



Operating & Financial Performance Profiles of 18-hole Golf Facilities in the U.S.

National Summary

July 2010

NGF has researched and published operations profile reports for the past 25 years, with the goal of providing benchmarks so operators can compare their own financial profiles with those of similar facilities. In 2010, we published a new edition of the report, segmented into eight sections, taking into account type (public or private), region of the country (Sunbelt or Frostbelt) and total revenues.

However, the question always comes up: “What about the *average* 18-hole daily fee course for the entire country? Municipal? Private?” So, this brief report does just that. It shows average revenues, expenses, etc. for all 18-hole survey respondents from our 2010 study, regardless of geography or amount of revenues. Data has been statistically weighted on geographic region.

Respondents provided data for two years, 2008 and 2009. Statistics for individual line items (*e.g.*, total revenues) are “same-store,” meaning that data in both 2008 and 2009 are from the same responding facilities. However, statistics for two different line items may not be from the exact same set of responding facilities due to surveys with an occasional missing answer. So, for example, total revenues minus total expenses may not equal net operating income.

To see results for the segment most similar to your course or club, please contact NGF.

DAILY FEE 18-hole Golf Courses

(Sample size = 399)

REVENUES			
(Averages)			
	2009	2008	% change
Golf revenue (green fees and golfcars)	\$793,500	\$843,400	-5.9%
Other golf revenue	\$96,500	\$99,100	-2.6%
Food & beverage revenue	\$325,800	\$339,300	-4.0%
Merchandise revenue	\$103,900	\$117,200	-11.3%
All other revenue	\$138,000	\$148,100	-6.8%
TOTAL REVENUES	\$1,457,700	\$1,547,100	-5.8%

EXPENSES			
(Averages)			
	2009	2008	% change
Maintenance expenses	\$565,200	\$595,400	-5.1%
All other operating expenses	\$709,700	\$756,300	-6.2%
TOTAL EXPENSES	\$1,274,800	\$1,351,700	-5.7%

DAILY FEE 18-hole Golf Courses (cont'd)

CAPITAL EXPENDITURES	2009	2008	% change
Percent of facilities that invested in capital improvements	69.6%	69.3%	
Average CAPEX investment	\$131,700	\$183,400	-28.2%

MUNICIPAL 18-hole Golf Courses
 (Sample size = 165)

REVENUES (Averages)	2009	2008	% change
Golf revenue (green fees and golfcars)	\$825,100	\$825,300	0.0%
Other golf revenue	\$118,800	\$119,500	-0.6%
Food & beverage revenue	\$171,800	\$172,700	-0.5%
Merchandise revenue	\$89,400	\$93,300	-4.2%
All other revenue	\$64,100	\$56,900	12.7%
TOTAL REVENUES	\$1,269,100	\$1,267,700	0.1%

EXPENSES (Averages)	2009	2008	% change
Maintenance expenses	\$648,900	\$655,800	-1.1%
All other operating expenses	\$461,000	\$463,900	-0.6%
TOTAL EXPENSES	\$1,110,000	\$1,119,700	-0.9%

CAPITAL EXPENDITURES	2009	2008	% change
Percent of facilities that invested in capital improvements	70.2%	68.5%	
Average CAPEX investment	\$189,300	\$190,100	-0.4%

PRIVATE 18-hole Golf Clubs
 (Sample size = 201)

REVENUES (Averages)			
	2009	2008	% change
Dues revenue	\$1,574,600	\$1,587,600	-0.8%
Other golf revenue	\$447,900	\$476,900	-6.1%
F&B revenue	\$846,500	\$909,600	-6.9%
Merchandise revenue	\$188,200	\$212,800	-11.6%
All other revenue	\$219,800	\$233,100	-5.7%
TOTAL REVENUES*	\$3,277,000	\$3,419,900	-4.2%

* excluding initiation fees

INITIATION FEES			
	2009	2008	% change
Percent of clubs with initiation fee revenue	82%	85%	
Average	\$269,300	\$327,000	-17.6%

EXPENSES (Averages)			
	2009	2008	% change
Maintenance expenses	\$1,167,500	\$1,234,300	-5.4%
All other operating expenses	\$2,037,000	\$2,152,300	-5.4%
TOTAL EXPENSES	\$3,204,500	\$3,386,500	-5.4%

CAPITAL EXPENDITURES			
	2009	2008	% change
Percent of facilities that invested in capital improvements	84%	84%	
Average CAPEX investment	\$410,400	\$507,800	-19.2%

PRIVATE 18-hole Golf Clubs (cont'd)

GOLF MEMBERSHIPS	
Maximum	421
Currently filled	309
Utilization (% filled)	73%

AVERAGE 2009 INITIATION FEES AND DUES	
Average initiation fee	\$21,100
Average annual dues	\$5,560