS Fund makes financial support available to many specific projects. Please select the three most important programs from following responses :

Responses	Total	%	Percentage of total respondents
Young Driver Program Grants (Youth Development, Youth Camps, Educational Opportunities, Youth Clinics)	270	63.98%	
Competition Advisors Program (Support Teams To Assist Competition/Event Organizers)	175	41.47%	
Arena Driving Trials (Promote/Support Newly Organized Driving Trial Competitions)	138	32.70%	
International Competitors (Provide Funding Assistance for Training Opportunities to Advanced Drivers In Preparation for Team USA Selection)	174	41.23%	
ADS Regional Representative Support	129	30.57%	
Specific ADS Office Expenses (Example Purchase of New Office Equipment)	47	11.14%	
New Driver Education	251	59.48%	
Other (please specify)	23	5.45%	
(Did not answer)	18	4.27%	
Total Responses	1225		20% 40% 60% 80% 100%

Multiple answers per participant possible. Percentages added may exceed 100 since a participant may select more than one answer for this question.

CONCLUSIONS:

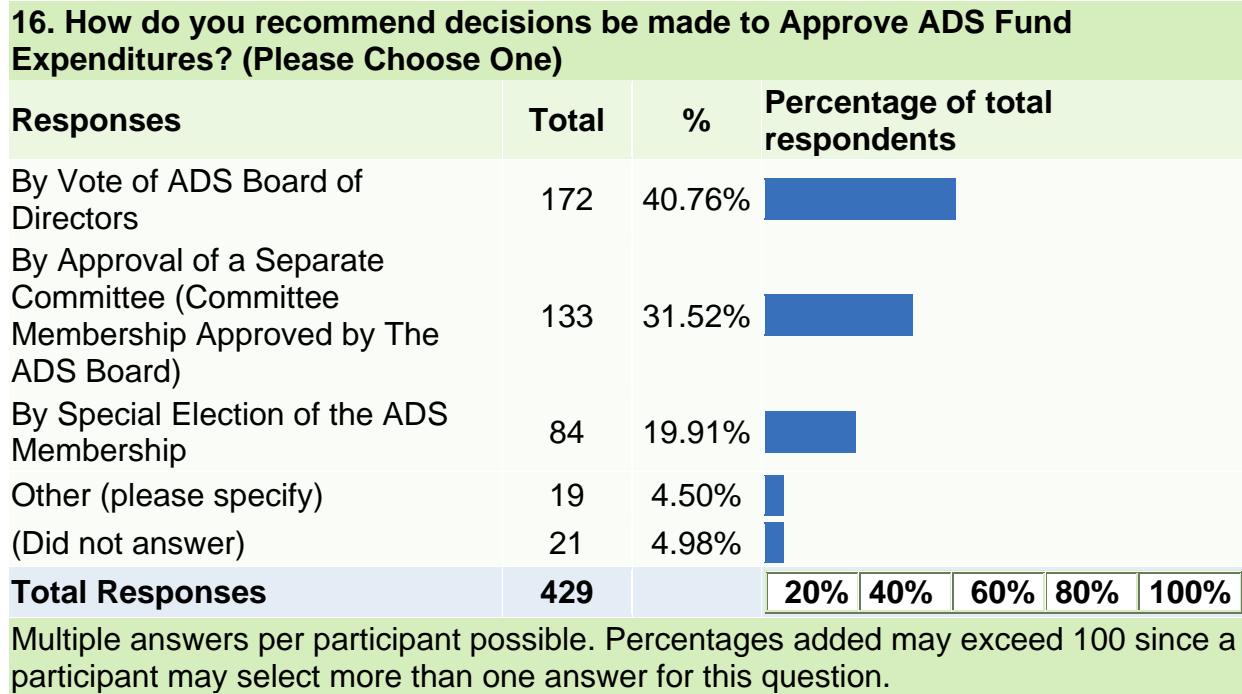
Top Three Responses Ranked Ordered:

Top Choice: Young Driver Program Grants (Youth Development, Youth Camps, Educational Opportunities, Youth Clinics)

Second Choice: New Driver Education

Third Choice: Competition Advisors Program (Support Teams To Assist Competition/Event Organizers)

Note that “ADS Regional Representative Support”, ranking for this question is significantly different than the ranking for “Support to Regional Activities” as noted in question 11 (page 19). We recommend the Board of Directors explore the reasons for this apparent disconnect.



CONCLUSIONS:

Top Two Responses Ranked Ordered:

Top Choice: By Vote of ADS Board of Directors

Second Choice: By Approval of a Separate Committee (Committee Membership Approved by The ADS Board)

17. Success of The ADS Fund requires creative thinking and planning for public fundraising and a public presence (Spokesperson) to promote the Funds activities. In your opinion these functions are best provided by: (Please Choose One)







Responses	Total	%	Percentage of total respondents
Paid Staff of The ADS National Office	53	12.56%	
An Outside paid Professional Consultant (paid by ADS Fund Assets)	43	10.19%	
ADS Fund Member Volunteers	57	13.51%	
A Combination of the Above	269	63.74%	
Other (please specify)	14	3.32%	
(Did not answer)	21	4.98%	
Total Responses	457		

Multiple answers per participant possible. Percentages added may exceed 100 since a participant may select more than one answer for this question.

CONCLUSIONS:

The majority (63.74%) of the survey respondents selected, “A Combination of the Above” in response to this question. The other answers were evenly selected at approximately the tenth percentile. This question, if taken, in context with the rest of the survey responses, is easy to interpret. Given the overwhelming support by the membership for the American Driving Society and particularly the support and trust in the current and past leadership, this response should be view as a vote of confidence for the Board of Directors. The membership is telling you to act consistently with your pass actions and solve this issue for them. The membership believes a multifaceted approach is required for ADS Fund Management. With regard to the paid professional consultant answer option (*An Outside paid Professional Consultant paid by ADS Fund Assets*) only 43 respondents or 10.19 % agreed this was the best course of action, to pursue.

18. Should Compensation (for paid personnel) for The ADS Fund's Fundraising/Promotional activities be a fixed amount (salary) or should it be a percentage of the actual Funds raised? (Please Choose One)

Responses	Total	%	Percentage of total respondents					
Fixed Amount	80	18.96%						
Hourly Wage	19	4.50%						
Salary	66	15.64%						
Percentage of Actual Funds Raised	195	46.21%						
Other (please specify)	50	11.85%						
(Did not answer)	27	6.40%						
Total Responses	437		<table border="1"> <tr> <td>20%</td> <td>40%</td> <td>60%</td> <td>80%</td> <td>100%</td> </tr> </table>	20%	40%	60%	80%	100%
20%	40%	60%	80%	100%				

Multiple answers per participant possible. Percentages added may exceed 100 since a participant may select more than one answer for this question.

CONCLUSIONS:

This question addressed compensation for the Fund administrator. Nearly half of the responses (46.21%) recommended a percentage of the actual funds raised be used as a salary for the personnel employed. However, several members noted that this practice may be unethical and perhaps illegal compensation in some states. This issue is beyond the scope of the survey; however we (KMA) believe this issue should be address with appropriate legal counsel before a final decision in made.







19. If you answered Question 18 with a “Percentage of the Actual Funds Raised” please give your impression of what percentage you would like to see the Board adopt and why?

20. Please provide your opinion and comments as to the Most Important Project or Program that ADS Fund currently supports or should support?

CONCLUSIONS:

The responses for questions 19 and 20 are included in an electronic format available on request from the survey sponsor. The questions were designed to be open ended where the membership could expound on their answers, in an individual sense. Each question provides a possible 422 custom responses from the membership. It is highly recommended that the Board of Directors review the automated files, as these answers are the true, unfiltered feelings and opinions of the membership. Because of the time available, SWOT analysis was not undertaken and therefore we were unable to construct a valid trend analysis. However the responses are very illustrative of current issues and concerns facing the American Driving Society.

21. ADS Operations (publications, website, national office, direct member support, support to officials and competitions) should be supported by:









Responses	Total	%	Percentage of total respondents
Membership Dues	325	77.01%	
Competition Fees	182	43.13%	
Official Fees	112	26.54%	
The ADS Fund	97	22.99%	
Other (please specify)	60	14.22%	
(Did not answer)	23	5.45%	
Total Responses	799		20% 40% 60% 80% 100%

Multiple answers per participant possible. Percentages added may exceed 100 since a participant may select more than one answer for this question.

CONCLUSIONS:

This question addressed current ADS funding practices and sources of income used to pay normal operating costs. 77.01% of the respondents believe Membership Dues are the appropriate monies to utilize for normal operating expenses.

22. ADS should operate with a balanced budget with funds derived from:







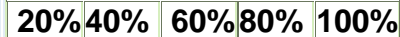
Responses	Total	%	Percentage of total respondents
Membership Dues	325	77.01%	
Competition Fees	232	54.98%	
Official Fees	175	41.47%	
Advertising Fees	248	58.77%	
Vendor Donations	175	41.47%	
The ADS Fund	94	22.27%	
Other (please specify)	61	14.45%	
(Did not answer)	28	6.64%	
Total Responses	1338		20% 40% 60% 80% 100%

Multiple answers per participant possible. Percentages added may exceed 100 since a participant may select more than one answer for this question.

CONCLUSIONS:

Again, as in question 22 the membership strongly supports the use of Membership Dues as the primary source of income for operating budgets. 77.01% of the respondents believe Membership Dues are the appropriate monies to utilize for normal operating expenses.

23. The best way to contact me is:

Responses	Total	%	Percentage of total respondents
Email	369	87.44%	
Personal Correspondence/Direct Mail	66	15.64%	
Telephone	23	5.45%	
Fax	3	0.71%	
Other (please specify)	5	1.18%	
(Did not answer)	12	2.84%	
Total Responses	478		

Multiple answers per participant possible. Percentages added may exceed 100 since a participant may select more than one answer for this question.

CONCLUSIONS:





Top Three Responses Ranked Ordered:

Top Choice: Email 369 or 87.44%

Second Choice: Personal Correspondence/Direct Mail 66 or 15.64%

Third Choice: Telephone 23 or 5.45%

24. What is your gender?

Responses	Total	%	Percentage of total respondents
Male	76	18.01%	
Female	334	79.15%	
(Did not answer)	14	3.32%	
Total Responses	424		

Multiple answers per participant possible. Percentages added may exceed 100 since a participant may select more than one answer for this question.

CONCLUSIONS:

The American Driving Society has a membership of 3064. The data collected revealed a population of 18.01% male respondents and 79.15% female respondents. This is indicative of the traditional American family where the female of the household is responsible for home administration. This data is very useful in direct mail campaigns

and other form of membership communication. ADS Messages can target the information to the female gender.

25. What is your age in Years?




CONCLUSIONS:

The median age for the membership is 51.50 years. The population is considerably older than expected and the median age falls in what is called: *Baby Boomers*. There is little debate that the 76 million American children born between 1945 and 1964 represent a cohort that is significant first because of its size. Boomers account for about 39 percent of Americans over the age of 18 and 29 percent of the total population. In addition to the size of the group, *Steve Gillon*, has suggested that one thing that sets the baby boomers apart from other generational groups is the fact that "almost from the time they were conceived, Boomers were dissected, analyzed, and pitched to by modern marketers, who reinforced a sense of generational distinctiveness. The baby boomers were the first group to be raised on television, and television has been identified as "the institution that solidified the sense of generational identity more than any other." Starting in the 1950s, people in diverse geographic locations could watch the same shows, listen to the same news, and laugh at the same jokes. Television showed idealized family settings such as *Father Knows Best* and *Leave it to Beaver*. Later the boomers watched scenes from the *Vietnam War*, the assassination of *John F. Kennedy* and *Martin Luther King*.

In 1993, *Time* magazine reported on the religious affiliations of baby boomers. Citing *Wade Clark Roof*, a sociologist at the University of California at Santa Barbara, the articles stated that about 42% of baby boomers were dropouts from formal religion, a third had never strayed from church, and one-fourth of boomers were returning to religious practice. The boomers returning to religion has shown were "usually less tied to tradition and less dependable as church members than the loyalists. They are also more liberal, which deepens rifts over issues like abortion and homosexuality."

As with all stereotypes and definitions of populations and generations, they are not 100% accurate or all inclusive. However, they can be used as a measure to explain or predict population segmentation. This awareness can be of great value when dealing with ADS projects that require unity and compromise.

The actual responses for question 25 are included in an electronic format available on request from the survey sponsor.

26. Do you have children under the age of 18 living in your household?			
Responses	Total	%	Percentage of total respondents
Yes	58	13.74%	
No	347	82.23%	
(Did not answer)	17	4.03%	
Total Responses	422		20% 40% 60% 80% 100%

Multiple answers per participant possible. Percentages added may exceed 100 since a participant may select more than one answer for this question.

CONCLUSIONS:

The responses indicate an older non-child rearing membership demographic. This is consistent with the age demographics. A clear majority of the population, 82.23% do not have children under the age of 18 living in their household.

27. What is your yearly Household Income?

Responses	Total	%	Percentage of total respondents
Less Than \$35,000	17	4.03%	
\$35,000 to \$50,000	51	12.09%	
\$50,000 to \$75,000	64	15.17%	
\$75,000 to \$100,000	72	17.06%	
\$100,000 to \$150,000	73	17.30%	
Over \$150,000	86	20.38%	
Other (please specify)	14	3.32%	
(Did not answer)	48	11.37%	
Total Responses	425		

Multiple answers per participant possible. Percentages added may exceed 100 since a participant may select more than one answer for this question.

CONCLUSIONS:

231 or 54.74% of the survey respondents stated their household income was \$75,000.00 or higher per year. 86 participants stated here yearly income was over \$150,000.00. This indicates an affluent population, which should demonstrate propensity for use of disposable income.

As a reference point concerning yearly income data, The United States 2004 updated Census Data has the median United States household income at \$44,684.00.