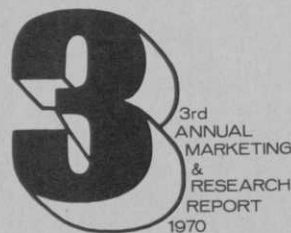


# CLUB MANAGERS

*... are struggling to meet ever increasing operating expenditures and property taxes*



Club managers were unable to match the percentage rise in 1970 operating expenditures with increased food and beverage sales and higher green fees income. GOLFDOM's Third Annual Research and Marketing Study found that total operating expenditures in 1970 (exclusive of payroll and pro shop operations) leaped 40.1 per cent over the 1969 total to \$1.15 billion, and managers estimate another 13 percent increase this year.

On the income side of the financial account, gross receipts from liquor sales at private and semi-private clubs moved up only 1.2 per cent and food sales did only slightly better with an 8.8 per cent increase. At least managers had the weather on their side in 1970, and revenue from green fees climbed 23.1 per cent to \$374.6 million.

The difference in the lengths of seasons at private and semi-private clubs showed up in liquor and food sales. Private clubs reported average liquor sales of \$72,500 and average food sales of \$138,700. Semi-private clubs trailed far behind with averages on liquor and food sales of \$27,500 and \$42,700, respectively. However, some 75 per cent of the private club managers indicated that their clubhouse facilities are open year-round. Only 30 per cent of the semi-private club managers reported a year-round season.

The economic climate in 1970 also appeared to hold

back some clubhouse improvement programs. Average expenditures for such improvements fell 7 per cent from the 1969 figure to \$20,000. Managers estimated an increase in 1971 to an average of \$25,200. However, this still is some distance from the 1968 level of \$28,300.

Property taxes are growing thorns in the financial picture. Private, semi-private and hotel/resort facilities combined were paying out \$120.6 million in property taxes in 1970—a staggering 61 per cent increase over the 1965 total.

Looking at the manager's personal financial status, 72.1 per cent of the respondents reported salaries in ranges above \$10,000. The greatest part of this group were in the three brackets, \$10,000 to \$12,500, \$12,501 to \$15,000 and \$15,001 to \$20,000. The percentages drop off sharply in the two highest brackets, \$20,000 to \$25,000 and \$25,000 plus.

For these salaries, managers supervise the usage and maintenance of clubhouse equipment and appointments that represent a total investment of almost \$733 million. Broken down this sum includes \$301.4 million worth of furniture, \$269.2 million in kitchen equipment and \$162.3 million in carpeting, drapes and other clubhouse appointments. □

## Manager's Tables and Graphs

### Liquor gross receipts

Average and national totals .....	57
National grand totals .....	57

### Liquor purchase budgets

Average and national totals .....	57
National grand totals .....	57

### Food gross receipts

Average and national totals .....	58
National grand totals .....	58

### Food purchase budgets

Average and national totals .....	58
National grand totals .....	58

### Revenue from green fees

Average and national totals .....	59
-----------------------------------	----

National grand totals .....	59
-----------------------------	----

### Operating expenditures

Average and national totals .....	60
National grand totals .....	60

### Taxes on club property

Average .....	60
National grand totals .....	60

### Expenditures for clubhouse improvements

Average .....	61
National grand totals .....	61

### Evaluation of equipment and appointments

Average, national totals, national grand totals .....	61
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Managers' salaries (each course type) .....	62
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Managers' salaries (all course types) .....	62
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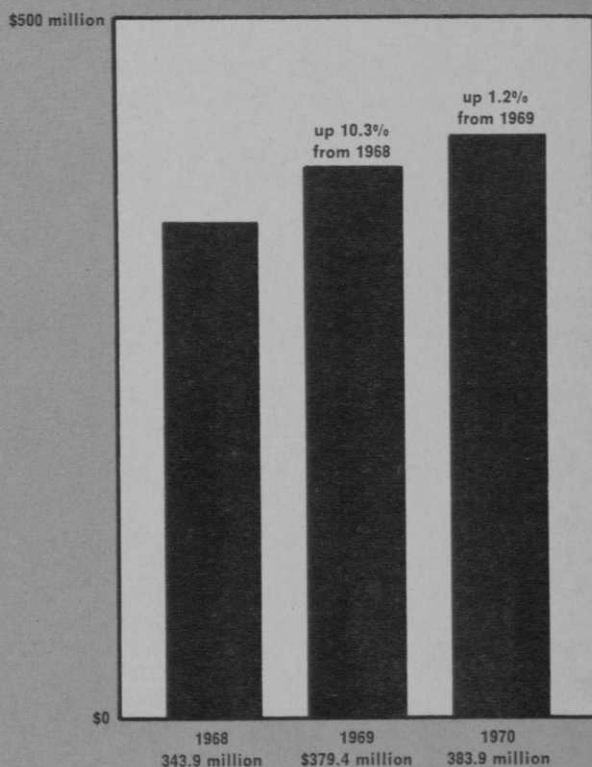
**Gross Receipts from Liquor\* Sales  
(Private and Semi-private Facilities)\*\***

Course type	Average per facility	National totals
<b>Private</b>		
1968	\$74,000	\$276.6 million
1969	\$79,100	\$295.8 million
1970	\$72,500	\$286.7 million
<b>Semi-private</b>		
1968	\$18,800	\$ 67.3 million
1969	\$23,400	\$ 83.6 million
1970	\$27,500	\$ 97.2 million

\*Includes hard liquor, wines and beer.

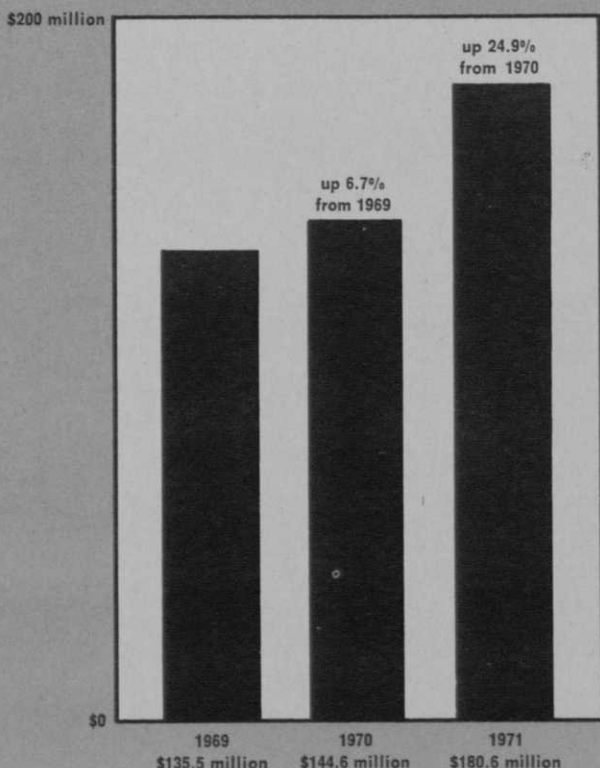
\*\*Hotel/Resort and public facilities have been excluded from this portion of the study because the disparity among their food and liquor facilities makes averages and national totals unreliable.

**Gross Receipts from Liquor\* Sales  
(Private and Semi-private Facilities)  
National Grand Totals**



\*Includes hard liquor, wines and beer.

**Liquor\* Purchase Budgets  
(Private and Semi-private Facilities)  
National Grand Totals**



\*Includes hard liquor, wines and beer.

**Liquor\* Purchase Budgets  
(Private and Semi-private Facilities)\*\***

Course type	Average per facility	National totals
<b>Private</b>		
Budget 1969	\$27,400	\$102.5 million
Budget 1970	\$29,400	\$110 million
Budget 1971	\$29,700	\$117.2 million
<b>Semi-private</b>		
Budget 1969	\$ 9,300	\$33 million
Budget 1970	\$ 9,700	\$34.6 million
Budget 1971	\$18,000	\$63.4 million

\*Includes hard liquor, wines and beer.

\*\*Hotel/Resort and public facilities have been excluded from this portion of the study because the disparity among their food and liquor facilities makes averages and national totals unreliable.

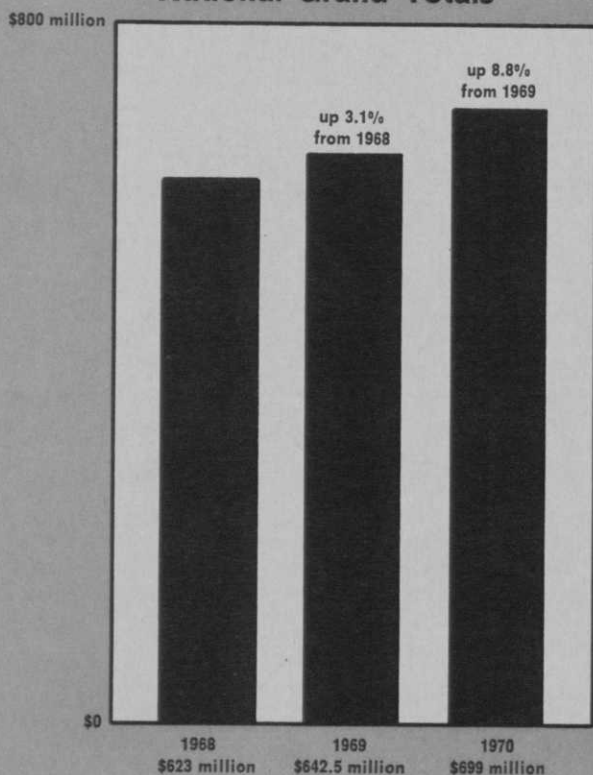
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**Gross Receipts from Food Sales  
(Private and Semi-private Facilities)\***

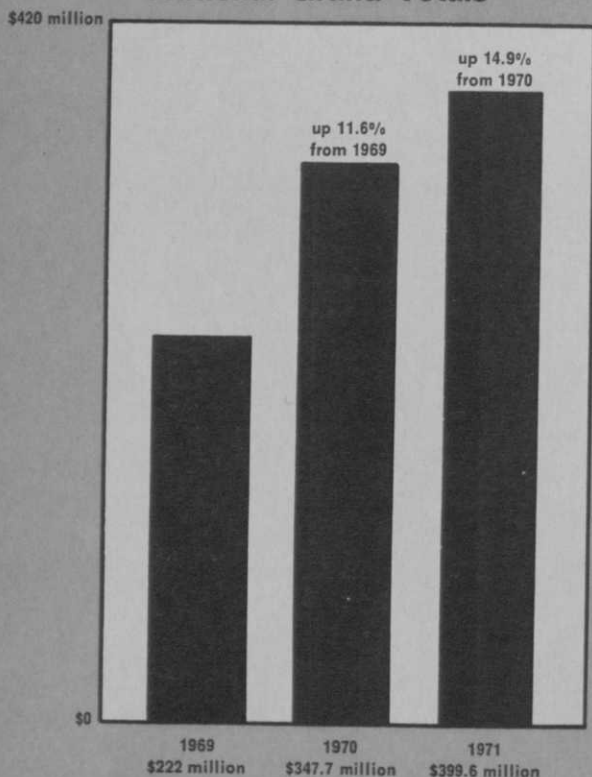
Course type	Average per facility	National totals
<b>Private</b>		
1968	\$136,000	\$508.3 million
1969	\$139,100	\$519.8 million
1970	\$138,700	\$548.1 million
<b>Semi-private</b>		
1968	\$ 32,000	\$114.7 million
1969	\$ 34,300	\$122.7 million
1970	\$ 42,700	\$150.9 million

\* Hotel/Resort and public facilities have been excluded from this portion of the study because the disparity among their food and liquor facilities makes averages and national totals unreliable.

**Gross Receipts from Food Sales  
(Private and Semi-private Facilities)  
National Grand Totals**



**Food Purchase Budgets  
(Private and Semi-private Facilities)\*  
National Grand Totals**



\*Hotel/Resort and public facilities have been excluded from this portion of the study because the disparity among their food and liquor facilities makes averages and national totals unreliable.

**Food Purchase Budgets  
(Private and Semi-private Facilities)\***

Course type	Average per facility	National totals
<b>Private</b>		
Budget 1969	\$51,700	\$193.2 million
Budget 1970	\$78,000	\$291.4 million
Budget 1971	\$83,800	\$331.2 million
<b>Semi-private</b>		
Budget 1969	\$ 8,000	\$ 28.8 million
Budget 1970	\$15,700	\$ 56.3 million
Budget 1971	\$19,400	\$ 68.4 million

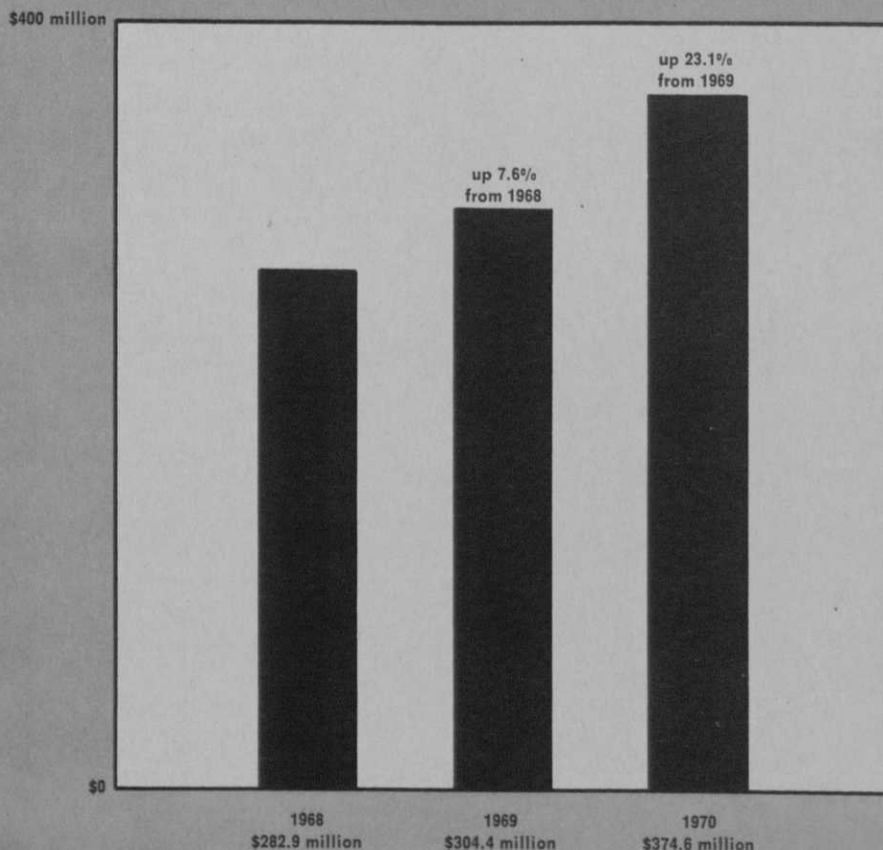
\* Hotel/Resort and public facilities have been excluded from this portion of the study because the disparity among their food and liquor facilities makes averages and national totals unreliable.

### Revenue from Green Fees

Course type	Average per facility	National totals
<b>Private*</b>		
1968	\$14,400	\$54 million
1969	\$15,000	\$56.1 million
1970	\$14,200	\$56.3 million
<b>Semi-private</b>		
1968	\$38,900	\$139.4 million
1969	\$42,600	\$152.5 million
1970	\$61,200	\$216.2 million
<b>Hotel/Resort</b>		
1968	\$37,500	\$15 million
1969	\$39,500	\$15.8 million
1970	\$69,900	\$28 million
<b>Public</b>		
1968	\$63,600	\$74.5 million
1969	\$68,300	\$80 million
1970	\$61,900	\$74.2 million

\*The figures noted for private courses would generally constitute guest fees.

### Revenue from Green Fees National Grand Totals

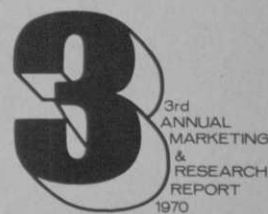


Notes: This club manager study does not include non-regulation courses (par-three, executive, etc.) because the number of such courses with complete dining and clubhouse facilities are few. Therefore, when the terms United States golf facilities and nation's golf facilities are used, it should be understood that we are referring to regulation golf facilities only.

The term golf facility refers to an entire golf establishment. Therefore, a club with two or more courses is considered to be one golf facility, because the courses are under the same management and share the same clubhouse, pro shop and other club facilities. Figures reflect this definition.

Figures in many cases have been broken down by the following course types: private, semi-private, hotel/resort and public. For purposes of the survey, GOLFDOM has defined semi-private as a private, daily fee facility; hotel/resort as a facility owned and operated by a hotel or resort, and public as a municipal course or any other facility that does not represent private interests.

Figures in the millions have been rounded to the nearest hundred thousand dollars; figures in the thousands have been rounded to the nearest hundred dollars, and figures in the hundreds have been rounded to the nearest ten dollars. Therefore rounded national totals, when added, may not precisely agree with the national grand totals, because these are the sums of the unrounded figures.



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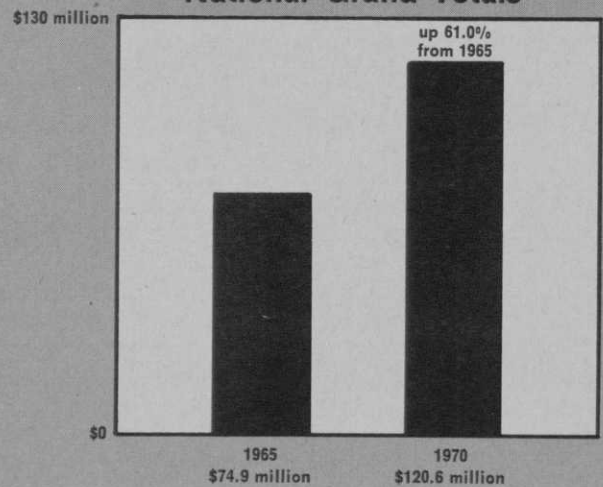


### Operating Expenditures\*

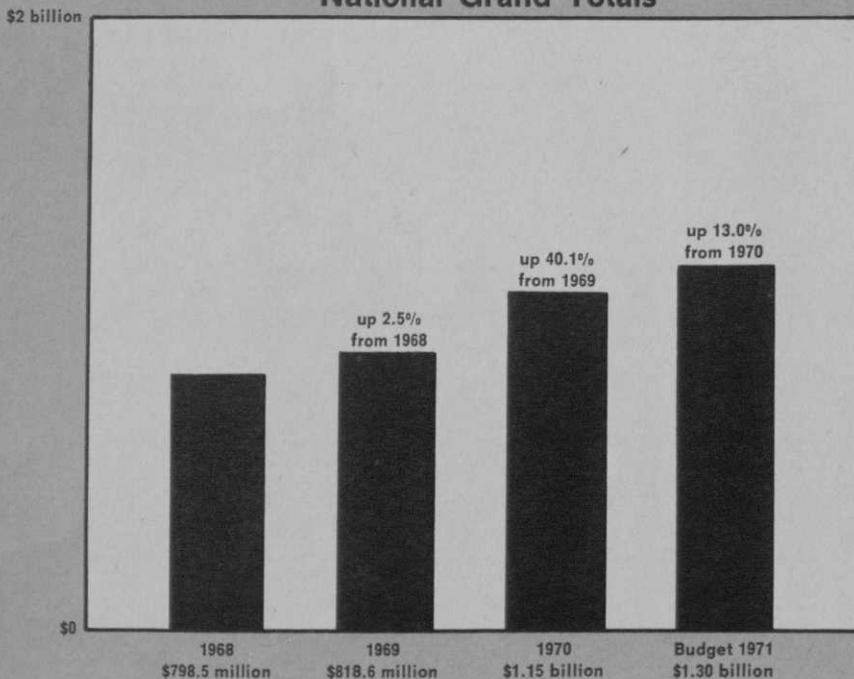
Course type	Average per facility	National totals
<b>Private</b>		
1968	\$161,700	\$604.4 million
1969	\$152,500	\$570.1 million
1970	\$217,400	\$859.2 million
Budget 1971	\$253,700	\$1 billion
<b>Semi-private</b>		
1968	\$ 42,400	\$152 million
1969	\$ 56,300	\$201.6 million
1970	\$ 66,600	\$235.1 million
Budget 1971	\$ 73,600	\$259.9 million
<b>Hotel/Resort</b>		
1968	\$ 11,600	\$4.6 million
1969	\$ 13,900	\$5.6 million
1970	\$ 13,900	\$5.6 million
Budget 1971	\$ 42,300	\$16.9 million
<b>Public</b>		
1968	\$ 32,000	\$37.5 million
1969	\$ 35,300	\$41.3 million
1970	\$ 44,000	\$52.8 million
Budget 1971	\$ 16,200	\$19.4 million

\*Excludes payroll and pro shop operations.

### Actual Taxes Paid on Club Property National Grand Totals



### Operating Expenditures\* National Grand Totals

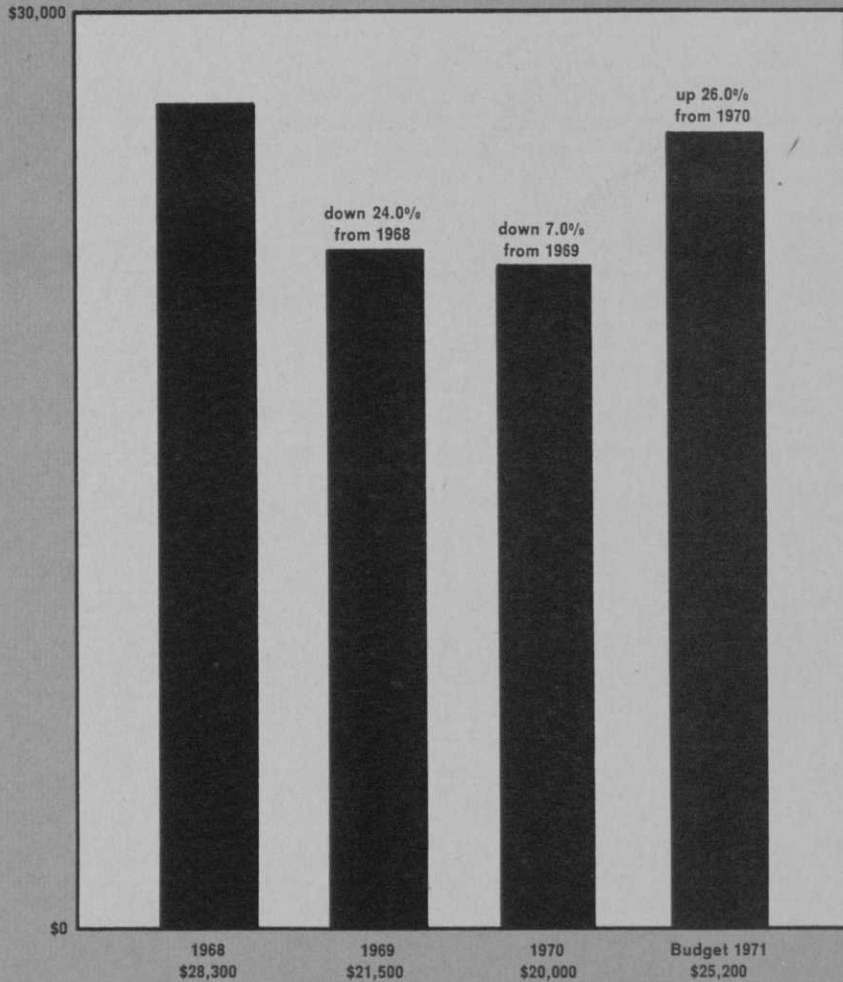


\*Excludes payroll and pro shop operations.

### Average Actual Taxes Paid on Club Property

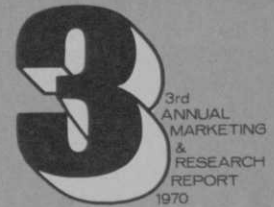
Course type	Actual taxes paid 5 years ago	Current taxes
Private	\$13,900	\$23,200
Semi-private	\$ 3,800	\$ 5,700
Resort	\$16,200	\$21,800

## Expenditures for Clubhouse Improvements Average per Facility\*



### National Grand Totals:

1968	\$251.8 million
1969	\$191.5 million
1970	\$181.9 million
Budget 1971	\$228.7 million



\*Averages encompass all four types of regulation facilities—private, semi-private, hotel/resort and public.

### Evaluation of Clubhouse Equipment and Appointments (Actual Current Replacement Values)

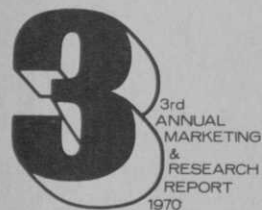
Course type	Kitchen Equipment		Furniture		Carpet, drapes, other appointments	
	Average per facility	National totals	Average per facility	National totals	Average per facility	National totals
Private	\$52,400	\$207.2 million	\$64,400	\$254.6 million	\$33,300	\$131.7 million
Semi-private	\$12,600	\$ 44.3 million	\$ 9,200	\$ 32.5 million	\$ 6,700	\$ 23.8 million
Hotel/Resort	\$21,700	\$ 8.7 million	\$26,100	\$ 10.4 million	\$10,400	\$ 4.1 million
Public	\$ 7,500	\$ 9 million	\$ 3,200	\$ 3.9 million	\$ 2,300	\$ 2.7 million
<b>National grand totals</b>		<b>\$269.2 million</b>		<b>\$301.4 million</b>		<b>\$162.3 million</b>

(Continued)

**Annual Managers' Salaries in 1970  
(Per Cent of Responses in each Course Type)**

Salary ranges	Private	Semi-private	Hotel/Resort	Public
Under \$5,000	2.1%	2.1%	—*	16.7%
\$5,001-\$7,500	11.6%	12.8%	10.0%	33.3%
\$7,501-\$10,000	7.4%	21.3%	20.0%	16.7%
\$10,001-\$12,500	16.8%	31.9%	10.0%	33.3%
\$12,501-\$15,000	17.9%	14.9%	—*	—*
\$15,001-\$20,000	27.4%	10.6%	20.0%	—*
\$20,001-\$25,000	10.5%	6.4%	20.0%	—*
\$25,000 plus	6.3%	—*	20.0%	—*

\*No response in these categories.



**Managers' Salaries  
(Per Cent of Response,  
All Course Types Combined)**

