



# NGCOA

# 2026

# Golf Industry Compensation and Benefits Report



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# About This Report

The 2026 NGCOA Golf Industry Compensation and Benefits Report is an important service provided by the National Golf Course Owners Association to its members. The information contained in this report represents the most complete, accurate, and up-to-date compensation data in the industry. The report is designed to allow NGCOA members to easily compare compensation levels and benefit policies among their peers.

There are many factors that affect compensation received by employees within the golf course industry. This analysis focuses on the organizational factors that have historically shown a relationship with golf course staff compensation including annual gross revenue, facility type, geographic region and scope of responsibility. Other factors that are important to consider – including experience, skills and personality traits – are not examined.

As golf course owners compare their compensation information to that of the industry, it is important to remember that the statistics published in this report should be regarded as guidelines rather than absolute standards. Since companies differ depending upon their location, size, and other factors, any two companies may offer their employees a reasonably attractive compensation package and yet those offers may be very different. For example, duration of employment and nature of prior experience will obviously influence the compensation offered to a particular individual. Thus, a deviation between any one company's figures and a number appearing on a table in this report is not necessarily good or bad; it is merely an indication that additional scrutiny may be warranted.

Throughout the report, an asterisk (\*) is used to indicate there was insufficient response data to provide a meaningful statistic for that measure. Data was not provided if fewer than 5 responses were received.

This study was conducted for the National Golf Course Owners Association by National Golf Foundation, an independent professional research and consulting firm located in Jupiter, FL. NGCOA and NGF jointly updated the 2025 survey instrument to collect compensation and benefits data from members of NGCOA, as well as a broader universe of golf course operators. The survey instrument was available in a hard-copy, electronic, and Internet formats. In total, this study represents data from 1,138 golf facilities in the U.S. While the results cannot be extrapolated to represent the entire industry, they do provide a strong representation of the compensation and benefits provided in the golf industry. Final results were tabulated by National Golf Foundation and the report was completed in December 2025.

## Key Terms

**Reporting Facilities:** Responses received for the given position

**Total Compensation:** Includes annual base salary, bonus and commission

**Average (Mean):** The arithmetic average obtained by adding the individual values for all responses to a particular question and dividing by the total number answering; a measure of central value that can be distorted by extreme high or low values

**Median (50th Percentile):** A measure of central value that is not affected by extreme values; calculated by arranging all responses in numerical order and selecting the value that falls exactly in the middle, with half higher and half lower

**25th Percentile:** When responses are ordered from lowest to highest, the lower quartile is the response 25% from the bottom. In other words, 75% of the responses are higher than this measure

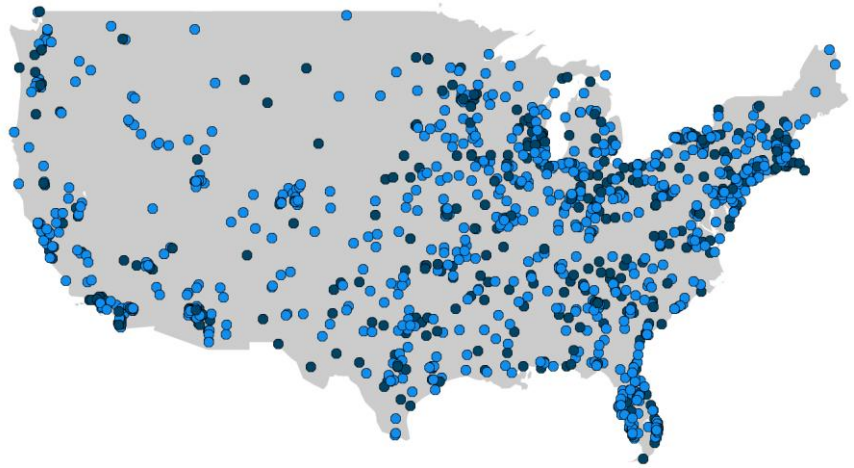
**75th Percentile:** When responses are ordered from lowest to highest, the upper quartile is the response 25% from the top. In other words, 25% of the responses are higher than this measure

**Annual Bonus:** Average annual bonus per person (among those who receive a bonus)

**Annual Commission:** Average annual commission per person (among those who receive a commission)

# Respondent Profile

The data in this report has been aggregated in the following groupings so that facilities may compare their own data to the results of similar operations. These aggregations include: number of golf holes, facility type, facility classification, annual gross revenue, golf-only annual gross revenue and geographic region. In total, 1,138 golf facilities participated in this study by contributing their compensation data.



The following provides a percentage breakdown of the golf facilities that contributed data for this study.

## By Number of Golf Holes

9 Holes	10%
18 Holes	76%
27 Holes	7%
36 Holes	6%
More than 36 Holes	1%

## By Facility Type

Daily Fee	30%
Semi-Private	14%
Private, Member-Owned	12%
Private, Investor-Owned	25%
Resort	2%
Municipal/Military (muni-owned)	11%
Municipal/Military (self-managed)	6%

## By Facility Classification\*

Private	36%
Public	64%

## By Annual Gross Revenue

Less than \$1 Million	21%
\$1 to \$2 Million	28%
\$2 to \$3.5 Million	19%
\$3.5 to \$5 Million	10%
\$5 to \$7.5 Million	11%
More than \$7.5 Million	12%

## By Golf-Only Annual Gross Revenue

Less than \$1 Million	40%
\$1 to \$2 Million	39%
\$2 to \$3.5 Million	14%
\$3.5 to \$5 Million	4%
\$5 to \$7.5 Million	2%
More than \$7.5 Million	1%

## By Geographic Region†

Northeast	10%
South Atlantic	27%
East North Central	16%
South Central	15%
West North Central	11%
Mountain	11%
Pacific	10%

\*Facility Classification: "Public" refers to any golf facility that provides at least limited public access through payment of green fees; "Private" refers to any golf facility where play is restricted to members and their guests.

† Geographic Regions: "Northeast" includes Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont, New York, New Jersey and Pennsylvania; "South Atlantic" includes Washington D.C., Delaware, Florida, Georgia, Maryland, North Carolina, South Carolina, Virginia and West Virginia; "East North Central" includes Illinois, Indiana, Michigan, Ohio and Wisconsin; "South Central" includes Alabama, Kentucky, Mississippi, Tennessee, Arkansas, Louisiana, Oklahoma and Texas; "West North Central" includes Iowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota and South Dakota, "Mountain" includes Arizona, Colorado, Idaho, Montana, Nevada, New Mexico, Utah and Wyoming; "Pacific" includes Alaska, California, Hawaii, Oregon and Washington



NGCOA

2026

Golf Industry  
Compensation  
and Benefits

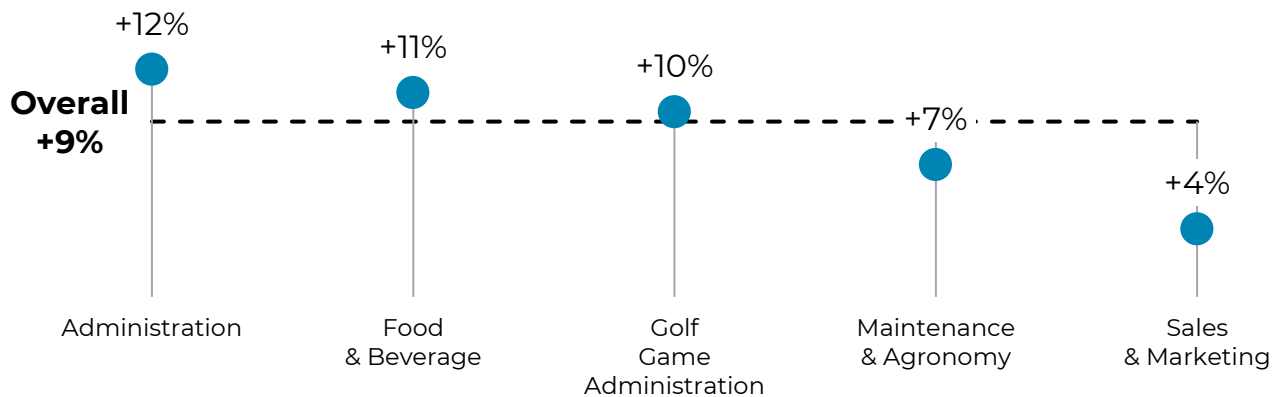
**Executive Summary**

# Key Observations

## Trends in Compensation

Median compensation levels are up around 9% overall since 2023 (roughly 4.5% annualized over a 2-year period, which appears to be in line with both inflation and broader salary budget increases). The areas with the largest increases in median compensation since 2023 have been “Administration” (+12%), “Food & Beverage” (+11%) and “Golf Game Administration” (+10%).

### Median Compensation by Operational Area Changes (%) since 2023 Study



**“Administration”** includes: Chief Staff Executive/General Manager, Assistant General Manager/Clubhouse Manager, Human Resources Director and Accounting Manager/Controller; **“Food & Beverage”** includes: Lead Food & Beverage Manager, Assistant Food & Beverage Manager, Head Chef, Lead Cook and Catering Manager; **“Golf Game Administration”** includes: Director of Golf, Head Professional, Assistant Professional, Golf Shop Merchandiser, Golf Shop Salesperson and Head Golf Instructor; **“Maintenance & Agronomics”** includes: Lead Agronomic Manager, Superintendent, Assistant Superintendent, Head Mechanic/Equipment Manager, Spray Technician, Irrigation Technician and Clubhouse and Grounds Maintenance Supervisor; **“Sales & Marketing”** includes: Sales and Marketing Director, Membership Director and Communications Manager; **“Non-Golf Game Administration”** (not illustrated) includes: Director of Tennis, Head Tennis Professional, Head Tennis Instructor and Athletic Director

## Trends in Employee Benefits/Policies

Two-thirds of reporting facilities (66%, up 2-points from 2023) provide health insurance to their employees – private clubs (94%) much more so than public courses (58%). A traditional indemnity plan and PPO are the most common - with a traditional indemnity being more prevalent among facilities with smaller budgets and a PPO being more common among larger, higher-budget facilities.

- On average, facilities reported a 6.4% increase in their latest health insurance premiums and are paying roughly \$8,000 per covered employee (which compares to \$7,000 in 2023).
  - Facilities continue to cover about two-thirds (70%) of the premiums for individual employees and about 40% (42%) for families.
- Dental, vision, prescription drugs, and life insurance remain the primary staples while offerings related to mental health and wellness are less common (mentioned by roughly two out of five facilities, compared to one-third in 2023).

Just over one-half of reporting facilities (54%, consistent with 2023) offer a retirement plan to employees – a 401(k) being far-and-away the most prevalent (60%) followed by a defined benefit plan (22%).

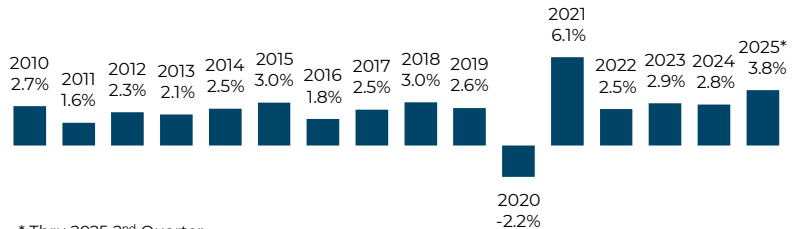
# Macro Trends

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## Economic Growth

Real gross domestic product (GDP), a measure of economic growth, surged following the pandemic but has since normalized in the 2-3% range, reflecting a return to steady, moderate economic expansion. GDP growth in 2025 is currently expected to outpace recent historical growth.

### Gross Domestic Product (GDP) Growth Rate

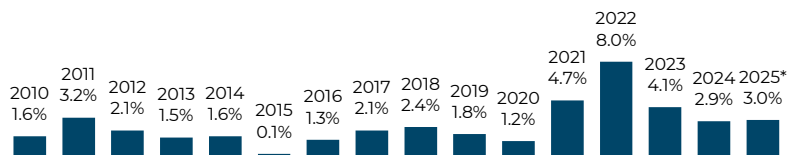


\* Thru 2025 2<sup>nd</sup> Quarter  
Source: Bureau of Economic Analysis

## Inflation Elevated

The current inflation rate average of 3-4% (2023-2025) is a full-point higher than the pre-pandemic average, driven by increased demand for goods and services, supply chain disruptions, tariffs, and rising input costs.

### Inflation (Consumer Price Index) Y.O.Y. Changes (%)

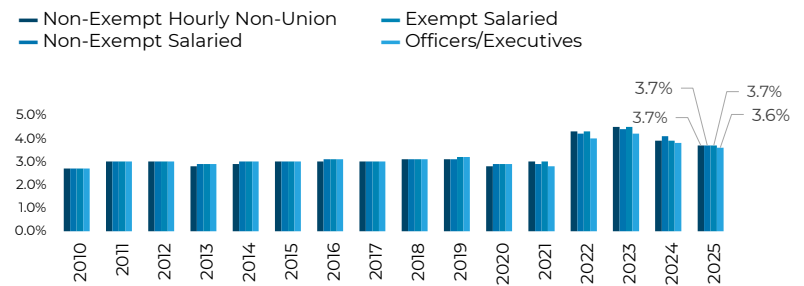


\* Thru September 2025  
Source: U.S. Bureau of Labor Statistics

## Salary Budgets Higher

Annual salary budgets, across all industries, are up compared to pre-pandemic levels. Prior to 2022, salaries were increasing at about 3% annually compared to figures closer to 4% today.

### Salary Budget Y.O.Y. Changes (%)

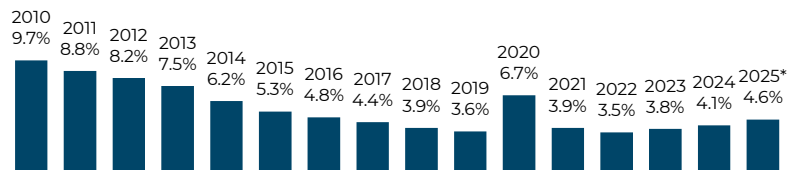


Source: WorldatWork 2025-2026 Salary Budget Survey

## Unemployment Rate Increasing

After spiking during the COVID-19 pandemic, the unemployment rate returned to its historical average of 3-4%. Yet, more recent measurements depict a modest upward trend.

### Unemployment Rate



\* Thru November 2025  
Source: U.S. Bureau of Labor Statistics

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# 2025 Compensation Summary

## By Position

In total, compensation data was provided for 1,138 golf facilities. Below is a summary of average and median total compensation for all the job titles included in the survey.

	Reporting Facilities	Average Compensation	Median Compensation
<b>Administrative</b>			
Chief Staff Executive/General Manager	844	\$134,411	\$115,000
Assistant General Manager/Clubhouse Manager	322	\$84,999	\$76,491
Human Resources Director	65	\$75,313	\$70,000
Accounting Manager/Controller	316	\$83,426	\$72,800
<b>Maintenance and Agronomics</b>			
Lead Agronomic Manager	187	\$134,630	\$126,662
Superintendent	871	\$95,456	\$85,800
Assistant Superintendent	674	\$58,028	\$56,160
Head Mechanic/Equipment Manager	690	\$55,884	\$54,747
Spray Technician	161	\$44,241	\$42,248
Irrigation Technician	262	\$46,137	\$45,000
Clubhouse and Grounds Maintenance Supervisor	319	\$45,129	\$40,000
<b>Game Administration</b>			
Director of Golf	332	\$100,289	\$93,600
Head Professional	546	\$80,609	\$75,118
Assistant Professional	590	\$45,575	\$44,346
Golf Shop Merchandiser	141	\$49,670	\$45,000
Golf Shop Salesperson	515	\$30,910	\$31,200
Head Golf Instructor	169	\$76,037	\$58,761
Director of Tennis	84	\$100,301	\$95,000
Head Tennis Professional	98	\$46,610	\$41,200
Head Tennis Instructor	22	\$43,275	\$34,320
Athletic Director	42	\$76,472	\$76,110
<b>Sales &amp; Marketing</b>			
Sales and Marketing Director	209	\$80,642	\$80,000
Membership Director	199	\$86,247	\$84,400
Communications Manager	130	\$52,880	\$50,000
<b>Food &amp; Beverage</b>			
Lead Food & Beverage Manager	510	\$74,604	\$75,000
Assistant Food & Beverage Manager	250	\$48,076	\$47,500
Head Chef	383	\$81,109	\$77,000
Lead Cook	507	\$47,335	\$44,000
Catering Manager	137	\$58,961	\$58,000

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# NGCOA

# 2025

## Compensation Data **by Position**

### **Administrative**

Chief Staff Executive/General Manager	<u>10</u>
Assistant General Manager/Clubhouse Manager	<u>11</u>
Human Resources Director	<u>12</u>
Accounting Manager/Controller	<u>13</u>

### **Maintenance and Agronomics**

Lead Agronomic Manager	<u>14</u>
Superintendent	<u>15</u>
Assistant Superintendent	<u>16</u>
Head Mechanic/Equipment Manager	<u>17</u>
Spray Technician	<u>18</u>
Irrigation Technician	<u>19</u>
Clubhouse and Grounds Maintenance Supervisor	<u>20</u>

### **Game Administration**

Director of Golf	<u>21</u>
Head Professional	<u>22</u>
Assistant Professional	<u>23</u>
Golf Shop Merchandiser	<u>24</u>
Golf Shop Salesperson	<u>25</u>
Head Golf Instructor	<u>26</u>
Director of Tennis	<u>27</u>
Head Tennis Professional	<u>28</u>
Head Tennis Instructor	<u>29</u>
Athletic Director	<u>30</u>

### **Sales & Marketing**

Sales and Marketing Director	<u>31</u>
Membership Director	<u>32</u>
Communications Manager	<u>33</u>

### **Food & Beverage**

Lead Food & Beverage Manager	<u>34</u>
Assistant Food & Beverage Manager	<u>35</u>
Head Chef	<u>36</u>
Lead Cook	<u>37</u>
Catering Manager	<u>38</u>



# Administrative Chief Staff Executive/General Manager

Total compensation  
Average: \$134,411  
Median: \$115,000

Reporting Facilities	Total Compensation				Average Base Salary	Average Annual Bonus <sup>†</sup>	Average Annual Commission <sup>†</sup>		
	Average	Median	25th Percentile	75th Percentile					
<b>ALL FACILITIES</b>	844	\$134,411	\$115,000	\$83,430	\$175,000	\$125,694	\$24,852	\$8,452	
								41% <sup>‡</sup>	3% <sup>‡</sup>
<b>BY NUMBER OF GOLF HOLES</b>									
9 holes	61	\$85,841	\$69,000	\$53,500	\$100,000	\$81,581	\$10,832	\$6,598	
18 holes	662	\$131,898	\$114,114	\$83,000	\$168,750	\$124,097	\$23,014	\$9,005	
27 holes	61	\$164,189	\$150,000	\$102,750	\$200,000	\$152,108	\$36,936	\$3,000	
36 holes	50	\$174,820	\$160,141	\$108,746	\$225,000	\$157,771	\$38,400	\$9,782	
More than 36 holes	10	\$210,576	\$200,000	\$175,000	\$245,000	\$181,389	\$51,556	\$5,000	
<b>BY FACILITY TYPE</b>									
Daily Fee	254	\$103,534	\$95,150	\$67,600	\$125,000	\$99,312	\$12,914	\$6,112	
Semi-private	116	\$94,240	\$85,000	\$68,000	\$114,660	\$90,147	\$15,988	\$8,883	
Private - member owned	119	\$187,889	\$184,995	\$135,000	\$227,500	\$179,386	\$26,535	\$7,120	
Private - investor owned	207	\$183,328	\$175,000	\$128,750	\$225,000	\$161,439	\$41,075	\$15,105	
Resort	14	\$171,879	\$193,030	\$134,335	\$200,000	\$162,878	\$28,041	\$500	
Muni/Military (owned by muni)	94	\$97,961	\$87,000	\$78,000	\$113,568	\$97,017	\$8,925	\$6,847	
Muni/Military (self-managed)	41	\$109,023	\$100,000	\$92,000	\$116,250	\$108,857	\$961	*	
<b>BY FACILITY CLASSIFICATION</b>									
Private	325	\$184,993	\$180,000	\$130,000	\$227,500	\$167,875	\$35,823	\$11,311	
Public	519	\$102,694	\$94,000	\$71,000	\$120,900	\$99,363	\$13,263	\$7,068	
<b>BY GROSS REVENUE OF FACILITY</b>									
Less than \$1 million	111	\$81,743	\$63,000	\$50,000	\$100,000	\$80,684	\$3,744	\$2,811	
\$1 to \$2 million	179	\$89,451	\$90,000	\$70,000	\$103,000	\$87,960	\$9,287	\$999	
\$2 to 3.5 million	138	\$122,572	\$100,000	\$86,000	\$135,000	\$115,825	\$16,405	\$10,645	
\$3.5 to 5 million	80	\$152,374	\$140,000	\$100,000	\$163,000	\$143,845	\$18,696	\$7,350	
\$5 to \$7.5 million	88	\$179,191	\$175,000	\$140,000	\$211,150	\$156,590	\$31,764	\$7,527	
More than \$7.5 million	99	\$226,122	\$220,000	\$181,250	\$265,000	\$195,419	\$50,344	\$18,124	
<b>BY GOLF-ONLY GROSS REVENUE OF FACILITY</b>									
Less than \$1 million	244	\$106,563	\$94,165	\$63,000	\$136,000	\$100,435	\$14,708	\$2,811	
\$1 to \$2 million	284	\$134,874	\$114,000	\$83,000	\$175,000	\$123,117	\$27,786	\$9,508	
\$2 to 3.5 million	112	\$155,367	\$129,000	\$93,600	\$200,000	\$145,595	\$24,226	\$9,623	
\$3.5 to 5 million	30	\$194,172	\$170,000	\$119,000	\$232,000	\$171,048	\$47,784	\$4,694	
More than \$5 million	20	\$200,725	\$175,000	\$115,000	\$275,000	\$172,894	\$44,706	\$20,682	
<b>BY GEOGRAPHIC REGION</b>									
Northeast	79	\$144,505	\$127,000	\$88,000	\$203,532	\$135,008	\$29,079	\$4,122	
East North Central	140	\$106,060	\$90,000	\$67,600	\$128,750	\$100,139	\$15,708	\$2,377	
West North Central	82	\$93,980	\$84,000	\$62,000	\$110,669	\$91,391	\$10,258	\$17,500	
South Atlantic	232	\$136,966	\$114,660	\$85,696	\$175,000	\$125,868	\$27,857	\$14,713	
South Central	122	\$150,013	\$137,151	\$97,000	\$196,000	\$135,528	\$29,454	\$12,364	
Mountain	93	\$155,085	\$140,000	\$104,000	\$197,600	\$148,835	\$30,468	\$5,407	
Pacific	97	\$155,609	\$148,000	\$100,000	\$202,500	\$149,656	\$28,726	\$7,987	

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<sup>†</sup> Figures for average annual bonus and commission are reported exclusively among those who received each form of compensation. In prior years, these averages were calculated on a per capita basis, using a "0" value for those not receiving each form of compensation, thus suppressing the overall averages.

<sup>‡</sup> Percentage of facilities reporting a value for this form of compensation



# Administrative Assistant General Manager/Clubhouse Manager

Total compensation  
Average: \$84,999  
Median: \$76,491

Reporting Facilities	Total Compensation				Average Base Salary	Average Annual Bonus <sup>†</sup>	Average Annual Commission <sup>‡</sup>	
	Average	Median	25th Percentile	75th Percentile				
<b>ALL FACILITIES</b>	322	\$84,999	\$76,491	\$56,000	\$105,000	\$80,820	\$11,102	\$10,943
<b>BY NUMBER OF GOLF HOLES</b>								
9 holes	11	\$60,390	\$68,800	\$45,760	\$75,000	\$53,138	\$7,720	\$11,689
18 holes	256	\$81,416	\$74,000	\$55,000	\$102,000	\$78,266	\$9,099	\$8,060
27 holes	26	\$96,931	\$80,500	\$75,000	\$110,000	\$93,629	\$9,023	\$20,000
36 holes	21	\$120,448	\$112,860	\$86,500	\$152,250	\$104,575	\$20,915	\$21,931
More than 36 holes	8	\$101,230	\$85,000	\$80,000	\$138,000	\$97,818	\$35,802	*
<b>BY FACILITY TYPE</b>								
Daily Fee	96	\$63,145	\$59,000	\$45,000	\$77,500	\$60,664	\$5,753	\$10,683
Semi-private	34	\$70,499	\$65,000	\$50,000	\$82,000	\$68,557	\$5,262	*
Private - member owned	43	\$115,544	\$119,000	\$70,850	\$143,000	\$112,269	\$12,101	\$12,250
Private - investor owned	83	\$111,600	\$105,000	\$85,500	\$138,000	\$102,261	\$17,211	\$8,393
Resort	6	\$129,098	\$100,880	\$80,000	\$202,148	\$123,798	\$38,660	\$360
Muni/Military (owned by muni)	23	\$65,564	\$60,000	\$50,000	\$78,000	\$64,406	\$5,919	\$30,622
Muni/Military (self-managed)	37	\$64,970	\$64,956	\$55,000	\$74,000	\$64,902	\$416	*
<b>BY FACILITY CLASSIFICATION</b>								
Private	126	\$112,936	\$110,000	\$85,500	\$140,000	\$105,537	\$15,148	\$9,569
Public	196	\$67,032	\$61,000	\$47,500	\$77,968	\$65,169	\$5,536	\$12,324
<b>BY GROSS REVENUE OF FACILITY</b>								
Less than \$1 million	29	\$51,693	\$55,000	\$30,000	\$61,000	\$50,696	\$3,730	*
\$1 to \$2 million	101	\$70,039	\$62,000	\$46,000	\$82,000	\$66,802	\$9,028	*
\$2 to 3.5 million	56	\$77,455	\$72,000	\$60,000	\$90,300	\$73,855	\$8,375	\$13,256
\$3.5 to 5 million	29	\$89,527	\$75,000	\$67,000	\$108,150	\$86,604	\$4,200	\$5,502
\$5 to \$7.5 million	28	\$108,865	\$108,915	\$85,000	\$120,655	\$104,623	\$7,818	\$2,726
More than \$7.5 million	46	\$129,403	\$133,328	\$98,000	\$155,000	\$118,796	\$21,224	\$28,907
<b>BY GOLF-ONLY GROSS REVENUE OF FACILITY</b>								
Less than \$1 million	80	\$76,010	\$74,000	\$51,051	\$95,000	\$72,131	\$9,066	\$2,400
\$1 to \$2 million	130	\$79,432	\$72,000	\$55,000	\$100,000	\$75,415	\$10,423	\$9,576
\$2 to 3.5 million	48	\$94,749	\$80,000	\$64,138	\$113,400	\$91,025	\$9,133	\$8,867
\$3.5 to 5 million	14	\$108,325	\$85,490	\$70,850	\$143,000	\$100,680	\$22,891	\$3,500
More than \$5 million	16	\$121,686	\$110,000	\$88,857	\$150,000	\$109,724	\$17,289	\$29,008
<b>BY GEOGRAPHIC REGION</b>								
Northeast	34	\$80,084	\$71,500	\$58,600	\$105,000	\$76,589	\$9,252	\$2,211
East North Central	47	\$65,314	\$61,000	\$46,410	\$80,500	\$63,027	\$5,603	\$5,000
West North Central	41	\$71,903	\$72,000	\$46,000	\$80,000	\$70,415	\$6,117	\$15,000
South Atlantic	90	\$85,007	\$74,000	\$55,000	\$102,000	\$80,198	\$12,778	\$8,202
South Central	51	\$93,565	\$85,000	\$55,000	\$110,000	\$86,371	\$18,193	\$3,364
Mountain	31	\$108,857	\$108,150	\$75,000	\$135,000	\$105,700	\$10,021	\$16,228
Pacific	27	\$102,129	\$100,000	\$77,000	\$125,000	\$96,729	\$8,512	\$35,747

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<sup>‡</sup> Percentage of facilities reporting a value for this form of compensation



# Administrative Human Resources Director

Total compensation  
Average: \$75,313  
Median: \$70,000

Reporting Facilities	Total Compensation				Average Base Salary	Average Annual Bonus <sup>†</sup>	Average Annual Commission <sup>‡</sup>	
	Average	Median	25th Percentile	75th Percentile				
<b>ALL FACILITIES</b>	65	\$75,313	\$70,000	\$54,000	\$90,000	\$72,765	\$6,587	\$1,000
<b>BY NUMBER OF GOLF HOLES</b>								
9 holes	1	*	*	*	*	*	*	*
18 holes	42	\$71,626	\$60,000	\$52,000	\$85,000	\$69,496	\$6,909	\$1,000
27 holes	8	\$83,612	\$70,250	\$70,250	\$111,150	\$79,808	\$4,188	*
36 holes	10	\$79,696	\$75,900	\$72,500	\$85,000	\$78,755	\$5,892	*
More than 36 holes	4	*	*	*	*	*	*	*
<b>BY FACILITY TYPE</b>								
Daily Fee	7	\$63,880	\$54,000	\$47,000	\$80,000	\$63,132	\$2,500	*
Semi-private	17	\$59,038	\$60,000	\$55,000	\$65,000	\$58,564	\$3,152	*
Private - member owned	18	\$80,048	\$70,000	\$52,000	\$105,000	\$75,336	\$8,251	\$1,000
Private - investor owned	12	\$80,275	\$85,000	\$69,000	\$85,000	\$75,977	\$10,530	*
Resort	2	*	*	*	*	*	*	*
Muni/Military (owned by muni)	0	*	*	*	*	*	*	*
Muni/Military (self-managed)	8	\$106,898	\$70,250	\$70,250	\$146,000	\$106,769	\$250	*
<b>BY FACILITY CLASSIFICATION</b>								
Private	30	\$80,137	\$80,000	\$52,000	\$95,000	\$75,590	\$8,848	\$1,000
Public	35	\$71,085	\$65,000	\$55,000	\$75,000	\$70,319	\$2,552	*
<b>BY GROSS REVENUE OF FACILITY</b>								
Less than \$1 million	7	\$104,031	\$146,000	\$60,000	\$146,000	\$104,031	*	*
\$1 to \$2 million	12	\$67,103	\$70,250	\$65,000	\$75,000	\$66,808	\$769	*
\$2 to 3.5 million	15	\$60,396	\$55,000	\$47,000	\$72,500	\$58,607	\$5,154	*
\$3.5 to 5 million	4	*	*	*	*	*	*	*
\$5 to \$7.5 million	4	*	*	*	*	*	*	*
More than \$7.5 million	23	\$85,081	\$82,500	\$64,000	\$100,000	\$79,829	\$9,812	\$1,000
<b>BY GOLF-ONLY GROSS REVENUE OF FACILITY</b>								
Less than \$1 million	18	\$80,652	\$70,000	\$60,000	\$105,000	\$78,859	\$3,781	*
\$1 to \$2 million	25	\$68,842	\$65,000	\$55,000	\$85,000	\$66,466	\$7,759	\$1,000
\$2 to 3.5 million	11	\$72,180	\$69,000	\$52,000	\$95,000	\$69,789	\$4,863	*
\$3.5 to 5 million	4	*	*	*	*	*	*	*
More than \$5 million	6	\$74,313	\$80,000	\$60,000	\$82,500	\$69,738	\$7,095	*
<b>BY GEOGRAPHIC REGION</b>								
Northeast	5	\$70,165	\$69,000	\$45,000	\$90,000	\$66,434	\$6,554	*
East North Central	11	\$59,075	\$60,000	\$60,000	\$70,250	\$60,127	\$1,746	*
West North Central	1	*	*	*	*	*	*	*
South Atlantic	17	\$93,882	\$92,000	\$55,000	\$146,000	\$89,071	\$9,809	*
South Central	13	\$66,058	\$55,000	\$45,000	\$85,000	\$64,469	\$8,503	*
Mountain	11	\$79,157	\$75,000	\$70,000	\$90,000	\$75,379	\$5,435	*
Pacific	6	\$74,187	\$65,000	\$55,000	\$105,000	\$71,998	\$9,372	*

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<sup>‡</sup> Percentage of facilities reporting a value for this form of compensation



# Administrative Accounting Manager/Controller

Total compensation  
Average: \$83,426  
Median: \$72,800

Reporting Facilities	Total Compensation				Average Base Salary	Average Annual Bonus <sup>†</sup>	Average Annual Commission <sup>‡</sup>	
	Average	Median	25th Percentile	75th Percentile				
<b>ALL FACILITIES</b>	316	\$83,426	\$72,800	\$58,350	\$101,000	\$81,061	\$7,398	\$3,825
<b>BY NUMBER OF GOLF HOLES</b>								
9 holes	14	\$65,443	\$68,000	\$50,000	\$88,000	\$61,354	\$6,065	\$5,498
18 holes	246	\$81,107	\$72,000	\$58,350	\$97,500	\$79,102	\$7,253	\$2,690
27 holes	27	\$96,734	\$90,250	\$65,000	\$120,753	\$93,657	\$6,782	*
36 holes	24	\$97,370	\$84,133	\$55,000	\$115,000	\$94,015	\$8,915	\$7,831
More than 36 holes	6	\$106,835	\$117,500	\$95,000	\$120,000	\$100,581	\$12,701	*
<b>BY FACILITY TYPE</b>								
Daily Fee	54	\$64,304	\$60,000	\$40,000	\$84,831	\$63,523	\$3,984	\$2,500
Semi-private	60	\$53,657	\$50,000	\$40,000	\$70,000	\$51,926	\$5,550	\$9,000
Private - member owned	91	\$114,057	\$104,600	\$74,263	\$145,000	\$109,645	\$9,614	\$4,336
Private - investor owned	88	\$81,946	\$72,800	\$60,000	\$90,000	\$80,083	\$7,933	\$1,000
Resort	6	\$74,400	\$65,520	\$52,000	\$95,000	\$72,827	\$5,777	*
Muni/Military (owned by muni)	7	\$68,516	\$62,500	\$57,431	\$84,133	\$66,887	\$6,378	\$260
Muni/Military (self-managed)	9	\$119,639	\$100,000	\$90,250	\$158,000	\$119,301	\$622	*
<b>BY FACILITY CLASSIFICATION</b>								
Private	179	\$98,277	\$83,000	\$65,000	\$122,000	\$95,085	\$9,076	\$3,900
Public	137	\$64,089	\$60,000	\$43,000	\$85,000	\$62,842	\$4,490	\$3,453
<b>BY GROSS REVENUE OF FACILITY</b>								
Less than \$1 million	26	\$60,725	\$40,000	\$10,000	\$90,000	\$60,725	*	*
\$1 to \$2 million	44	\$60,306	\$50,000	\$43,000	\$80,000	\$59,013	\$3,292	*
\$2 to 3.5 million	59	\$69,390	\$60,000	\$50,000	\$77,500	\$67,683	\$5,940	\$2,500
\$3.5 to 5 million	42	\$81,824	\$75,000	\$60,000	\$88,000	\$79,621	\$5,737	\$2,600
\$5 to \$7.5 million	50	\$83,346	\$73,109	\$63,099	\$100,000	\$80,556	\$6,661	\$5,000
More than \$7.5 million	54	\$112,530	\$110,403	\$75,000	\$137,500	\$106,143	\$11,567	\$5,757
<b>BY GOLF-ONLY GROSS REVENUE OF FACILITY</b>								
Less than \$1 million	97	\$68,535	\$64,418	\$45,000	\$90,000	\$66,460	\$5,593	\$2,770
\$1 to \$2 million	103	\$82,753	\$70,000	\$58,916	\$97,500	\$79,523	\$8,787	\$5,396
\$2 to 3.5 million	42	\$92,648	\$85,000	\$60,000	\$120,000	\$90,051	\$6,073	\$6,816
\$3.5 to 5 million	17	\$89,332	\$72,800	\$60,000	\$110,000	\$86,806	\$11,022	\$260
More than \$5 million	14	\$89,541	\$95,000	\$59,000	\$115,000	\$85,368	\$8,063	\$1,000
<b>BY GEOGRAPHIC REGION</b>								
Northeast	44	\$88,488	\$75,000	\$65,000	\$100,000	\$85,588	\$7,137	\$3,200
East North Central	35	\$59,916	\$58,916	\$30,000	\$82,640	\$58,771	\$3,046	\$2,500
West North Central	16	\$72,066	\$59,420	\$55,000	\$70,000	\$70,368	\$6,523	\$5,734
South Atlantic	82	\$90,029	\$71,332	\$50,000	\$123,000	\$87,052	\$7,449	\$3,159
South Central	57	\$67,756	\$65,000	\$50,000	\$77,550	\$66,690	\$7,132	\$2,500
Mountain	46	\$96,282	\$91,844	\$71,124	\$115,000	\$92,936	\$9,645	\$5,000
Pacific	36	\$98,523	\$85,000	\$70,000	\$120,000	\$95,752	\$10,650	\$7,130

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<sup>‡</sup> Percentage of facilities reporting a value for this form of compensation



# Maintenance and Agronomics Lead Agronomic Manager (over multiple courses)

Total compensation  
Average: \$134,630  
Median: \$126,662

Reporting Facilities	Total Compensation				Average Base Salary	Average Annual Bonus <sup>†</sup>	Average Annual Commission <sup>‡</sup>		
	Average	Median	25th Percentile	75th Percentile					
<b>ALL FACILITIES</b>	187	\$134,630	\$126,662	\$103,500	\$160,000	\$129,166	\$11,735	\$11,045	
								45% <sup>†</sup>	2% <sup>‡</sup>
<b>BY NUMBER OF GOLF HOLES</b>									
9 holes	2	*	*	*	*	*	*	*	
18 holes	117	\$128,236	\$115,000	\$92,700	\$153,000	\$125,022	\$9,869	\$10,000	
27 holes	19	\$143,183	\$131,010	\$106,500	\$176,750	\$136,121	\$10,815	*	
36 holes	38	\$146,004	\$138,450	\$112,200	\$165,000	\$135,576	\$13,323	\$11,360	
More than 36 holes	10	\$164,567	\$175,000	\$120,000	\$192,500	\$153,784	\$17,616	*	
<b>BY FACILITY TYPE</b>									
Daily Fee	42	\$113,235	\$108,212	\$90,000	\$133,610	\$109,985	\$7,429	\$12,626	
Semi-private	12	\$127,332	\$125,001	\$93,800	\$139,000	\$118,223	\$9,095	\$7,000	
Private - member owned	20	\$161,968	\$158,038	\$131,000	\$186,444	\$153,117	\$19,844	\$20,000	
Private - investor owned	97	\$138,468	\$129,317	\$105,000	\$165,000	\$132,679	\$12,518	*	
Resort	7	\$156,849	\$135,200	\$131,010	\$180,200	\$153,149	\$15,564	*	
Muni/Military (owned by muni)	7	\$123,764	\$113,550	\$106,500	\$140,000	\$122,401	\$5,235	*	
Muni/Military (self-managed)	2	*	*	*	*	*	*	*	
<b>BY FACILITY CLASSIFICATION</b>									
Private	118	\$142,520	\$133,900	\$110,000	\$170,000	\$136,203	\$13,698	\$20,000	
Public	69	\$121,248	\$114,720	\$92,700	\$140,000	\$117,230	\$8,293	\$9,650	
<b>BY GROSS REVENUE OF FACILITY</b>									
Less than \$1 million	6	\$121,244	\$60,000	\$36,000	\$198,000	\$121,244	*	*	
\$1 to \$2 million	25	\$107,150	\$110,000	\$93,800	\$112,200	\$102,282	\$8,990	\$7,000	
\$2 to 3.5 million	31	\$107,720	\$108,100	\$77,719	\$134,108	\$104,137	\$7,332	\$12,626	
\$3.5 to 5 million	26	\$118,799	\$104,030	\$87,948	\$120,000	\$117,271	\$6,908	*	
\$5 to \$7.5 million	29	\$132,495	\$126,662	\$104,500	\$139,600	\$128,198	\$6,811	*	
More than \$7.5 million	52	\$165,937	\$154,000	\$129,317	\$198,000	\$153,731	\$17,627	\$20,000	
<b>BY GOLF-ONLY GROSS REVENUE OF FACILITY</b>									
Less than \$1 million	48	\$106,272	\$104,030	\$86,275	\$115,000	\$103,788	\$6,746	*	
\$1 to \$2 million	56	\$135,960	\$130,681	\$110,000	\$158,620	\$129,495	\$13,106	\$7,000	
\$2 to 3.5 million	35	\$139,731	\$129,700	\$108,150	\$176,000	\$133,626	\$9,861	\$14,457	
\$3.5 to 5 million	15	\$155,796	\$136,832	\$110,000	\$192,500	\$145,969	\$14,699	*	
More than \$5 million	15	\$158,106	\$139,600	\$120,000	\$175,000	\$145,409	\$16,979	*	
<b>BY GEOGRAPHIC REGION</b>									
Northeast	8	\$89,166	\$110,000	\$40,000	\$120,000	\$87,135	\$10,391	*	
East North Central	20	\$110,906	\$100,000	\$86,275	\$137,500	\$107,353	\$7,685	\$10,000	
West North Central	4	*	*	*	*	*	*	*	
South Atlantic	39	\$142,552	\$126,662	\$103,500	\$170,000	\$135,767	\$12,730	\$7,000	
South Central	64	\$129,551	\$120,000	\$104,500	\$145,000	\$122,650	\$11,591	\$16,100	
Mountain	34	\$141,546	\$140,000	\$113,300	\$171,495	\$138,512	\$10,872	*	
Pacific	17	\$172,435	\$165,000	\$136,832	\$200,659	\$167,808	\$18,433	*	

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<sup>‡</sup> Percentage of facilities reporting a value for this form of compensation



# Maintenance and Agronomics Superintendent (over one course)

Total compensation  
Average: \$95,456  
Median: \$85,800

Reporting Facilities	Total Compensation				Average Base Salary	Average Annual Bonus <sup>†</sup>	Average Annual Commission <sup>‡</sup>	
	Average	Median	25th Percentile	75th Percentile				
<b>ALL FACILITIES</b>	871	\$95,456	\$85,800	\$71,878	\$108,000	\$92,466	\$7,936	\$18,406
<b>BY NUMBER OF GOLF HOLES</b>								
9 holes	59	\$73,934	\$72,000	\$56,000	\$90,000	\$71,714	\$8,294	\$20,526
18 holes	693	\$96,607	\$87,000	\$72,000	\$110,000	\$93,517	\$7,978	\$11,000
27 holes	57	\$100,158	\$95,000	\$80,000	\$113,300	\$96,961	\$7,989	*
36 holes	50	\$98,487	\$82,250	\$71,500	\$110,000	\$95,742	\$7,141	*
More than 36 holes	13	\$100,646	\$91,052	\$79,000	\$105,000	\$96,975	\$7,317	*
<b>BY FACILITY TYPE</b>								
Daily Fee	260	\$85,191	\$81,000	\$68,000	\$102,000	\$82,752	\$8,110	\$11,000
Semi-private	124	\$76,185	\$77,500	\$67,250	\$87,500	\$73,996	\$5,511	*
Private - member owned	118	\$132,949	\$119,000	\$90,000	\$152,500	\$126,740	\$11,852	\$20,526
Private - investor owned	195	\$105,723	\$98,750	\$80,750	\$120,000	\$101,387	\$7,516	\$11,000
Resort	17	\$98,246	\$92,000	\$82,500	\$100,000	\$96,181	\$9,041	*
Muni/Military (owned by muni)	100	\$89,450	\$85,696	\$73,130	\$101,725	\$88,539	\$6,495	*
Muni/Military (self-managed)	56	\$81,139	\$80,000	\$65,000	\$90,000	\$80,997	\$1,113	*
<b>BY FACILITY CLASSIFICATION</b>								
Private	313	\$115,968	\$103,500	\$82,000	\$135,969	\$110,927	\$8,946	\$18,895
Public	558	\$83,955	\$81,250	\$69,500	\$97,000	\$82,086	\$6,936	\$11,000
<b>BY GROSS REVENUE OF FACILITY</b>								
Less than \$1 million	123	\$65,293	\$65,000	\$50,000	\$80,000	\$63,820	\$8,420	\$30,000
\$1 to \$2 million	218	\$80,382	\$78,000	\$70,000	\$86,000	\$78,574	\$5,186	*
\$2 to 3.5 million	139	\$90,842	\$85,000	\$72,000	\$99,300	\$87,567	\$7,145	*
\$3.5 to 5 million	61	\$110,159	\$100,000	\$92,000	\$125,000	\$105,005	\$8,258	\$4,500
\$5 to \$7.5 million	79	\$117,839	\$102,000	\$84,494	\$144,990	\$111,717	\$8,300	\$11,000
More than \$7.5 million	91	\$123,589	\$105,813	\$83,000	\$141,965	\$115,091	\$11,584	\$11,000
<b>BY GOLF-ONLY GROSS REVENUE OF FACILITY</b>								
Less than \$1 million	257	\$78,741	\$72,000	\$60,000	\$86,635	\$76,079	\$7,347	\$20,526
\$1 to \$2 million	302	\$94,553	\$85,000	\$74,000	\$102,500	\$90,504	\$7,888	\$11,000
\$2 to 3.5 million	101	\$105,554	\$95,000	\$80,000	\$119,500	\$101,715	\$8,746	*
\$3.5 to 5 million	28	\$122,912	\$106,078	\$90,000	\$145,000	\$116,290	\$11,015	\$11,000
More than \$5 million	19	\$113,894	\$100,650	\$83,000	\$115,000	\$108,742	\$8,581	*
<b>BY GEOGRAPHIC REGION</b>								
Northeast	100	\$108,209	\$95,000	\$75,000	\$124,475	\$104,683	\$9,667	\$4,500
East North Central	145	\$76,971	\$73,130	\$63,000	\$85,000	\$75,587	\$4,181	\$11,000
West North Central	97	\$85,153	\$82,000	\$70,000	\$100,000	\$83,173	\$5,129	*
South Atlantic	260	\$98,276	\$88,374	\$75,000	\$110,000	\$94,355	\$9,712	*
South Central	106	\$85,544	\$81,250	\$70,000	\$96,800	\$81,250	\$6,784	\$25,301
Mountain	82	\$111,022	\$100,000	\$85,000	\$120,000	\$109,974	\$10,231	*
Pacific	82	\$113,211	\$108,000	\$88,000	\$137,000	\$109,863	\$9,314	*

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<sup>‡</sup> Percentage of facilities reporting a value for this form of compensation



# Maintenance and Agronomics Assistant Superintendent

Total compensation  
Average: \$58,028  
Median: \$56,160

Reporting Facilities	Total Compensation				Average Base Salary	Average Annual Bonus <sup>†</sup>	Average Annual Commission <sup>‡</sup>	
	Average	Median	25th Percentile	75th Percentile				
<b>ALL FACILITIES</b>	674	\$58,028	\$56,160	\$48,410	\$67,000	\$57,480	\$3,075	\$1,893
<b>BY NUMBER OF GOLF HOLES</b>								
9 holes	29	\$53,843	\$54,080	\$40,000	\$63,000	\$52,843	\$3,018	\$2,300
18 holes	539	\$57,578	\$55,000	\$47,840	\$65,800	\$57,076	\$3,005	\$1,793
27 holes	55	\$61,031	\$60,500	\$53,000	\$70,000	\$60,320	\$3,688	*
36 holes	41	\$62,542	\$63,606	\$52,500	\$70,000	\$62,098	\$3,252	\$1,445
More than 36 holes	11	\$59,519	\$58,000	\$50,000	\$70,000	\$58,333	\$3,229	*
<b>BY FACILITY TYPE</b>								
Daily Fee	196	\$56,285	\$55,000	\$46,000	\$65,000	\$55,740	\$2,581	\$1,793
Semi-private	85	\$51,258	\$50,000	\$45,000	\$58,000	\$50,685	\$2,279	\$500
Private - member owned	106	\$66,375	\$65,000	\$55,000	\$73,640	\$65,450	\$4,284	\$2,343
Private - investor owned	160	\$58,437	\$56,650	\$47,000	\$68,080	\$58,005	\$3,434	*
Resort	18	\$61,479	\$60,000	\$52,500	\$70,000	\$60,712	\$3,774	*
Muni/Military (owned by muni)	69	\$57,110	\$56,160	\$50,000	\$63,440	\$56,797	\$2,397	*
Muni/Military (self-managed)	42	\$57,209	\$55,000	\$48,000	\$70,000	\$57,109	\$819	*
<b>BY FACILITY CLASSIFICATION</b>								
Private	266	\$61,595	\$60,000	\$50,000	\$71,394	\$60,950	\$3,983	\$2,343
Public	409	\$55,709	\$55,000	\$46,800	\$64,491	\$55,233	\$2,420	\$1,577
<b>BY GROSS REVENUE OF FACILITY</b>								
Less than \$1 million	48	\$45,443	\$46,580	\$34,000	\$53,800	\$45,157	\$1,438	*
\$1 to \$2 million	153	\$52,113	\$50,000	\$45,000	\$58,000	\$51,742	\$2,510	\$350
\$2 to 3.5 million	127	\$56,463	\$55,000	\$48,880	\$62,727	\$55,664	\$2,668	\$5,000
\$3.5 to 5 million	71	\$60,922	\$60,000	\$50,000	\$68,987	\$59,874	\$3,014	\$2,300
\$5 to \$7.5 million	70	\$64,181	\$65,021	\$54,080	\$72,200	\$63,408	\$2,747	*
More than \$7.5 million	71	\$65,378	\$65,000	\$54,340	\$77,000	\$64,508	\$5,375	\$1,445
<b>BY GOLF-ONLY GROSS REVENUE OF FACILITY</b>								
Less than \$1 million	161	\$51,130	\$50,000	\$41,600	\$58,000	\$50,564	\$2,337	\$1,307
\$1 to \$2 million	228	\$57,995	\$55,000	\$48,000	\$65,021	\$57,383	\$3,212	*
\$2 to 3.5 million	97	\$59,626	\$60,000	\$48,000	\$70,000	\$58,812	\$3,353	\$4,082
\$3.5 to 5 million	29	\$66,952	\$66,950	\$56,000	\$79,310	\$65,484	\$4,476	*
More than \$5 million	22	\$64,519	\$66,463	\$57,000	\$75,000	\$63,783	\$3,315	\$500
<b>BY GEOGRAPHIC REGION</b>								
Northeast	80	\$62,746	\$60,758	\$50,050	\$72,200	\$61,887	\$4,147	\$2,300
East North Central	94	\$53,220	\$55,000	\$45,760	\$60,487	\$52,810	\$1,746	\$1,793
West North Central	77	\$53,598	\$52,500	\$46,000	\$57,904	\$52,890	\$2,731	\$2,500
South Atlantic	181	\$57,552	\$55,000	\$47,500	\$67,000	\$57,119	\$3,380	*
South Central	100	\$53,393	\$50,000	\$42,000	\$59,453	\$52,971	\$2,798	*
Mountain	86	\$63,417	\$64,194	\$58,000	\$70,000	\$62,898	\$3,249	\$500
Pacific	56	\$67,024	\$68,250	\$57,750	\$73,000	\$66,301	\$3,164	*

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<sup>‡</sup> Percentage of facilities reporting a value for this form of compensation



# Maintenance and Agronomics Head Mechanic/Equipment Manager

Total compensation  
Average: \$55,884  
Median: \$54,747

Reporting Facilities	Total Compensation				Average Base Salary	Average Annual Bonus <sup>†</sup>	Average Annual Commission <sup>‡</sup>	
	Average	Median	25th Percentile	75th Percentile				
<b>ALL FACILITIES</b>	690	\$55,884	\$54,747	\$45,000	\$65,000	\$55,509	\$2,848	*
<b>BY NUMBER OF GOLF HOLES</b>								
9 holes	14	\$58,173	\$56,932	\$49,920	\$62,400	\$57,638	\$2,208	*
18 holes	552	\$54,915	\$54,000	\$43,860	\$64,480	\$54,556	\$2,779	*
27 holes	54	\$60,672	\$60,000	\$47,090	\$70,000	\$60,263	\$2,815	*
36 holes	57	\$58,294	\$57,980	\$46,000	\$65,173	\$57,937	\$3,805	*
More than 36 holes	13	\$64,199	\$65,627	\$52,750	\$70,000	\$63,319	\$3,835	*
<b>BY FACILITY TYPE</b>								
Daily Fee	185	\$53,247	\$52,000	\$44,218	\$62,000	\$52,862	\$2,492	*
Semi-private	85	\$47,315	\$48,000	\$38,000	\$55,000	\$46,904	\$2,550	*
Private - member owned	96	\$66,531	\$65,000	\$54,747	\$73,900	\$65,662	\$3,787	*
Private - investor owned	187	\$55,568	\$54,000	\$45,000	\$64,480	\$55,296	\$2,936	*
Resort	19	\$61,283	\$63,440	\$52,000	\$69,139	\$61,029	\$2,528	*
Muni/Military (owned by muni)	75	\$57,472	\$55,910	\$49,920	\$64,480	\$57,397	\$1,594	*
Muni/Military (self-managed)	44	\$56,841	\$55,000	\$44,500	\$67,000	\$56,770	\$606	*
<b>BY FACILITY CLASSIFICATION</b>								
Private	283	\$59,275	\$57,373	\$47,000	\$68,640	\$58,788	\$3,482	*
Public	408	\$53,533	\$52,550	\$43,680	\$62,400	\$53,239	\$2,267	*
<b>BY GROSS REVENUE OF FACILITY</b>								
Less than \$1 million	53	\$44,875	\$45,000	\$35,000	\$52,000	\$44,875	*	*
\$1 to \$2 million	164	\$48,396	\$47,000	\$40,000	\$55,000	\$48,131	\$2,006	*
\$2 to 3.5 million	114	\$53,439	\$54,000	\$45,000	\$62,000	\$53,057	\$2,300	*
\$3.5 to 5 million	62	\$61,262	\$57,500	\$51,333	\$72,500	\$60,244	\$2,997	*
\$5 to \$7.5 million	71	\$62,455	\$60,000	\$50,000	\$73,000	\$61,817	\$2,474	*
More than \$7.5 million	90	\$63,807	\$60,000	\$51,000	\$72,500	\$63,155	\$4,536	*
<b>BY GOLF-ONLY GROSS REVENUE OF FACILITY</b>								
Less than \$1 million	154	\$47,923	\$45,000	\$39,000	\$55,000	\$47,589	\$2,236	*
\$1 to \$2 million	253	\$55,657	\$55,000	\$44,000	\$65,000	\$55,266	\$2,841	*
\$2 to 3.5 million	97	\$59,122	\$56,784	\$49,920	\$69,000	\$58,473	\$3,099	*
\$3.5 to 5 million	30	\$62,438	\$58,537	\$52,750	\$73,500	\$61,494	\$3,741	*
More than \$5 million	19	\$65,651	\$62,400	\$56,000	\$73,073	\$64,722	\$3,838	*
<b>BY GEOGRAPHIC REGION</b>								
Northeast	81	\$62,521	\$61,650	\$50,000	\$72,800	\$61,711	\$3,584	*
East North Central	101	\$53,315	\$53,000	\$42,000	\$64,900	\$52,961	\$1,860	*
West North Central	40	\$56,271	\$55,000	\$49,440	\$64,480	\$55,906	\$2,942	*
South Atlantic	208	\$54,518	\$53,000	\$45,000	\$64,000	\$54,267	\$2,894	*
South Central	108	\$49,624	\$45,000	\$39,520	\$55,120	\$49,389	\$2,124	*
Mountain	78	\$59,149	\$58,000	\$51,333	\$65,790	\$58,598	\$4,722	*
Pacific	75	\$61,369	\$59,280	\$50,000	\$72,500	\$61,062	\$2,360	*

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<sup>‡</sup> Percentage of facilities reporting a value for this form of compensation



# Maintenance and Agronomics Spray Technician

Total compensation  
Average: \$44,241  
Median: \$42,248

Reporting Facilities	Total Compensation				Average Base Salary	Average Annual Bonus <sup>†</sup>	Average Annual Commission <sup>†</sup>		
	Average	Median	25th Percentile	75th Percentile					
<b>ALL FACILITIES</b>	161	\$44,241	\$42,248	\$38,000	\$50,000	\$43,996	\$1,716	23% <sup>‡</sup>	0% <sup>‡</sup>
<b>BY NUMBER OF GOLF HOLES</b>									
9 holes	2	*	*	*	*	*	*	*	*
18 holes	108	\$43,571	\$41,600	\$38,000	\$49,000	\$43,360	\$1,583	*	*
27 holes	16	\$45,474	\$44,720	\$41,600	\$51,500	\$45,220	\$3,356	*	*
36 holes	28	\$44,435	\$42,000	\$37,000	\$50,000	\$44,113	\$2,031	*	*
More than 36 holes	7	\$48,742	\$50,000	\$40,000	\$54,000	\$48,440	\$2,000	*	*
<b>BY FACILITY TYPE</b>									
Daily Fee	35	\$41,526	\$40,000	\$36,060	\$45,000	\$41,198	\$1,408	*	*
Semi-private	15	\$38,831	\$40,000	\$35,500	\$45,000	\$38,682	\$1,521	*	*
Private - member owned	28	\$50,029	\$49,500	\$44,500	\$56,000	\$50,147	\$1,799	*	*
Private - investor owned	62	\$43,587	\$41,600	\$38,000	\$49,000	\$43,227	\$1,814	*	*
Resort	5	\$41,882	\$37,274	\$36,000	\$43,680	\$41,237	\$2,317	*	*
Muni/Military (owned by muni)	7	\$44,888	\$43,073	\$41,600	\$47,840	\$44,841	\$1,000	*	*
Muni/Military (self-managed)	9	\$51,022	\$55,000	\$39,520	\$60,000	\$51,022	*	*	*
<b>BY FACILITY CLASSIFICATION</b>									
Private	90	\$45,582	\$44,500	\$38,000	\$52,000	\$45,342	\$1,806	*	*
Public	70	\$42,519	\$41,000	\$37,440	\$45,760	\$42,279	\$1,513	*	*
<b>BY GROSS REVENUE OF FACILITY</b>									
Less than \$1 million	9	\$41,512	\$39,520	\$39,520	\$41,600	\$41,395	\$500	*	*
\$1 to \$2 million	13	\$40,448	\$38,000	\$35,000	\$41,000	\$39,941	\$2,387	*	*
\$2 to 3.5 million	30	\$40,215	\$39,500	\$36,000	\$45,000	\$40,045	\$1,208	*	*
\$3.5 to 5 million	14	\$45,989	\$43,000	\$37,440	\$60,000	\$44,710	\$2,524	*	*
\$5 to \$7.5 million	31	\$45,027	\$44,400	\$38,000	\$50,261	\$44,726	\$1,002	*	*
More than \$7.5 million	49	\$47,859	\$46,000	\$41,600	\$52,000	\$47,929	\$2,058	*	*
<b>BY GOLF-ONLY GROSS REVENUE OF FACILITY</b>									
Less than \$1 million	16	\$41,274	\$39,520	\$35,500	\$44,500	\$41,047	\$778	*	*
\$1 to \$2 million	81	\$44,862	\$44,400	\$38,000	\$52,000	\$44,708	\$1,769	*	*
\$2 to 3.5 million	26	\$43,556	\$42,000	\$36,400	\$49,800	\$42,963	\$2,366	*	*
\$3.5 to 5 million	11	\$47,332	\$45,000	\$41,600	\$53,040	\$46,804	\$2,113	*	*
More than \$5 million	13	\$44,921	\$42,248	\$38,000	\$46,904	\$44,814	\$680	*	*
<b>BY GEOGRAPHIC REGION</b>									
Northeast	11	\$52,987	\$54,000	\$41,500	\$65,000	\$51,663	\$2,328	*	*
East North Central	12	\$41,615	\$42,000	\$38,500	\$45,000	\$40,977	\$1,042	*	*
West North Central	7	\$42,504	\$38,000	\$36,000	\$49,500	\$42,048	\$2,683	*	*
South Atlantic	53	\$42,181	\$40,000	\$37,440	\$48,500	\$42,284	\$1,672	*	*
South Central	36	\$40,254	\$39,500	\$35,000	\$43,073	\$40,041	\$1,442	*	*
Mountain	21	\$46,712	\$45,000	\$41,600	\$55,000	\$46,539	\$2,003	*	*
Pacific	21	\$51,431	\$49,420	\$45,000	\$56,160	\$50,989	\$2,044	*	*

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<sup>‡</sup> Percentage of facilities reporting a value for this form of compensation



# Maintenance and Agronomics Irrigation Technician

Total compensation  
Average: \$46,137  
Median: \$45,000

Reporting Facilities	Total Compensation				Average Base Salary	Average Annual Bonus <sup>†</sup>	Average Annual Commission <sup>‡</sup>		
	Average	Median	25th Percentile	75th Percentile					
<b>ALL FACILITIES</b>	262	\$46,137	\$45,000	\$40,000	\$52,000	\$45,999	\$1,731	13% <sup>†</sup>	0% <sup>‡</sup>
<b>BY NUMBER OF GOLF HOLES</b>									
9 holes	2	*	*	*	*	*	*	*	*
18 holes	188	\$45,859	\$45,500	\$40,000	\$52,000	\$45,749	\$1,566	*	*
27 holes	25	\$45,663	\$45,000	\$40,000	\$51,500	\$45,544	\$3,500	*	*
36 holes	37	\$46,831	\$43,347	\$40,213	\$54,000	\$46,623	\$2,144	*	*
More than 36 holes	10	\$48,898	\$46,800	\$40,000	\$55,000	\$48,553	\$3,150	*	*
<b>BY FACILITY TYPE</b>									
Daily Fee	70	\$44,731	\$43,160	\$39,500	\$49,920	\$44,607	\$1,281	*	*
Semi-private	17	\$43,782	\$45,000	\$40,000	\$46,000	\$43,314	\$1,594	*	*
Private - member owned	43	\$49,213	\$49,800	\$42,400	\$55,900	\$49,135	\$2,047	*	*
Private - investor owned	93	\$45,756	\$45,333	\$39,520	\$52,000	\$45,629	\$1,608	*	*
Resort	9	\$45,284	\$46,800	\$37,440	\$50,259	\$45,024	\$3,595	*	*
Muni/Military (owned by muni)	20	\$44,785	\$43,680	\$39,936	\$50,000	\$44,751	\$681	*	*
Muni/Military (self-managed)	11	\$53,431	\$55,000	\$43,700	\$63,357	\$53,431	*	*	*
<b>BY FACILITY CLASSIFICATION</b>									
Private	136	\$46,842	\$47,840	\$40,500	\$52,271	\$46,721	\$1,897	*	*
Public	126	\$45,381	\$43,680	\$40,000	\$50,000	\$45,226	\$1,464	*	*
<b>BY GROSS REVENUE OF FACILITY</b>									
Less than \$1 million	1	*	*	*	*	*	*	*	*
\$1 to \$2 million	28	\$39,545	\$39,936	\$35,000	\$43,700	\$39,401	\$2,044	*	*
\$2 to 3.5 million	47	\$45,709	\$45,000	\$40,000	\$52,000	\$45,559	\$1,249	*	*
\$3.5 to 5 million	27	\$48,272	\$48,000	\$40,500	\$54,000	\$47,852	\$1,961	*	*
\$5 to \$7.5 million	49	\$48,381	\$47,840	\$42,000	\$52,000	\$47,981	\$1,567	*	*
More than \$7.5 million	61	\$47,115	\$47,320	\$40,750	\$54,000	\$47,219	\$2,050	*	*
<b>BY GOLF-ONLY GROSS REVENUE OF FACILITY</b>									
Less than \$1 million	36	\$44,036	\$39,500	\$37,500	\$52,000	\$43,694	\$2,250	*	*
\$1 to \$2 million	87	\$45,947	\$45,000	\$40,000	\$52,000	\$45,916	\$1,591	*	*
\$2 to 3.5 million	52	\$46,714	\$45,000	\$40,500	\$52,000	\$46,380	\$1,781	*	*
\$3.5 to 5 million	19	\$48,322	\$46,000	\$40,872	\$54,756	\$48,170	\$1,669	*	*
More than \$5 million	16	\$46,934	\$45,000	\$40,000	\$53,560	\$46,880	\$859	*	*
<b>BY GEOGRAPHIC REGION</b>									
Northeast	11	\$48,969	\$46,800	\$45,427	\$58,500	\$48,356	\$1,892	*	*
East North Central	12	\$41,593	\$42,315	\$39,500	\$44,000	\$41,483	\$500	*	*
West North Central	3	*	*	*	*	*	*	*	*
South Atlantic	73	\$43,248	\$43,160	\$37,440	\$48,500	\$43,286	\$1,701	*	*
South Central	46	\$43,821	\$40,500	\$37,500	\$48,500	\$43,700	\$1,266	*	*
Mountain	66	\$46,596	\$45,864	\$41,000	\$52,000	\$46,404	\$2,780	*	*
Pacific	51	\$51,820	\$52,000	\$45,000	\$56,160	\$51,613	\$1,733	*	*

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<sup>‡</sup> Percentage of facilities reporting a value for this form of compensation



# Maintenance and Agronomics Clubhouse and Grounds Maintenance Supervisor

Total compensation  
Average: \$45,129  
Median: \$40,000

Reporting Facilities	Total Compensation				Average Base Salary	Average Annual Bonus <sup>†</sup>	Average Annual Commission <sup>‡</sup>		
	Average	Median	25th Percentile	75th Percentile					
<b>ALL FACILITIES</b>	319	\$45,129	\$40,000	\$33,071	\$56,888	\$48,839	\$3,863	10% <sup>‡</sup>	0% <sup>‡</sup>
<b>BY NUMBER OF GOLF HOLES</b>									
9 holes	8	\$31,777	\$36,000	\$3,000	\$60,000	\$31,566	\$3,000	*	
18 holes	247	\$44,815	\$40,000	\$33,600	\$55,640	\$48,891	\$3,144	*	
27 holes	25	\$51,477	\$41,600	\$34,017	\$58,240	\$53,124	\$9,869	*	
36 holes	31	\$46,025	\$40,000	\$30,875	\$64,120	\$49,048	\$1,553	*	
More than 36 holes	8	\$44,976	\$38,919	\$31,500	\$54,080	\$51,714	\$11,000	*	
<b>BY FACILITY TYPE</b>									
Daily Fee	54	\$38,728	\$39,520	\$26,000	\$50,492	\$43,195	\$2,010	*	
Semi-private	30	\$39,363	\$40,000	\$36,000	\$48,000	\$45,068	\$1,731	*	
Private - member owned	57	\$58,673	\$62,894	\$44,133	\$81,600	\$69,841	\$5,459	*	
Private - investor owned	159	\$42,281	\$37,458	\$32,000	\$49,000	\$43,490	\$3,984	*	
Resort	5	\$63,189	\$72,800	\$42,000	\$73,116	\$70,295	\$250	*	
Muni/Military (owned by muni)	10	\$58,304	\$60,320	\$40,000	\$77,968	\$64,487	*	*	
Muni/Military (self-managed)	4	*	*	*	*	*	*	*	
<b>BY FACILITY CLASSIFICATION</b>									
Private	216	\$46,609	\$40,000	\$32,967	\$57,500	\$49,691	\$5,095	*	
Public	103	\$42,033	\$40,000	\$34,000	\$55,000	\$46,969	\$1,825	*	
<b>BY GROSS REVENUE OF FACILITY</b>									
Less than \$1 million	20	\$41,906	\$32,000	\$26,000	\$60,000	\$41,906	*	*	
\$1 to \$2 million	46	\$36,618	\$37,000	\$26,833	\$40,000	\$38,168	\$2,089	*	
\$2 to 3.5 million	44	\$45,133	\$40,000	\$34,000	\$55,000	\$50,645	\$4,551	*	
\$3.5 to 5 million	37	\$47,457	\$43,680	\$35,333	\$52,000	\$52,255	\$2,874	*	
\$5 to \$7.5 million	53	\$33,287	\$33,833	\$28,220	\$42,950	\$41,435	\$2,441	*	
More than \$7.5 million	80	\$47,370	\$40,909	\$35,000	\$58,319	\$49,670	\$4,794	*	
<b>BY GOLF-ONLY GROSS REVENUE OF FACILITY</b>									
Less than \$1 million	85	\$37,772	\$37,000	\$26,833	\$45,000	\$39,803	\$2,527	*	
\$1 to \$2 million	123	\$40,282	\$38,077	\$32,600	\$46,500	\$44,726	\$4,472	*	
\$2 to 3.5 million	46	\$51,591	\$42,686	\$36,500	\$75,000	\$57,995	\$3,394	*	
\$3.5 to 5 million	14	\$51,100	\$45,000	\$37,000	\$78,407	\$57,294	\$7,549	*	
More than \$5 million	8	\$42,002	\$47,320	\$29,242	\$55,000	\$47,604	\$2,354	*	
<b>BY GEOGRAPHIC REGION</b>									
Northeast	22	\$47,386	\$45,000	\$37,779	\$57,000	\$52,510	\$5,145	*	
East North Central	30	\$44,882	\$41,600	\$30,333	\$64,709	\$47,934	\$2,500	*	
West North Central	17	\$38,840	\$40,000	\$30,438	\$56,000	\$42,135	\$943	*	
South Atlantic	98	\$40,711	\$37,440	\$30,143	\$50,000	\$44,219	\$3,355	*	
South Central	74	\$37,865	\$36,000	\$32,000	\$41,011	\$39,910	\$1,985	*	
Mountain	42	\$61,036	\$58,319	\$39,450	\$88,368	\$66,709	\$8,579	*	
Pacific	37	\$54,948	\$54,600	\$41,500	\$77,868	\$61,313	\$3,549	*	

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<sup>‡</sup> Percentage of facilities reporting a value for this form of compensation



# Game Administration Director of Golf

Total compensation  
Average: \$100,289  
Median: \$93,600

Reporting Facilities	Total Compensation				Average Base Salary	Average Annual Bonus <sup>†</sup>	Average Annual Commission <sup>‡</sup>	
	Average	Median	25th Percentile	75th Percentile				
<b>ALL FACILITIES</b>	332	\$100,289	\$93,600	\$75,000	\$121,712	\$96,060	\$9,105	\$9,105
<b>BY NUMBER OF GOLF HOLES</b>								
9 holes	11	\$78,443	\$57,500	\$52,000	\$117,700	\$71,824	\$7,683	\$7,683
18 holes	241	\$96,583	\$90,000	\$73,458	\$120,000	\$93,261	\$7,785	\$7,785
27 holes	32	\$104,245	\$100,000	\$80,000	\$120,000	\$100,168	\$11,440	\$11,440
36 holes	39	\$118,645	\$117,316	\$91,450	\$137,500	\$110,218	\$11,524	\$11,524
More than 36 holes	8	\$134,755	\$123,750	\$105,000	\$170,032	\$126,019	\$13,659	\$13,659
<b>BY FACILITY TYPE</b>								
Daily Fee	91	\$82,108	\$82,500	\$66,000	\$98,345	\$79,461	\$6,549	\$6,549
Semi-private	37	\$76,064	\$70,000	\$64,500	\$80,000	\$70,213	\$5,860	\$5,860
Private - member owned	68	\$115,885	\$109,980	\$80,543	\$141,672	\$112,102	\$11,327	\$11,327
Private - investor owned	82	\$122,311	\$120,439	\$98,583	\$137,500	\$115,146	\$11,181	\$11,181
Resort	11	\$104,860	\$100,000	\$89,100	\$120,000	\$102,581	\$11,913	\$11,913
Muni/Military (owned by muni)	27	\$87,861	\$78,000	\$70,298	\$110,000	\$86,442	\$6,156	\$6,156
Muni/Military (self-managed)	16	\$98,074	\$82,500	\$80,000	\$120,000	\$96,668	\$2,500	\$2,500
<b>BY FACILITY CLASSIFICATION</b>								
Private	150	\$119,411	\$117,166	\$91,450	\$141,672	\$113,785	\$11,227	\$11,227
Public	182	\$84,591	\$80,000	\$67,689	\$100,000	\$81,621	\$6,359	\$6,359
<b>BY GROSS REVENUE OF FACILITY</b>								
Less than \$1 million	28	\$73,667	\$78,255	\$52,000	\$80,000	\$70,745	\$5,000	\$5,000
\$1 to \$2 million	61	\$83,893	\$82,500	\$67,000	\$103,000	\$81,282	\$4,871	\$4,871
\$2 to 3.5 million	49	\$93,139	\$87,150	\$75,000	\$110,000	\$87,855	\$7,571	\$7,571
\$3.5 to 5 million	25	\$109,552	\$105,000	\$80,000	\$135,000	\$105,127	\$8,125	\$8,125
\$5 to \$7.5 million	25	\$101,389	\$99,000	\$83,204	\$125,000	\$95,296	\$8,000	\$8,000
More than \$7.5 million	50	\$141,437	\$141,672	\$118,800	\$177,500	\$129,912	\$12,331	\$12,331
<b>BY GOLF-ONLY GROSS REVENUE OF FACILITY</b>								
Less than \$1 million	65	\$81,145	\$78,255	\$67,000	\$90,000	\$76,648	\$7,294	\$7,294
\$1 to \$2 million	88	\$103,543	\$99,000	\$75,000	\$130,000	\$97,154	\$8,883	\$8,883
\$2 to 3.5 million	54	\$109,655	\$106,000	\$80,000	\$130,000	\$104,809	\$9,280	\$9,280
\$3.5 to 5 million	14	\$127,396	\$120,000	\$102,500	\$154,241	\$119,411	\$9,609	\$9,609
More than \$5 million	14	\$121,069	\$117,000	\$95,000	\$140,000	\$111,321	\$12,995	\$12,995
<b>BY GEOGRAPHIC REGION</b>								
Northeast	37	\$89,971	\$78,255	\$70,000	\$105,000	\$85,535	\$9,890	\$9,890
East North Central	46	\$85,432	\$80,543	\$60,000	\$109,980	\$81,738	\$7,120	\$7,120
West North Central	27	\$83,823	\$77,000	\$65,568	\$100,000	\$78,539	\$5,100	\$5,100
South Atlantic	86	\$101,192	\$91,450	\$80,000	\$123,725	\$97,848	\$9,003	\$9,003
South Central	45	\$108,100	\$105,000	\$72,100	\$130,000	\$100,809	\$11,142	\$11,142
Mountain	51	\$112,827	\$100,000	\$85,000	\$135,000	\$109,725	\$12,102	\$12,102
Pacific	40	\$111,106	\$105,000	\$89,100	\$130,000	\$107,265	\$8,282	\$8,282

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<sup>‡</sup> Percentage of facilities reporting a value for this form of compensation



# Game Administration Head Professional

Total compensation  
Average: \$80,609  
Median: \$75,118

Reporting Facilities	Total Compensation				Average Base Salary	Average Annual Bonus <sup>†</sup>	Average Annual Commission <sup>‡</sup>	
	Average	Median	25th Percentile	75th Percentile				
<b>ALL FACILITIES</b>	546	\$80,609	\$75,118	\$62,500	\$92,700	\$75,526	\$5,851	\$8,767
<b>BY NUMBER OF GOLF HOLES</b>								
9 holes	8	\$83,039	\$100,000	\$71,200	\$114,000	\$80,665	\$7,897	\$13,195
18 holes	442	\$80,830	\$75,000	\$62,500	\$93,500	\$75,863	\$5,818	\$8,472
27 holes	44	\$84,005	\$80,000	\$63,860	\$90,558	\$77,556	\$4,693	\$12,896
36 holes	42	\$75,926	\$75,000	\$61,247	\$88,279	\$70,353	\$6,828	\$6,668
More than 36 holes	11	\$74,145	\$75,000	\$62,000	\$85,292	\$70,208	\$4,609	\$5,016
<b>BY FACILITY TYPE</b>								
Daily Fee	103	\$70,203	\$68,403	\$58,656	\$79,215	\$65,772	\$6,862	\$13,631
Semi-private	54	\$63,171	\$60,000	\$46,000	\$75,000	\$57,309	\$3,881	\$12,491
Private - member owned	98	\$103,335	\$98,923	\$72,306	\$115,000	\$95,517	\$7,899	\$15,739
Private - investor owned	221	\$81,987	\$79,329	\$65,520	\$93,500	\$77,495	\$5,618	\$4,145
Resort	13	\$77,663	\$73,500	\$60,000	\$90,000	\$75,563	\$5,800	\$9,544
Muni/Military (owned by muni)	30	\$68,267	\$65,000	\$55,620	\$78,000	\$65,476	\$3,700	\$14,444
Muni/Military (self-managed)	29	\$76,632	\$72,375	\$62,000	\$90,000	\$71,151	\$3,224	\$17,257
<b>BY FACILITY CLASSIFICATION</b>								
Private	318	\$88,531	\$82,281	\$68,000	\$100,000	\$83,019	\$6,281	\$6,733
Public	227	\$69,527	\$68,000	\$55,120	\$80,000	\$65,001	\$5,085	\$13,806
<b>BY GROSS REVENUE OF FACILITY</b>								
Less than \$1 million	22	\$73,239	\$62,000	\$40,500	\$85,000	\$67,802	\$2,617	\$25,000
\$1 to \$2 million	96	\$69,913	\$66,000	\$50,000	\$80,000	\$65,291	\$5,182	\$7,456
\$2 to 3.5 million	89	\$73,076	\$68,500	\$60,000	\$81,885	\$68,910	\$5,042	\$9,746
\$3.5 to 5 million	64	\$78,754	\$71,200	\$62,828	\$89,277	\$72,826	\$5,005	\$9,098
\$5 to \$7.5 million	80	\$87,283	\$82,341	\$71,000	\$102,500	\$79,732	\$6,737	\$8,883
More than \$7.5 million	95	\$94,455	\$89,000	\$75,000	\$102,225	\$85,835	\$7,305	\$7,489
<b>BY GOLF-ONLY GROSS REVENUE OF FACILITY</b>								
Less than \$1 million	124	\$75,685	\$70,000	\$59,000	\$82,281	\$69,622	\$5,368	\$9,686
\$1 to \$2 million	203	\$81,195	\$77,000	\$62,000	\$92,929	\$74,653	\$5,964	\$7,400
\$2 to 3.5 million	72	\$79,861	\$73,443	\$63,000	\$85,500	\$75,129	\$5,528	\$7,612
\$3.5 to 5 million	26	\$92,229	\$85,010	\$73,500	\$107,000	\$82,521	\$7,127	\$20,072
More than \$5 million	18	\$85,373	\$75,824	\$66,000	\$102,000	\$82,081	\$8,084	\$10,173
<b>BY GEOGRAPHIC REGION</b>								
Northeast	51	\$93,067	\$83,281	\$66,000	\$105,000	\$84,678	\$8,183	\$12,973
East North Central	66	\$74,772	\$72,375	\$61,247	\$90,000	\$69,405	\$3,431	\$11,870
West North Central	44	\$73,870	\$70,000	\$65,000	\$90,500	\$70,330	\$4,708	\$6,660
South Atlantic	168	\$76,930	\$72,100	\$60,000	\$87,000	\$71,029	\$7,276	\$8,411
South Central	88	\$73,162	\$70,000	\$60,000	\$82,281	\$68,543	\$4,544	\$6,382
Mountain	66	\$90,178	\$84,872	\$68,000	\$107,000	\$87,554	\$5,354	\$4,713
Pacific	63	\$91,493	\$88,000	\$77,969	\$100,000	\$87,167	\$6,039	\$10,472

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<sup>‡</sup> Percentage of facilities reporting a value for this form of compensation



# Game Administration Assistant Professional

Total compensation  
Average: \$45,575  
Median: \$44,346

Reporting Facilities	Total Compensation				Average Base Salary	Average Annual Bonus <sup>†</sup>	Average Annual Commission <sup>‡</sup>	
	Average	Median	25th Percentile	75th Percentile				
<b>ALL FACILITIES</b>	590	\$45,575	\$44,346	\$38,609	\$50,668	\$43,778	\$2,835	\$5,093
<b>BY NUMBER OF GOLF HOLES</b>								
9 holes	14	\$54,362	\$50,000	\$45,760	\$60,000	\$48,356	\$3,894	\$40,000
18 holes	467	\$45,303	\$44,200	\$38,480	\$50,148	\$43,821	\$2,671	\$4,500
27 holes	53	\$46,498	\$45,240	\$39,902	\$52,092	\$43,467	\$3,126	\$6,544
36 holes	47	\$44,709	\$43,200	\$37,808	\$48,880	\$42,569	\$3,188	\$4,196
More than 36 holes	9	\$45,056	\$41,000	\$39,499	\$45,851	\$42,566	\$2,307	\$6,386
<b>BY FACILITY TYPE</b>								
Daily Fee	112	\$43,143	\$42,500	\$38,000	\$47,888	\$41,359	\$2,943	\$9,442
Semi-private	51	\$42,288	\$43,680	\$37,000	\$47,000	\$40,706	\$2,208	\$3,931
Private - member owned	103	\$53,044	\$50,000	\$45,000	\$60,000	\$49,747	\$3,541	\$10,322
Private - investor owned	223	\$43,350	\$41,600	\$36,839	\$48,114	\$41,720	\$2,285	\$3,352
Resort	13	\$47,291	\$45,851	\$40,502	\$52,250	\$46,678	\$2,513	\$5,211
Muni/Military (owned by muni)	62	\$45,327	\$44,720	\$39,520	\$50,470	\$44,737	\$3,908	\$3,793
Muni/Military (self-managed)	25	\$52,215	\$54,000	\$45,000	\$55,750	\$50,951	\$250	\$7,500
<b>BY FACILITY CLASSIFICATION</b>								
Private	326	\$46,407	\$45,000	\$38,720	\$52,000	\$44,255	\$2,994	\$4,656
Public	263	\$44,545	\$44,000	\$38,480	\$50,000	\$43,188	\$2,674	\$6,709
<b>BY GROSS REVENUE OF FACILITY</b>								
Less than \$1 million	22	\$48,989	\$48,000	\$41,328	\$54,000	\$48,889	\$1,500	*
\$1 to \$2 million	94	\$42,132	\$42,000	\$36,839	\$47,000	\$40,185	\$2,674	\$4,961
\$2 to 3.5 million	98	\$43,459	\$44,300	\$38,654	\$48,110	\$42,220	\$2,497	\$3,578
\$3.5 to 5 million	64	\$45,632	\$44,500	\$37,960	\$52,000	\$43,847	\$3,242	\$2,297
\$5 to \$7.5 million	85	\$48,415	\$45,760	\$40,000	\$52,092	\$45,437	\$2,185	\$6,209
More than \$7.5 million	98	\$48,222	\$45,500	\$39,009	\$55,785	\$44,276	\$3,906	\$5,979
<b>BY GOLF-ONLY GROSS REVENUE OF FACILITY</b>								
Less than \$1 million	118	\$45,623	\$42,943	\$37,960	\$52,000	\$43,136	\$3,035	\$5,663
\$1 to \$2 million	202	\$45,266	\$44,000	\$38,133	\$50,000	\$42,884	\$2,710	\$4,578
\$2 to 3.5 million	87	\$45,316	\$45,000	\$38,654	\$50,668	\$43,554	\$3,173	\$3,915
\$3.5 to 5 million	29	\$49,064	\$48,000	\$40,617	\$56,000	\$46,089	\$2,466	\$9,220
More than \$5 million	21	\$46,274	\$44,000	\$38,480	\$56,350	\$44,272	\$3,073	\$5,353
<b>BY GEOGRAPHIC REGION</b>								
Northeast	54	\$50,114	\$47,000	\$39,520	\$60,000	\$47,845	\$3,477	\$5,900
East North Central	67	\$45,242	\$44,720	\$37,960	\$50,470	\$43,673	\$1,655	\$6,548
West North Central	40	\$44,427	\$45,485	\$43,680	\$48,500	\$43,196	\$1,920	\$3,599
South Atlantic	177	\$44,551	\$44,000	\$38,000	\$50,000	\$43,238	\$2,758	\$3,851
South Central	103	\$41,961	\$40,000	\$36,224	\$45,380	\$38,713	\$4,457	\$5,238
Mountain	86	\$47,384	\$45,026	\$40,000	\$53,303	\$45,752	\$3,028	\$8,009
Pacific	64	\$49,072	\$48,880	\$44,000	\$54,000	\$47,839	\$2,477	\$4,540

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<sup>‡</sup> Percentage of facilities reporting a value for this form of compensation



# Game Administration Golf Shop Merchandiser

Total compensation  
Average: \$49,670  
Median: \$45,000

Reporting Facilities	Total Compensation				Average Base Salary	Average Annual Bonus <sup>†</sup>	Average Annual Commission <sup>‡</sup>	
	Average	Median	25th Percentile	75th Percentile				
<b>ALL FACILITIES</b>	141	\$49,670	\$45,000	\$37,440	\$60,000	\$48,355	\$3,153	\$8,421
<b>BY NUMBER OF GOLF HOLES</b>								
9 holes	5	\$38,527	\$31,000	\$31,000	\$58,656	\$38,023	\$1,000	*
18 holes	109	\$49,235	\$45,000	\$37,500	\$57,500	\$48,029	\$3,059	\$7,660
27 holes	7	\$61,135	\$60,000	\$53,000	\$76,000	\$57,414	\$4,972	\$12,007
36 holes	14	\$48,868	\$45,000	\$33,000	\$61,625	\$47,684	\$2,289	\$10,993
More than 36 holes	6	\$55,144	\$55,000	\$42,500	\$61,955	\$53,659	\$7,774	*
<b>BY FACILITY TYPE</b>								
Daily Fee	21	\$51,283	\$46,200	\$44,000	\$65,000	\$50,278	\$2,712	\$5,761
Semi-private	19	\$43,573	\$37,500	\$31,000	\$52,000	\$42,098	\$1,932	\$20,000
Private - member owned	37	\$57,701	\$54,325	\$41,600	\$71,985	\$54,987	\$4,025	\$10,261
Private - investor owned	55	\$45,571	\$44,265	\$35,000	\$52,000	\$45,030	\$2,386	\$4,555
Resort	3	*	*	*	*	*	*	*
Muni/Military (owned by muni)	5	\$46,686	\$37,440	\$31,200	\$66,000	\$45,967	\$6,886	\$5,000
Muni/Military (self-managed)	2	*	*	*	*	*	*	*
<b>BY FACILITY CLASSIFICATION</b>								
Private	92	\$50,449	\$45,000	\$38,000	\$60,000	\$49,034	\$3,508	\$7,895
Public	49	\$48,208	\$45,000	\$35,000	\$58,656	\$47,081	\$2,648	\$10,453
<b>BY GROSS REVENUE OF FACILITY</b>								
Less than \$1 million	11	\$40,984	\$43,680	\$31,200	\$44,265	\$40,751	\$1,000	*
\$1 to \$2 million	20	\$43,158	\$35,000	\$32,000	\$52,000	\$43,158	*	*
\$2 to 3.5 million	23	\$45,824	\$46,200	\$39,000	\$52,000	\$45,357	\$1,512	*
\$3.5 to 5 million	12	\$47,198	\$45,000	\$37,500	\$60,000	\$46,499	\$3,896	*
\$5 to \$7.5 million	22	\$47,709	\$42,000	\$38,000	\$56,000	\$46,583	\$2,298	\$2,331
More than \$7.5 million	41	\$56,949	\$51,500	\$43,888	\$76,000	\$53,534	\$5,320	\$11,925
<b>BY GOLF-ONLY GROSS REVENUE OF FACILITY</b>								
Less than \$1 million	35	\$46,759	\$44,265	\$37,500	\$52,000	\$46,442	\$2,243	*
\$1 to \$2 million	56	\$44,588	\$42,000	\$35,000	\$49,663	\$43,600	\$2,353	\$5,902
\$2 to 3.5 million	18	\$53,039	\$52,000	\$44,500	\$60,000	\$50,417	\$3,563	\$11,824
\$3.5 to 5 million	9	\$63,733	\$68,640	\$47,600	\$80,709	\$60,119	\$4,215	\$8,010
More than \$5 million	10	\$60,035	\$55,000	\$36,000	\$80,000	\$56,295	\$6,567	\$11,446
<b>BY GEOGRAPHIC REGION</b>								
Northeast	13	\$55,159	\$52,000	\$50,000	\$58,066	\$52,918	\$3,492	\$12,902
East North Central	11	\$43,873	\$44,000	\$37,440	\$46,200	\$43,520	\$2,272	*
West North Central	4	*	*	*	*	*	*	*
South Atlantic	40	\$49,712	\$47,000	\$40,000	\$57,374	\$48,225	\$2,372	\$6,247
South Central	37	\$42,691	\$37,500	\$32,000	\$45,000	\$41,437	\$5,428	\$8,023
Mountain	17	\$55,729	\$56,000	\$45,000	\$66,000	\$54,385	\$2,634	\$4,894
Pacific	19	\$59,262	\$58,656	\$44,000	\$68,640	\$58,023	\$4,374	\$20,000

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<sup>‡</sup> Percentage of facilities reporting a value for this form of compensation



# Game Administration Golf Shop Salesperson

Total compensation  
Average: \$30,910  
Median: \$31,200

Reporting Facilities	Total Compensation				Average Base Salary	Average Annual Bonus <sup>†</sup>	Average Annual Commission <sup>‡</sup>	
	Average	Median	25th Percentile	75th Percentile				
<b>ALL FACILITIES</b>	515	\$30,910	\$31,200	\$26,095	\$35,360	\$30,847	\$1,097	\$2,285
<b>BY NUMBER OF GOLF HOLES</b>								
9 holes	32	\$26,602	\$29,380	\$22,369	\$33,280	\$26,555	\$496	*
18 holes	403	\$31,189	\$31,200	\$27,000	\$35,500	\$31,121	\$1,172	\$2,857
27 holes	35	\$34,140	\$31,772	\$27,196	\$39,936	\$34,131	\$1,000	*
36 holes	37	\$28,396	\$29,120	\$21,000	\$33,250	\$28,305	\$1,476	\$500
More than 36 holes	7	\$31,497	\$33,115	\$24,500	\$36,000	\$31,497	*	*
<b>BY FACILITY TYPE</b>								
Daily Fee	148	\$29,729	\$30,576	\$25,307	\$34,580	\$29,649	\$492	\$2,999
Semi-private	39	\$29,488	\$29,000	\$25,000	\$33,626	\$29,466	\$500	\$500
Private - member owned	47	\$35,859	\$36,000	\$29,640	\$42,000	\$35,572	\$2,069	\$3,211
Private - investor owned	167	\$30,350	\$29,668	\$26,000	\$34,960	\$30,343	\$250	\$2,000
Resort	14	\$33,061	\$33,384	\$29,120	\$36,364	\$33,022	\$537	\$993
Muni/Military (owned by muni)	84	\$30,820	\$31,200	\$26,000	\$36,660	\$30,762	\$1,680	*
Muni/Military (self-managed)	16	\$35,183	\$34,000	\$31,200	\$36,000	\$35,183	*	*
<b>BY FACILITY CLASSIFICATION</b>								
Private	213	\$31,559	\$31,200	\$26,667	\$36,000	\$31,490	\$1,737	\$2,537
Public	301	\$30,450	\$31,200	\$25,792	\$35,000	\$30,391	\$750	\$2,229
<b>BY GROSS REVENUE OF FACILITY</b>								
Less than \$1 million	56	\$28,369	\$31,200	\$24,267	\$34,320	\$28,355	\$157	*
\$1 to \$2 million	98	\$27,941	\$28,500	\$22,137	\$33,626	\$27,905	\$1,499	*
\$2 to 3.5 million	70	\$30,108	\$30,000	\$23,920	\$34,320	\$30,002	\$500	\$3,854
\$3.5 to 5 million	37	\$31,636	\$30,113	\$26,000	\$36,712	\$31,598	\$604	\$500
\$5 to \$7.5 million	67	\$32,774	\$32,000	\$27,040	\$36,000	\$32,573	\$1,958	\$890
More than \$7.5 million	67	\$32,277	\$31,600	\$27,410	\$36,000	\$32,208	\$953	\$2,478
<b>BY GOLF-ONLY GROSS REVENUE OF FACILITY</b>								
Less than \$1 million	134	\$28,376	\$29,588	\$23,491	\$34,528	\$28,304	\$1,309	*
\$1 to \$2 million	172	\$30,485	\$30,000	\$25,307	\$35,000	\$30,407	\$923	\$3,854
\$2 to 3.5 million	58	\$32,932	\$31,843	\$27,514	\$37,440	\$32,839	\$1,190	\$1,180
\$3.5 to 5 million	16	\$33,401	\$33,280	\$28,667	\$38,000	\$33,287	\$684	\$2,000
More than \$5 million	13	\$30,525	\$29,668	\$25,272	\$35,360	\$30,453	\$250	\$1,000
<b>BY GEOGRAPHIC REGION</b>								
Northeast	28	\$30,918	\$33,000	\$25,000	\$38,000	\$30,918	*	*
East North Central	74	\$28,532	\$31,200	\$24,066	\$33,280	\$28,517	\$500	*
West North Central	41	\$28,323	\$29,380	\$24,960	\$33,626	\$28,255	\$407	*
South Atlantic	160	\$30,019	\$29,400	\$26,000	\$34,000	\$29,996	\$767	\$500
South Central	86	\$26,994	\$26,500	\$22,880	\$30,000	\$26,969	\$2,338	*
Mountain	63	\$35,829	\$34,500	\$30,576	\$41,600	\$35,552	\$2,270	\$3,026
Pacific	63	\$38,097	\$37,662	\$34,667	\$41,600	\$38,007	\$1,680	\$2,000

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<sup>‡</sup> Percentage of facilities reporting a value for this form of compensation



# Game Administration Head Golf Instructor

Total compensation  
Average: \$76,037  
Median: \$58,761

	Reporting Facilities	Total Compensation				Average Base Salary	Average Annual Bonus <sup>†</sup>	Average Annual Commission <sup>‡</sup>
		Average	Median	25th Percentile	75th Percentile			
<b>ALL FACILITIES</b>	169	\$76,037	\$58,761	\$41,473	\$77,968	\$43,367	\$3,280 12% <sup>†</sup>	\$52,199 64% <sup>‡</sup>
<b>BY NUMBER OF GOLF HOLES</b>								
9 holes	5	\$59,316	\$40,000	\$22,680	\$106,000	\$39,389	\$4,000	\$60,000
18 holes	123	\$60,725	\$56,911	\$41,376	\$73,823	\$41,417	\$2,444	\$31,117
27 holes	11	\$266,072	\$73,280	\$44,488	\$167,390	\$49,150	\$969	\$322,009
36 holes	25	\$69,020	\$59,846	\$48,629	\$85,000	\$48,457	\$5,412	\$32,353
More than 36 holes	6	\$88,286	\$75,000	\$32,669	\$135,000	\$55,173	\$10,173	\$45,250
<b>BY FACILITY TYPE</b>								
Daily Fee	16	\$53,575	\$48,211	\$24,000	\$70,000	\$41,260	\$3,020	\$39,366
Semi-private	11	\$43,935	\$40,000	\$25,000	\$52,000	\$33,332	\$5,780	\$34,320
Private - member owned	31	\$73,905	\$62,000	\$40,000	\$101,000	\$48,408	\$3,436	\$59,999
Private - investor owned	94	\$87,167	\$61,908	\$49,594	\$79,777	\$42,190	\$1,135	\$52,363
Resort	2	*	*	*	*	*	*	*
Muni/Military (owned by muni)	12	\$63,167	\$50,923	\$44,488	\$77,968	\$49,512	\$1,271	\$62,223
Muni/Military (self-managed)	1	*	*	*	*	*	*	*
<b>BY FACILITY CLASSIFICATION</b>								
Private	126	\$83,864	\$62,000	\$46,306	\$81,600	\$43,776	\$2,673	\$53,388
Public	43	\$53,232	\$48,211	\$25,000	\$70,000	\$42,156	\$3,925	\$42,697
<b>BY GROSS REVENUE OF FACILITY</b>								
Less than \$1 million	6	\$35,115	\$39,499	\$22,680	\$40,000	\$35,115	*	*
\$1 to \$2 million	19	\$51,440	\$49,594	\$25,000	\$58,761	\$33,117	\$2,319	\$26,277
\$2 to 3.5 million	15	\$57,259	\$50,000	\$40,000	\$70,122	\$37,795	\$2,460	\$34,597
\$3.5 to 5 million	12	\$66,047	\$56,052	\$41,473	\$81,600	\$49,195	\$4,660	\$28,028
\$5 to \$7.5 million	36	\$65,881	\$62,710	\$39,499	\$84,949	\$41,242	\$3,831	\$32,294
More than \$7.5 million	63	\$105,446	\$67,616	\$53,386	\$87,511	\$45,143	\$2,966	\$76,370
<b>BY GOLF-ONLY GROSS REVENUE OF FACILITY</b>								
Less than \$1 million	30	\$55,735	\$48,629	\$40,000	\$58,761	\$36,831	\$5,037	\$25,470
\$1 to \$2 million	83	\$87,844	\$60,782	\$41,996	\$79,777	\$40,067	\$1,521	\$63,923
\$2 to 3.5 million	20	\$71,193	\$70,434	\$51,910	\$85,117	\$49,897	\$1,466	\$36,509
\$3.5 to 5 million	12	\$75,119	\$58,656	\$40,000	\$101,127	\$40,763	\$8,353	\$60,792
More than \$5 million	5	\$95,893	\$96,918	\$73,287	\$100,839	\$71,019	\$20,000	\$41,185
<b>BY GEOGRAPHIC REGION</b>								
Northeast	8	\$56,224	\$46,306	\$40,000	\$72,346	\$41,097	\$3,463	\$27,320
East North Central	12	\$51,167	\$40,000	\$22,000	\$74,064	\$33,219	\$1,063	\$30,181
West North Central	6	\$52,107	\$56,911	\$35,000	\$72,887	\$35,531	\$600	\$31,183
South Atlantic	62	\$97,725	\$55,000	\$48,629	\$80,000	\$43,536	\$2,713	\$85,811
South Central	40	\$69,932	\$64,735	\$44,867	\$96,918	\$42,394	\$2,215	\$34,197
Mountain	17	\$61,798	\$46,208	\$40,000	\$67,326	\$49,609	\$20,000	\$26,435
Pacific	24	\$64,963	\$69,056	\$48,211	\$77,968	\$48,361	\$5,064	\$33,137

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<sup>‡</sup> Percentage of facilities reporting a value for this form of compensation



# Game Administration Director of Tennis

Total compensation  
Average: \$100,301  
Median: \$95,000

Reporting Facilities	Total Compensation				Average Base Salary	Average Annual Bonus <sup>†</sup>	Average Annual Commission <sup>‡</sup>	
	Average	Median	25th Percentile	75th Percentile				
<b>ALL FACILITIES</b>	84	\$100,301	\$95,000	\$68,736	\$123,600	\$65,117	\$18,747	\$45,528
<b>BY NUMBER OF GOLF HOLES</b>								
9 holes	1	*	*	*	*	*	*	*
18 holes	62	\$92,095	\$90,000	\$64,000	\$120,308	\$61,562	\$19,063	\$42,144
27 holes	7	\$134,695	\$79,631	\$62,044	\$230,000	\$72,516	\$15,488	\$75,989
36 holes	10	\$114,015	\$108,295	\$82,400	\$128,918	\$76,312	\$19,998	\$40,910
More than 36 holes	4	*	*	*	*	*	*	*
<b>BY FACILITY TYPE</b>								
Daily Fee	2	*	*	*	*	*	*	*
Semi-private	4	\$47,375	\$25,000	\$25,000	\$57,000	\$34,884	\$5,000	\$62,500
Private - member owned	31	\$97,203	\$84,000	\$65,000	\$123,600	\$72,062	\$10,329	\$55,138
Private - investor owned	43	\$112,465	\$103,000	\$85,000	\$128,648	\$63,367	\$21,533	\$41,154
Resort	3	*	*	*	*	*	*	*
Muni/Military (owned by muni)	1	*	*	*	*	*	*	*
Muni/Military (self-managed)	0	*	*	*	*	*	*	*
<b>BY FACILITY CLASSIFICATION</b>								
Private	74	\$105,998	\$99,728	\$74,000	\$124,664	\$66,962	\$18,846	\$45,239
Public	10	\$56,732	\$56,485	\$25,000	\$70,000	\$51,260	\$5,000	\$62,500
<b>BY GROSS REVENUE OF FACILITY</b>								
Less than \$1 million	4	*	*	*	*	*	*	*
\$1 to \$2 million	3	*	*	*	*	*	*	*
\$2 to 3.5 million	8	\$84,183	\$75,000	\$18,000	\$76,320	\$66,150	\$14,734	\$95,102
\$3.5 to 5 million	5	\$98,350	\$111,000	\$80,000	\$123,000	\$79,625	\$4,153	\$40,921
\$5 to \$7.5 million	11	\$79,754	\$71,561	\$58,000	\$99,728	\$51,209	\$19,298	\$27,404
More than \$7.5 million	43	\$122,064	\$114,706	\$93,196	\$142,850	\$66,847	\$19,714	\$49,283
<b>BY GOLF-ONLY GROSS REVENUE OF FACILITY</b>								
Less than \$1 million	13	\$81,499	\$71,000	\$58,000	\$123,600	\$62,837	\$6,312	\$47,945
\$1 to \$2 million	39	\$109,797	\$106,870	\$74,000	\$128,918	\$58,859	\$19,723	\$44,605
\$2 to 3.5 million	13	\$100,998	\$98,179	\$76,320	\$124,500	\$71,431	\$18,199	\$50,248
\$3.5 to 5 million	8	\$118,749	\$95,000	\$82,412	\$181,000	\$88,007	\$18,109	\$48,520
More than \$5 million	2	*	*	*	*	*	*	*
<b>BY GEOGRAPHIC REGION</b>								
Northeast	8	\$82,071	\$87,700	\$68,736	\$111,000	\$60,127	\$15,997	\$19,053
East North Central	3	*	*	*	*	*	*	*
West North Central	1	*	*	*	*	*	*	*
South Atlantic	38	\$102,384	\$98,720	\$74,000	\$123,600	\$67,117	\$16,795	\$51,904
South Central	24	\$95,926	\$90,000	\$62,044	\$128,918	\$59,856	\$22,666	\$41,069
Mountain	5	\$129,610	\$96,492	\$72,000	\$186,757	\$83,998	\$18,109	\$56,972
Pacific	5	\$129,404	\$119,253	\$85,000	\$138,128	\$81,863	\$23,185	\$63,148

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‡ Percentage of facilities reporting a value for this form of compensation



# Game Administration Head Tennis Professional

Total compensation  
Average: \$46,610  
Median: \$41,200

Reporting Facilities	Total Compensation				Average Base Salary	Average Annual Bonus <sup>†</sup>	Average Annual Commission <sup>‡</sup>	
	Average	Median	25th Percentile	75th Percentile				
<b>ALL FACILITIES</b>	98	\$46,610	\$41,200	\$29,994	\$57,311	\$41,826	\$2,760	\$41,826
<b>BY NUMBER OF GOLF HOLES</b>								
9 holes	1	*	*	*	*	*	*	*
18 holes	75	\$45,797	\$41,600	\$31,618	\$53,735	\$41,603	\$2,803	\$41,603
27 holes	10	\$39,885	\$9,360	\$6,181	\$77,335	\$42,013	\$1,599	\$42,013
36 holes	8	\$38,060	\$29,994	\$15,211	\$45,607	\$40,425	\$5,000	\$40,425
More than 36 holes	4	*	*	*	*	*	*	*
<b>BY FACILITY TYPE</b>								
Daily Fee	2	*	*	*	*	*	*	*
Semi-private	1	*	*	*	*	*	*	*
Private - member owned	27	\$61,910	\$51,295	\$41,200	\$100,000	\$47,611	\$2,886	\$47,611
Private - investor owned	62	\$39,800	\$34,320	\$16,998	\$51,396	\$38,798	\$1,952	\$38,798
Resort	4	*	*	*	*	*	*	*
Muni/Military (owned by muni)	2	*	*	*	*	*	*	*
Muni/Military (self-managed)	0	*	*	*	*	*	*	*
<b>BY FACILITY CLASSIFICATION</b>								
Private	88	\$46,460	\$41,200	\$24,960	\$57,500	\$42,034	\$2,655	\$42,034
Public	9	\$48,014	\$45,760	\$32,972	\$55,000	\$40,227	\$5,000	\$40,227
<b>BY GROSS REVENUE OF FACILITY</b>								
Less than \$1 million	2	*	*	*	*	*	*	*
\$1 to \$2 million	4	*	*	*	*	*	*	*
\$2 to 3.5 million	6	\$50,929	\$34,320	\$34,320	\$57,500	\$42,509	\$1,000	\$42,509
\$3.5 to 5 million	7	\$41,357	\$7,000	\$6,600	\$80,000	\$45,858	\$5,000	\$45,858
\$5 to \$7.5 million	15	\$26,390	\$24,820	\$6,181	\$38,480	\$33,543	*	\$33,543
More than \$7.5 million	44	\$54,832	\$45,607	\$31,592	\$74,271	\$41,609	\$2,900	\$41,609
<b>BY GOLF-ONLY GROSS REVENUE OF FACILITY</b>								
Less than \$1 million	12	\$34,806	\$24,820	\$6,600	\$48,000	\$44,048	\$2,400	\$44,048
\$1 to \$2 million	38	\$48,629	\$41,199	\$25,344	\$61,727	\$39,526	\$2,115	\$39,526
\$2 to 3.5 million	16	\$49,005	\$42,568	\$34,320	\$61,918	\$42,657	\$1,800	\$42,657
\$3.5 to 5 million	8	\$62,853	\$48,330	\$31,400	\$108,000	\$40,600	\$4,371	\$40,600
More than \$5 million	3	*	*	*	*	*	*	*
<b>BY GEOGRAPHIC REGION</b>								
Northeast	7	\$44,773	\$46,000	\$41,199	\$52,000	\$43,354	\$4,493	\$43,354
East North Central	6	\$45,807	\$51,295	\$45,726	\$59,880	\$45,664	*	\$45,664
West North Central	1	*	*	*	*	*	*	*
South Atlantic	35	\$47,799	\$42,568	\$30,160	\$58,657	\$40,543	\$3,317	\$40,543
South Central	27	\$38,277	\$24,960	\$6,600	\$45,374	\$38,341	\$1,634	\$38,341
Mountain	11	\$53,108	\$47,500	\$31,592	\$62,948	\$48,272	\$1,000	\$48,272
Pacific	11	\$57,639	\$49,275	\$34,320	\$52,000	\$40,402	\$2,660	\$40,402

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<sup>‡</sup> Percentage of facilities reporting a value for this form of compensation



# Game Administration Head Tennis Instructor

Total compensation  
Average: \$43,275  
Median: \$34,320

Reporting Facilities	Total Compensation				Average Base Salary	Average Annual Bonus <sup>†</sup>	Average Annual Commission <sup>†</sup>	
	Average	Median	25th Percentile	75th Percentile				
<b>ALL FACILITIES</b>	22	\$43,275	\$34,320	\$30,576	\$58,160	\$35,769	\$1,440	\$27,430
<b>BY NUMBER OF GOLF HOLES</b>								
9 holes	0	*	*	*	*	*	*	*
18 holes	15	\$41,065	\$34,320	\$30,000	\$41,600	\$34,848	\$1,816	\$25,446
27 holes	3	*	*	*	*	*	*	*
36 holes	3	*	*	*	*	*	*	*
More than 36 holes	0	*	*	*	*	*	*	*
<b>BY FACILITY TYPE</b>								
Daily Fee	0	*	*	*	*	*	*	*
Semi-private	1	*	*	*	*	*	*	*
Private - member owned	16	\$42,918	\$35,709	\$33,280	\$62,500	\$36,634	\$1,440	\$21,025
Private - investor owned	4	\$42,071	\$34,320	\$26,000	\$41,600	\$35,302	*	\$55,000
Resort	1	*	*	*	*	*	*	*
Muni/Military (owned by muni)	0	*	*	*	*	*	*	*
Muni/Military (self-managed)	0	*	*	*	*	*	*	*
<b>BY FACILITY CLASSIFICATION</b>								
Private	20	\$42,743	\$34,320	\$30,000	\$50,000	\$36,359	\$1,440	\$24,431
Public	2	*	*	*	*	*	*	*
<b>BY GROSS REVENUE OF FACILITY</b>								
Less than \$1 million	4	*	*	*	*	*	*	*
\$1 to \$2 million	0	*	*	*	*	*	*	*
\$2 to 3.5 million	3	*	*	*	*	*	*	*
\$3.5 to 5 million	3	*	*	*	*	*	*	*
\$5 to \$7.5 million	2	*	*	*	*	*	*	*
More than \$7.5 million	5	\$55,440	\$40,000	\$39,000	\$70,000	\$36,951	\$1,867	\$25,555
<b>BY GOLF-ONLY GROSS REVENUE OF FACILITY</b>								
Less than \$1 million	5	\$31,370	\$33,800	\$23,785	\$33,800	\$27,935	*	\$14,000
\$1 to \$2 million	5	\$43,564	\$40,000	\$26,000	\$68,771	\$33,445	\$1,320	\$20,624
\$2 to 3.5 million	5	\$50,828	\$41,600	\$36,400	\$62,500	\$40,089	\$1,755	\$39,167
\$3.5 to 5 million	1	*	*	*	*	*	*	*
More than \$5 million	0	*	*	*	*	*	*	*
<b>BY GEOGRAPHIC REGION</b>								
Northeast	1	*	*	*	*	*	*	*
East North Central	2	*	*	*	*	*	*	*
West North Central	1	*	*	*	*	*	*	*
South Atlantic	10	\$46,605	\$35,709	\$33,280	\$62,500	\$37,621	\$1,755	\$44,720
South Central	3	*	*	*	*	*	*	*
Mountain	2	*	*	*	*	*	*	*
Pacific	3	*	*	*	*	*	*	*

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<sup>‡</sup> Percentage of facilities reporting a value for this form of compensation



# Game Administration Athletic Director

Total compensation  
Average: \$76,472  
Median: \$76,110

Reporting Facilities	Total Compensation				Average Base Salary	Average Annual Bonus <sup>†</sup>	Average Annual Commission <sup>‡</sup>	
	Average	Median	25th Percentile	75th Percentile				
<b>ALL FACILITIES</b>	42	\$76,472	\$76,110	\$63,000	\$91,283	\$70,603	\$7,723	\$15,745
<b>BY NUMBER OF GOLF HOLES</b>								
9 holes	0	*	*	*	*	*	*	*
18 holes	33	\$73,038	\$69,300	\$61,800	\$87,360	\$67,738	\$7,078	\$12,948
27 holes	5	\$91,154	\$80,000	\$75,000	\$106,488	\$82,355	\$10,180	\$27,946
36 holes	2	*	*	*	*	*	*	*
More than 36 holes	1	*	*	*	*	*	*	*
<b>BY FACILITY TYPE</b>								
Daily Fee	1	*	*	*	*	*	*	*
Semi-private	2	*	*	*	*	*	*	*
Private - member owned	14	\$84,132	\$80,000	\$65,000	\$104,325	\$76,427	\$9,126	\$46,158
Private - investor owned	22	\$71,201	\$73,720	\$56,000	\$82,000	\$65,524	\$7,260	\$7,713
Resort	3	*	*	*	*	*	*	*
Muni/Military (owned by muni)	0	*	*	*	*	*	*	*
Muni/Military (self-managed)	0	*	*	*	*	*	*	*
<b>BY FACILITY CLASSIFICATION</b>								
Private	36	\$76,270	\$76,110	\$63,000	\$91,000	\$69,695	\$7,841	\$16,152
Public	6	\$77,730	\$75,000	\$62,525	\$91,936	\$76,188	\$4,000	\$9,580
<b>BY GROSS REVENUE OF FACILITY</b>								
Less than \$1 million	5	\$67,291	\$67,500	\$66,947	\$67,500	\$67,291	*	*
\$1 to \$2 million	0	*	*	*	*	*	*	*
\$2 to 3.5 million	4	*	*	*	*	*	*	*
\$3.5 to 5 million	3	*	*	*	*	*	*	*
\$5 to \$7.5 million	8	\$56,300	\$60,261	\$56,000	\$76,481	\$52,232	\$6,353	\$2,372
More than \$7.5 million	13	\$86,507	\$90,000	\$63,000	\$98,059	\$71,016	\$7,656	\$23,889
<b>BY GOLF-ONLY GROSS REVENUE OF FACILITY</b>								
Less than \$1 million	8	\$69,033	\$67,500	\$66,947	\$76,481	\$67,002	\$6,864	\$977
\$1 to \$2 million	12	\$74,586	\$80,000	\$56,000	\$106,488	\$61,168	\$8,388	\$19,193
\$2 to 3.5 million	9	\$89,931	\$91,283	\$78,000	\$100,000	\$83,925	\$6,467	\$14,125
\$3.5 to 5 million	4	*	*	*	*	*	*	*
More than \$5 million	1	*	*	*	*	*	*	*
<b>BY GEOGRAPHIC REGION</b>								
Northeast	1	*	*	*	*	*	*	*
East North Central	0	*	*	*	*	*	*	*
West North Central	3	*	*	*	*	*	*	*
South Atlantic	15	\$78,466	\$76,110	\$66,947	\$87,360	\$73,164	\$5,208	\$24,585
South Central	9	\$61,944	\$63,000	\$38,000	\$93,918	\$57,045	\$8,470	\$8,118
Mountain	12	\$83,840	\$73,710	\$67,500	\$91,936	\$77,441	\$9,612	\$34,975
Pacific	3	*	*	*	*	*	*	*

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<sup>‡</sup> Percentage of facilities reporting a value for this form of compensation



# Sales & Marketing Sales and Marketing Director

Total compensation  
Average: \$80,642  
Median: \$80,000

Reporting Facilities	Total Compensation				Average Base Salary	Average Annual Bonus <sup>†</sup>	Average Annual Commission <sup>‡</sup>	
	Average	Median	25th Percentile	75th Percentile				
<b>ALL FACILITIES</b>	209	\$80,642	\$80,000	\$62,176	\$100,000	\$63,876	\$5,638	\$26,392
<b>BY NUMBER OF GOLF HOLES</b>								
9 holes	4	*	*	*	*	*	*	*
18 holes	155	\$79,680	\$78,937	\$62,000	\$99,875	\$63,291	\$5,662	\$25,126
27 holes	22	\$77,324	\$70,500	\$66,847	\$83,535	\$63,228	\$3,956	\$25,792
36 holes	22	\$87,802	\$86,993	\$63,060	\$106,076	\$65,971	\$6,708	\$33,747
More than 36 holes	7	\$96,912	\$90,816	\$83,000	\$117,676	\$70,849	\$8,316	\$40,441
<b>BY FACILITY TYPE</b>								
Daily Fee	36	\$69,042	\$64,000	\$52,000	\$85,200	\$56,941	\$5,052	\$28,761
Semi-private	12	\$54,240	\$50,000	\$35,000	\$74,612	\$48,335	\$12,643	\$9,357
Private - member owned	26	\$88,773	\$86,000	\$69,539	\$105,442	\$79,545	\$6,414	\$18,530
Private - investor owned	122	\$86,092	\$82,521	\$69,091	\$100,727	\$64,083	\$5,538	\$27,357
Resort	4	*	*	*	*	*	*	*
Muni/Military (owned by muni)	5	\$75,285	\$70,000	\$39,500	\$100,000	\$64,140	\$5,844	\$36,567
Muni/Military (self-managed)	5	\$68,375	\$70,500	\$70,500	\$70,500	\$67,933	\$500	*
<b>BY FACILITY CLASSIFICATION</b>								
Private	148	\$86,562	\$83,000	\$69,234	\$102,595	\$66,791	\$5,636	\$26,453
Public	61	\$66,393	\$64,957	\$49,000	\$82,016	\$56,862	\$5,648	\$26,084
<b>BY GROSS REVENUE OF FACILITY</b>								
Less than \$1 million	4	*	*	*	*	*	*	*
\$1 to \$2 million	14	\$77,328	\$70,500	\$55,000	\$113,000	\$67,919	\$2,087	\$56,500
\$2 to 3.5 million	24	\$62,454	\$66,950	\$42,000	\$82,246	\$52,145	\$6,894	\$15,441
\$3.5 to 5 million	19	\$65,387	\$66,500	\$48,186	\$78,514	\$52,771	\$4,372	\$18,497
\$5 to \$7.5 million	49	\$83,018	\$82,521	\$67,000	\$100,000	\$60,950	\$5,347	\$26,044
More than \$7.5 million	73	\$93,671	\$93,500	\$75,000	\$111,822	\$69,316	\$6,235	\$31,174
<b>BY GOLF-ONLY GROSS REVENUE OF FACILITY</b>								
Less than \$1 million	44	\$79,218	\$78,631	\$69,091	\$88,643	\$60,119	\$4,228	\$21,495
\$1 to \$2 million	86	\$82,694	\$83,000	\$62,176	\$100,683	\$63,154	\$5,766	\$27,118
\$2 to 3.5 million	29	\$76,207	\$75,350	\$50,510	\$100,106	\$61,744	\$5,327	\$26,788
\$3.5 to 5 million	13	\$85,927	\$82,247	\$69,333	\$111,840	\$66,376	\$7,730	\$34,061
More than \$5 million	10	\$97,345	\$100,000	\$82,500	\$120,965	\$68,482	\$8,909	\$45,780
<b>BY GEOGRAPHIC REGION</b>								
Northeast	17	\$84,886	\$87,360	\$52,000	\$106,363	\$69,631	\$7,001	\$26,965
East North Central	36	\$77,207	\$78,631	\$58,700	\$99,238	\$58,530	\$3,965	\$27,862
West North Central	9	\$73,177	\$72,000	\$54,000	\$84,975	\$66,238	\$6,427	\$34,905
South Atlantic	56	\$70,393	\$69,539	\$55,000	\$84,000	\$56,137	\$5,627	\$22,194
South Central	40	\$85,626	\$80,300	\$63,250	\$105,550	\$64,032	\$5,222	\$27,773
Mountain	25	\$85,966	\$80,000	\$68,900	\$105,442	\$70,592	\$7,196	\$32,109
Pacific	26	\$95,047	\$100,000	\$83,200	\$105,785	\$76,959	\$6,121	\$25,141

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<sup>‡</sup> Percentage of facilities reporting a value for this form of compensation



# Sales & Marketing Membership Director

Total compensation  
Average: \$86,247  
Median: \$84,400

Reporting Facilities	Total Compensation				Average Base Salary	Average Annual Bonus <sup>†</sup>	Average Annual Commission <sup>‡</sup>	
	Average	Median	25th Percentile	75th Percentile				
<b>ALL FACILITIES</b>	199	\$86,247	\$84,400	\$72,100	\$101,950	\$62,429	\$5,727	\$34,849
<b>BY NUMBER OF GOLF HOLES</b>								
9 holes	0	*	*	*	*	*	*	*
18 holes	158	\$85,718	\$84,400	\$72,000	\$102,500	\$62,465	\$5,269	\$33,674
27 holes	14	\$89,518	\$80,317	\$75,764	\$97,250	\$61,110	\$6,677	\$34,660
36 holes	22	\$84,212	\$84,352	\$76,000	\$90,750	\$62,619	\$5,973	\$38,229
More than 36 holes	5	\$91,960	\$89,108	\$86,314	\$100,000	\$61,943	\$12,014	\$47,645
<b>BY FACILITY TYPE</b>								
Daily Fee	6	\$71,319	\$67,500	\$62,400	\$74,680	\$70,354	*	\$10,000
Semi-private	9	\$54,141	\$45,000	\$37,500	\$82,000	\$44,569	\$6,141	\$30,802
Private - member owned	50	\$86,188	\$82,500	\$71,308	\$100,313	\$74,106	\$6,727	\$32,176
Private - investor owned	127	\$90,108	\$89,400	\$78,000	\$104,975	\$58,682	\$5,456	\$35,610
Resort	5	\$68,296	\$72,000	\$60,502	\$77,983	\$65,738	\$5,495	\$20,000
Muni/Military (owned by muni)	1	*	*	*	*	*	*	*
Muni/Military (self-managed)	0	*	*	*	*	*	*	*
<b>BY FACILITY CLASSIFICATION</b>								
Private	178	\$88,997	\$86,314	\$75,000	\$104,975	\$62,998	\$5,719	\$35,116
Public	21	\$62,762	\$65,000	\$45,000	\$77,983	\$57,625	\$6,051	\$25,770
<b>BY GROSS REVENUE OF FACILITY</b>								
Less than \$1 million	4	*	*	*	*	*	*	*
\$1 to \$2 million	4	*	*	*	*	*	*	*
\$2 to \$3.5 million	16	\$77,186	\$80,000	\$68,640	\$84,352	\$66,563	\$7,192	\$22,805
\$3.5 to 5 million	26	\$76,459	\$76,000	\$72,000	\$86,712	\$54,465	\$4,337	\$33,289
\$5 to \$7.5 million	52	\$83,858	\$84,872	\$75,837	\$91,000	\$55,603	\$4,696	\$32,157
More than \$7.5 million	65	\$102,821	\$101,950	\$89,108	\$116,000	\$65,545	\$7,104	\$39,492
<b>BY GOLF-ONLY GROSS REVENUE OF FACILITY</b>								
Less than \$1 million	27	\$87,985	\$84,342	\$80,000	\$100,313	\$59,578	\$5,958	\$29,464
\$1 to \$2 million	92	\$93,116	\$90,389	\$80,837	\$105,766	\$59,111	\$5,148	\$36,130
\$2 to \$3.5 million	29	\$81,768	\$78,079	\$65,000	\$108,175	\$65,423	\$6,423	\$37,662
\$3.5 to 5 million	11	\$86,866	\$85,000	\$70,000	\$101,410	\$69,276	\$9,619	\$38,198
More than \$5 million	6	\$80,128	\$89,108	\$60,000	\$107,100	\$58,774	\$9,789	\$40,766
<b>BY GEOGRAPHIC REGION</b>								
Northeast	15	\$92,567	\$105,000	\$72,000	\$111,279	\$60,467	\$5,811	\$43,138
East North Central	17	\$75,969	\$80,905	\$65,000	\$85,000	\$51,189	\$4,450	\$34,994
West North Central	10	\$81,946	\$82,500	\$55,150	\$95,000	\$62,262	\$4,899	\$24,765
South Atlantic	73	\$80,761	\$80,837	\$70,000	\$92,400	\$59,359	\$6,203	\$33,913
South Central	38	\$90,920	\$86,712	\$82,200	\$101,410	\$59,549	\$5,209	\$35,443
Mountain	21	\$85,426	\$77,500	\$65,920	\$106,650	\$68,551	\$5,896	\$41,419
Pacific	24	\$100,984	\$102,500	\$78,000	\$116,500	\$79,399	\$6,553	\$31,583

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<sup>‡</sup> Percentage of facilities reporting a value for this form of compensation



# Sales & Marketing Communications Manager

Total compensation  
Average: \$52,880  
Median: \$50,000

Reporting Facilities	Total Compensation				Average Base Salary	Average Annual Bonus <sup>†</sup>	Average Annual Commission <sup>‡</sup>			
	Average	Median	25th Percentile	75th Percentile						
<b>ALL FACILITIES</b>	130	\$52,880	\$50,000	\$40,000	\$65,000	\$52,170	\$5,417	13% <sup>†</sup>	0% <sup>‡</sup>	
<b>BY NUMBER OF GOLF HOLES</b>										
9 holes	2	*	*	*	*	*	*	*	*	
18 holes	94	\$52,644	\$50,000	\$40,000	\$62,000	\$52,051	\$4,448	*	*	
27 holes	16	\$47,617	\$46,000	\$34,667	\$65,000	\$46,510	\$9,844	*	*	
36 holes	15	\$61,431	\$60,000	\$40,000	\$82,500	\$60,725	\$9,546	*	*	
More than 36 holes	4	*	*	*	*	*	*	*	*	
<b>BY FACILITY TYPE</b>										
Daily Fee	11	\$56,661	\$60,000	\$40,000	\$65,000	\$56,410	\$2,500	*	*	
Semi-private	4	*	*	*	*	*	*	*	*	
Private - member owned	28	\$71,366	\$72,100	\$62,000	\$83,264	\$68,896	\$5,953	*	*	
Private - investor owned	84	\$46,813	\$46,000	\$39,500	\$54,000	\$46,570	\$4,742	*	*	
Resort	2	*	*	*	*	*	*	*	*	
Muni/Military (owned by muni)	2	*	*	*	*	*	*	*	*	
Muni/Military (self-managed)	0	*	*	*	*	*	*	*	*	
<b>BY FACILITY CLASSIFICATION</b>										
Private	112	\$52,975	\$50,000	\$40,000	\$63,000	\$52,173	\$5,627	*	*	
Public	19	\$52,307	\$53,000	\$36,000	\$65,000	\$52,153	\$2,500	*	*	
<b>BY GROSS REVENUE OF FACILITY</b>										
Less than \$1 million	4	*	*	*	*	*	*	*	*	
\$1 to \$2 million	14	\$42,145	\$42,000	\$32,500	\$46,000	\$41,938	\$2,500	*	*	
\$2 to 3.5 million	10	\$47,072	\$41,600	\$40,000	\$60,000	\$47,072	*	*	*	
\$3.5 to 5 million	14	\$57,158	\$61,000	\$50,000	\$62,000	\$56,847	\$4,000	*	*	
\$5 to \$7.5 million	22	\$47,607	\$46,000	\$34,000	\$62,000	\$47,506	\$1,237	*	*	
More than \$7.5 million	52	\$52,453	\$47,000	\$40,000	\$58,000	\$50,998	\$6,744	*	*	
<b>BY GOLF-ONLY GROSS REVENUE OF FACILITY</b>										
Less than \$1 million	24	\$57,267	\$50,000	\$46,000	\$66,650	\$55,962	\$6,370	*	*	
\$1 to \$2 million	62	\$46,082	\$42,000	\$36,000	\$54,000	\$45,545	\$4,380	*	*	
\$2 to 3.5 million	18	\$53,836	\$50,000	\$40,000	\$71,820	\$53,407	\$5,095	*	*	
\$3.5 to 5 million	8	\$64,807	\$60,000	\$49,513	\$82,500	\$62,649	\$8,308	*	*	
More than \$5 million	4	*	*	*	*	*	*	*	*	
<b>BY GEOGRAPHIC REGION</b>										
Northeast	10	\$60,809	\$62,000	\$40,000	\$72,700	\$59,735	\$3,701	*	*	
East North Central	12	\$42,557	\$40,000	\$36,000	\$41,600	\$41,854	\$3,411	*	*	
West North Central	3	*	*	*	*	*	*	*	*	
South Atlantic	39	\$55,996	\$55,000	\$40,000	\$66,650	\$54,663	\$6,359	*	*	
South Central	37	\$45,093	\$45,333	\$36,000	\$51,000	\$44,927	\$6,354	*	*	
Mountain	13	\$59,462	\$53,750	\$49,920	\$72,100	\$59,462	*	*	*	
Pacific	16	\$60,584	\$60,191	\$47,778	\$72,842	\$60,107	\$5,962	*	*	

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‡ Percentage of facilities reporting a value for this form of compensation



# Food & Beverage Lead Food & Beverage Manager

Total compensation  
Average: \$74,604  
Median: \$75,000

Reporting Facilities	Total Compensation				Average Base Salary	Average Annual Bonus <sup>†</sup>	Average Annual Commission <sup>‡</sup>	
	Average	Median	25th Percentile	75th Percentile				
<b>ALL FACILITIES</b>	510	\$74,604	\$75,000	\$55,000	\$92,000	\$71,545	\$6,443	\$7,806
<b>BY NUMBER OF GOLF HOLES</b>								
9 holes	5	\$81,197	\$77,968	\$52,000	\$101,000	\$77,441	\$7,544	*
18 holes	407	\$73,544	\$74,438	\$55,000	\$90,550	\$70,695	\$6,057	\$7,426
27 holes	43	\$79,165	\$77,968	\$60,000	\$95,000	\$75,643	\$7,869	*
36 holes	45	\$78,665	\$74,000	\$60,000	\$99,000	\$74,679	\$7,873	\$10,067
More than 36 holes	8	\$75,923	\$73,228	\$60,950	\$104,500	\$70,507	\$7,339	\$6,200
<b>BY FACILITY TYPE</b>								
Daily Fee	110	\$60,802	\$60,000	\$44,000	\$75,000	\$58,411	\$5,001	\$9,935
Semi-private	58	\$59,206	\$50,000	\$45,000	\$68,000	\$56,227	\$5,231	\$6,131
Private - member owned	92	\$86,793	\$85,000	\$68,000	\$102,500	\$83,550	\$6,638	\$2,541
Private - investor owned	184	\$85,820	\$85,800	\$73,150	\$99,000	\$81,612	\$7,468	\$4,072
Resort	10	\$71,587	\$75,000	\$65,000	\$83,400	\$70,292	\$4,849	\$4,297
Muni/Military (owned by muni)	43	\$63,850	\$60,000	\$50,000	\$77,968	\$62,861	\$3,405	\$32,597
Muni/Military (self-managed)	14	\$52,432	\$49,920	\$49,920	\$55,000	\$52,035	\$10,300	*
<b>BY FACILITY CLASSIFICATION</b>								
Private	276	\$86,145	\$85,030	\$70,000	\$99,000	\$82,259	\$7,214	\$3,619
Public	233	\$60,928	\$58,000	\$46,250	\$75,000	\$58,800	\$4,895	\$10,022
<b>BY GROSS REVENUE OF FACILITY</b>								
Less than \$1 million	24	\$56,973	\$49,920	\$26,600	\$73,167	\$55,583	\$4,023	\$5,000
\$1 to \$2 million	78	\$55,477	\$52,500	\$45,000	\$62,315	\$53,697	\$4,636	\$500
\$2 to 3.5 million	90	\$65,398	\$60,000	\$50,000	\$78,750	\$62,769	\$4,836	\$13,078
\$3.5 to 5 million	56	\$76,946	\$75,000	\$60,000	\$90,000	\$73,541	\$6,309	\$6,631
\$5 to \$7.5 million	79	\$81,435	\$83,200	\$68,000	\$94,000	\$76,769	\$6,505	\$3,589
More than \$7.5 million	83	\$99,076	\$97,266	\$83,000	\$112,000	\$92,344	\$8,515	\$7,790
<b>BY GOLF-ONLY GROSS REVENUE OF FACILITY</b>								
Less than \$1 million	93	\$71,748	\$73,167	\$50,000	\$93,501	\$68,221	\$6,653	\$5,000
\$1 to \$2 million	185	\$73,047	\$73,150	\$52,500	\$93,500	\$69,093	\$6,333	\$6,438
\$2 to 3.5 million	90	\$74,050	\$72,000	\$55,000	\$91,728	\$71,172	\$5,647	\$12,206
\$3.5 to 5 million	23	\$92,853	\$92,500	\$70,000	\$110,000	\$87,687	\$8,319	\$4,865
More than \$5 million	15	\$83,209	\$78,400	\$60,000	\$92,500	\$77,756	\$8,961	\$6,487
<b>BY GEOGRAPHIC REGION</b>								
Northeast	37	\$83,260	\$88,000	\$64,000	\$99,000	\$79,208	\$6,667	\$2,206
East North Central	66	\$63,622	\$63,438	\$46,000	\$83,200	\$61,556	\$4,620	\$16,692
West North Central	45	\$65,101	\$60,789	\$54,000	\$70,000	\$63,181	\$5,044	\$5,011
South Atlantic	150	\$71,807	\$71,372	\$53,000	\$87,250	\$68,307	\$6,673	\$6,875
South Central	81	\$75,071	\$75,000	\$55,000	\$93,500	\$71,020	\$7,160	\$6,692
Mountain	75	\$81,597	\$80,030	\$63,860	\$95,667	\$79,229	\$7,086	\$6,667
Pacific	55	\$87,296	\$90,000	\$75,000	\$103,523	\$84,450	\$7,368	\$15,223

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<sup>‡</sup> Percentage of facilities reporting a value for this form of compensation



# Food & Beverage Assistant Food & Beverage Manager

Total compensation  
Average: \$48,076  
Median: \$47,500

Reporting Facilities	Total Compensation				Average Base Salary	Average Annual Bonus <sup>†</sup>	Average Annual Commission <sup>‡</sup>	
	Average	Median	25th Percentile	75th Percentile				
<b>ALL FACILITIES</b>	250	\$48,076	\$47,500	\$35,000	\$60,320	\$46,967	\$3,493	\$6,039
<b>BY NUMBER OF GOLF HOLES</b>								
9 holes	6	\$46,745	\$40,000	\$40,000	\$60,320	\$46,283	\$2,000	*
18 holes	198	\$46,990	\$46,000	\$35,000	\$58,500	\$45,999	\$2,945	\$6,639
27 holes	16	\$60,127	\$62,400	\$41,600	\$76,475	\$57,361	\$7,152	\$6,690
36 holes	24	\$49,101	\$45,900	\$34,500	\$66,560	\$47,942	\$4,307	\$3,422
More than 36 holes	6	\$48,758	\$55,000	\$30,000	\$65,000	\$47,780	\$2,612	\$3,100
<b>BY FACILITY TYPE</b>								
Daily Fee	31	\$48,905	\$47,840	\$37,440	\$60,000	\$47,506	\$2,673	\$4,880
Semi-private	28	\$41,851	\$45,000	\$35,000	\$52,000	\$41,520	\$4,500	*
Private - member owned	44	\$63,201	\$64,156	\$55,000	\$70,782	\$60,688	\$3,409	\$3,661
Private - investor owned	127	\$43,553	\$41,600	\$30,400	\$54,000	\$42,749	\$4,186	\$10,463
Resort	4	*	*	*	*	*	*	*
Muni/Military (owned by muni)	9	\$47,674	\$41,600	\$34,000	\$55,120	\$46,991	\$774	\$7,643
Muni/Military (self-managed)	7	\$50,762	\$47,680	\$47,680	\$52,000	\$50,209	\$7,650	*
<b>BY FACILITY CLASSIFICATION</b>								
Private	171	\$48,617	\$46,000	\$34,000	\$64,156	\$47,372	\$3,659	\$6,453
Public	79	\$46,909	\$47,680	\$39,000	\$55,000	\$46,093	\$2,978	\$5,154
<b>BY GROSS REVENUE OF FACILITY</b>								
Less than \$1 million	8	\$50,228	\$47,680	\$40,000	\$47,680	\$49,168	\$4,807	*
\$1 to \$2 million	41	\$41,438	\$39,520	\$35,000	\$45,000	\$41,289	\$2,770	*
\$2 to 3.5 million	40	\$47,614	\$50,000	\$34,500	\$60,795	\$46,161	\$2,382	\$5,738
\$3.5 to 5 million	28	\$48,382	\$45,900	\$43,680	\$60,000	\$47,255	\$2,196	\$9,463
\$5 to \$7.5 million	44	\$45,905	\$49,920	\$33,280	\$55,000	\$44,825	\$2,035	\$5,311
More than \$7.5 million	70	\$51,216	\$50,000	\$32,833	\$68,000	\$49,421	\$5,028	\$5,933
<b>BY GOLF-ONLY GROSS REVENUE OF FACILITY</b>								
Less than \$1 million	57	\$46,194	\$45,000	\$37,440	\$53,935	\$45,308	\$3,120	\$5,000
\$1 to \$2 million	107	\$44,477	\$41,600	\$30,000	\$60,000	\$43,465	\$3,801	\$5,911
\$2 to 3.5 million	40	\$51,419	\$50,000	\$40,000	\$66,000	\$50,044	\$2,554	\$6,750
\$3.5 to 5 million	15	\$57,382	\$57,409	\$33,280	\$81,842	\$54,246	\$5,557	\$9,935
More than \$5 million	10	\$52,013	\$55,000	\$45,089	\$66,950	\$50,345	\$4,237	\$1,602
<b>BY GEOGRAPHIC REGION</b>								
Northeast	25	\$50,935	\$52,000	\$40,170	\$55,000	\$49,717	\$2,518	\$5,152
East North Central	23	\$42,155	\$40,000	\$30,333	\$47,840	\$41,066	\$3,965	\$12,000
West North Central	24	\$49,394	\$52,000	\$39,520	\$60,000	\$46,902	\$2,708	\$6,056
South Atlantic	69	\$47,024	\$46,000	\$30,000	\$62,400	\$45,863	\$4,987	\$7,300
South Central	52	\$40,845	\$37,440	\$32,000	\$49,920	\$40,188	\$5,086	\$3,802
Mountain	38	\$54,688	\$55,120	\$40,040	\$67,000	\$53,718	\$2,345	\$8,305
Pacific	19	\$59,698	\$54,000	\$50,000	\$77,648	\$59,105	\$3,163	*

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<sup>‡</sup> Percentage of facilities reporting a value for this form of compensation



# Food & Beverage Head Chef

Total compensation  
Average: \$81,109  
Median: \$77,000

Reporting Facilities	Total Compensation				Average Base Salary	Average Annual Bonus <sup>†</sup>	Average Annual Commission <sup>‡</sup>	
	Average	Median	25th Percentile	75th Percentile				
<b>ALL FACILITIES</b>	383	\$81,109	\$77,000	\$60,375	\$96,300	\$78,109	\$5,893	\$5,770
<b>BY NUMBER OF GOLF HOLES</b>								
9 holes	9	\$59,831	\$50,000	\$36,000	\$88,000	\$56,718	\$7,015	\$11,000
18 holes	317	\$80,728	\$76,250	\$60,375	\$95,500	\$77,883	\$5,487	\$5,391
27 holes	25	\$83,816	\$78,000	\$62,762	\$100,786	\$79,889	\$8,466	*
36 holes	24	\$90,060	\$85,000	\$67,000	\$113,000	\$86,029	\$6,853	\$6,813
More than 36 holes	7	\$85,575	\$71,000	\$66,045	\$95,956	\$83,197	\$7,939	*
<b>BY FACILITY TYPE</b>								
Daily Fee	50	\$60,336	\$55,000	\$48,000	\$72,000	\$58,825	\$2,767	\$8,967
Semi-private	50	\$61,391	\$60,000	\$50,000	\$72,000	\$60,180	\$3,978	\$4,083
Private - member owned	65	\$99,670	\$93,500	\$78,000	\$118,000	\$95,571	\$8,560	\$4,345
Private - investor owned	205	\$85,720	\$83,750	\$70,000	\$101,175	\$82,327	\$5,563	\$6,884
Resort	6	\$73,437	\$71,000	\$65,000	\$80,000	\$72,522	\$3,076	*
Muni/Military (owned by muni)	6	\$63,602	\$55,330	\$55,000	\$60,000	\$62,667	\$3,373	*
Muni/Military (self-managed)	1	*	*	*	*	*	*	*
<b>BY FACILITY CLASSIFICATION</b>								
Private	271	\$89,092	\$85,000	\$70,000	\$105,000	\$85,459	\$6,415	\$5,062
Public	112	\$61,838	\$60,000	\$50,000	\$72,000	\$60,487	\$3,374	\$7,316
<b>BY GROSS REVENUE OF FACILITY</b>								
Less than \$1 million	8	\$58,899	\$40,000	\$36,000	\$100,000	\$58,899	*	*
\$1 to \$2 million	65	\$64,045	\$65,000	\$50,000	\$73,500	\$62,704	\$3,232	*
\$2 to 3.5 million	60	\$65,595	\$60,000	\$54,500	\$80,000	\$63,955	\$3,752	\$5,337
\$3.5 to 5 million	46	\$76,931	\$73,950	\$65,000	\$90,000	\$74,107	\$5,047	\$6,636
\$5 to \$7.5 million	80	\$87,345	\$85,800	\$69,683	\$102,750	\$83,660	\$5,267	\$2,828
More than \$7.5 million	96	\$102,300	\$99,000	\$79,250	\$121,000	\$97,402	\$8,090	\$6,693
<b>BY GOLF-ONLY GROSS REVENUE OF FACILITY</b>								
Less than \$1 million	107	\$76,052	\$73,500	\$57,000	\$90,000	\$73,478	\$4,914	\$5,000
\$1 to \$2 million	161	\$84,706	\$82,000	\$62,762	\$102,750	\$81,060	\$6,252	\$6,074
\$2 to 3.5 million	50	\$75,514	\$70,000	\$57,750	\$86,000	\$72,468	\$5,441	\$6,269
\$3.5 to 5 million	20	\$90,055	\$91,000	\$64,375	\$106,400	\$88,497	\$9,280	\$1,759
More than \$5 million	15	\$95,533	\$88,000	\$71,000	\$124,500	\$91,523	\$5,795	\$12,500
<b>BY GEOGRAPHIC REGION</b>								
Northeast	43	\$90,900	\$82,833	\$69,000	\$109,500	\$86,616	\$8,100	\$3,099
East North Central	50	\$70,418	\$67,125	\$51,500	\$86,913	\$68,526	\$3,290	\$8,645
West North Central	30	\$72,960	\$66,000	\$57,000	\$88,740	\$71,193	\$4,075	\$4,043
South Atlantic	100	\$78,913	\$72,750	\$60,225	\$88,000	\$75,704	\$6,412	\$992
South Central	82	\$81,795	\$79,250	\$64,574	\$100,000	\$78,621	\$5,302	\$6,385
Mountain	46	\$86,967	\$89,467	\$67,600	\$106,995	\$85,078	\$6,969	\$12,500
Pacific	31	\$89,420	\$88,167	\$70,000	\$112,000	\$84,834	\$6,304	\$8,490

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<sup>‡</sup> Percentage of facilities reporting a value for this form of compensation



# Food & Beverage Lead Cook

Total compensation  
Average: \$47,335  
Median: \$44,000

Reporting Facilities	Total Compensation				Average Base Salary	Average Annual Bonus <sup>†</sup>	Average Annual Commission <sup>‡</sup>	
	Average	Median	25th Percentile	75th Percentile				
<b>ALL FACILITIES</b>	507	\$47,335	\$44,000	\$37,250	\$55,000	\$47,055	\$2,596	\$47,055
							13% <sup>†</sup>	2% <sup>‡</sup>
<b>BY NUMBER OF GOLF HOLES</b>								
9 holes	10	\$43,086	\$40,000	\$40,000	\$50,000	\$42,166	\$2,866	\$42,166
18 holes	414	\$47,250	\$44,000	\$37,417	\$55,000	\$46,991	\$2,452	\$46,991
27 holes	37	\$48,255	\$44,833	\$40,000	\$54,080	\$48,014	\$3,756	\$48,014
36 holes	39	\$48,870	\$42,800	\$35,880	\$60,000	\$48,497	\$3,520	\$48,497
More than 36 holes	6	\$44,991	\$39,968	\$35,111	\$50,000	\$44,701	\$5,000	\$44,701
<b>BY FACILITY TYPE</b>								
Daily Fee	87	\$42,808	\$39,520	\$36,000	\$47,500	\$42,575	\$1,290	\$42,575
Semi-private	52	\$39,693	\$37,250	\$32,000	\$46,000	\$39,427	\$1,471	\$39,427
Private - member owned	99	\$59,632	\$59,000	\$47,840	\$72,467	\$59,189	\$3,552	\$59,189
Private - investor owned	239	\$45,648	\$43,000	\$37,500	\$49,400	\$45,449	\$2,147	\$45,449
Resort	9	\$47,653	\$46,000	\$30,900	\$65,000	\$47,635	\$712	\$47,635
Muni/Military (owned by muni)	15	\$48,626	\$47,841	\$41,600	\$57,200	\$48,483	\$4,164	\$48,483
Muni/Military (self-managed)	6	\$39,737	\$32,200	\$32,200	\$50,000	\$39,737	*	\$39,737
<b>BY FACILITY CLASSIFICATION</b>								
Private	338	\$49,746	\$45,067	\$39,556	\$58,000	\$49,442	\$3,045	\$49,442
Public	169	\$42,507	\$40,000	\$34,445	\$49,920	\$42,292	\$1,453	\$42,292
<b>BY GROSS REVENUE OF FACILITY</b>								
Less than \$1 million	19	\$42,988	\$40,000	\$32,200	\$48,300	\$42,988	*	\$42,988
\$1 to \$2 million	76	\$37,531	\$35,000	\$31,375	\$44,500	\$37,425	\$876	\$37,425
\$2 to 3.5 million	88	\$44,308	\$41,000	\$35,360	\$50,000	\$44,017	\$1,653	\$44,017
\$3.5 to 5 million	59	\$47,855	\$44,571	\$37,440	\$55,000	\$47,153	\$2,377	\$47,153
\$5 to \$7.5 million	88	\$46,251	\$44,000	\$39,000	\$50,000	\$45,945	\$1,798	\$45,945
More than \$7.5 million	94	\$51,143	\$45,556	\$39,889	\$55,000	\$50,766	\$4,702	\$50,766
<b>BY GOLF-ONLY GROSS REVENUE OF FACILITY</b>								
Less than \$1 million	123	\$42,792	\$40,000	\$33,577	\$48,000	\$42,386	\$2,949	\$42,386
\$1 to \$2 million	180	\$44,580	\$42,800	\$36,500	\$48,920	\$44,403	\$2,590	\$44,403
\$2 to 3.5 million	78	\$48,796	\$44,389	\$37,440	\$59,460	\$48,387	\$1,747	\$48,387
\$3.5 to 5 million	23	\$52,346	\$48,491	\$40,000	\$66,420	\$51,695	\$2,496	\$51,695
More than \$5 million	17	\$49,076	\$44,000	\$37,846	\$55,000	\$48,125	\$3,885	\$48,125
<b>BY GEOGRAPHIC REGION</b>								
Northeast	47	\$54,794	\$52,001	\$43,714	\$66,500	\$53,860	\$2,895	\$53,860
East North Central	58	\$43,255	\$42,432	\$35,333	\$50,000	\$43,023	\$1,557	\$43,023
West North Central	33	\$43,782	\$46,000	\$35,000	\$50,140	\$43,493	\$2,070	\$43,493
South Atlantic	153	\$47,198	\$42,250	\$37,250	\$51,000	\$46,869	\$2,501	\$46,869
South Central	102	\$41,425	\$39,260	\$34,008	\$47,424	\$41,197	\$1,941	\$41,197
Mountain	67	\$51,384	\$47,133	\$41,600	\$63,900	\$51,252	\$3,849	\$51,252
Pacific	47	\$54,858	\$53,040	\$46,384	\$62,400	\$55,172	\$3,251	\$55,172

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<sup>‡</sup> Percentage of facilities reporting a value for this form of compensation



# Food & Beverage Catering Manager

Total compensation  
Average: \$58,961  
Median: \$58,000

Reporting Facilities	Total Compensation				Average Base Salary	Average Annual Bonus <sup>†</sup>	Average Annual Commission <sup>‡</sup>	
	Average	Median	25th Percentile	75th Percentile				
<b>ALL FACILITIES</b>	137	\$58,961	\$58,000	\$42,000	\$75,000	\$55,570	\$4,939	\$17,187
<b>BY NUMBER OF GOLF HOLES</b>								
9 holes	1	*	*	*	*	*	*	*
18 holes	105	\$60,185	\$58,000	\$42,500	\$75,000	\$57,524	\$4,776	\$16,206
27 holes	10	\$58,492	\$60,000	\$18,000	\$85,209	\$49,607	\$6,329	\$15,856
36 holes	16	\$52,516	\$66,000	\$30,000	\$72,628	\$48,828	\$6,453	\$17,376
More than 36 holes	5	\$57,830	\$45,922	\$42,000	\$62,930	\$50,532	\$6,400	\$38,333
<b>BY FACILITY TYPE</b>								
Daily Fee	14	\$59,702	\$57,000	\$52,000	\$67,500	\$57,508	\$6,135	\$5,319
Semi-private	5	\$57,469	\$70,000	\$30,000	\$73,000	\$49,958	\$7,500	\$17,769
Private - member owned	36	\$76,168	\$74,880	\$67,825	\$85,209	\$71,689	\$5,247	\$16,281
Private - investor owned	75	\$51,133	\$44,000	\$32,000	\$62,000	\$48,354	\$3,749	\$18,319
Resort	1	*	*	*	*	*	*	*
Muni/Military (owned by muni)	3	*	*	*	*	*	*	*
Muni/Military (self-managed)	2	*	*	*	*	*	*	*
<b>BY FACILITY CLASSIFICATION</b>								
Private	111	\$59,277	\$58,000	\$40,000	\$75,243	\$55,887	\$4,731	\$17,446
Public	26	\$57,597	\$57,000	\$50,000	\$73,000	\$54,203	\$5,618	\$15,818
<b>BY GROSS REVENUE OF FACILITY</b>								
Less than \$1 million	5	\$89,387	\$100,000	\$72,628	\$100,000	\$89,387	*	*
\$1 to \$2 million	8	\$52,810	\$55,000	\$55,000	\$58,000	\$49,382	\$7,048	*
\$2 to 3.5 million	14	\$56,471	\$57,500	\$30,000	\$75,000	\$54,586	\$5,015	\$6,763
\$3.5 to 5 million	10	\$71,256	\$60,000	\$50,000	\$78,000	\$64,252	\$1,760	\$20,657
\$5 to \$7.5 million	26	\$53,110	\$52,000	\$42,000	\$70,000	\$49,561	\$3,727	\$16,928
More than \$7.5 million	58	\$57,172	\$50,000	\$34,000	\$78,000	\$52,891	\$5,722	\$18,706
<b>BY GOLF-ONLY GROSS REVENUE OF FACILITY</b>								
Less than \$1 million	24	\$59,356	\$58,000	\$42,500	\$72,628	\$58,342	\$3,897	*
\$1 to \$2 million	61	\$54,054	\$50,000	\$34,000	\$70,000	\$49,975	\$4,569	\$14,689
\$2 to 3.5 million	19	\$61,766	\$66,000	\$44,000	\$75,000	\$58,194	\$5,066	\$15,624
\$3.5 to 5 million	10	\$75,562	\$78,000	\$50,000	\$103,142	\$64,738	\$9,565	\$26,162
More than \$5 million	6	\$57,754	\$50,000	\$30,000	\$82,000	\$56,598	\$4,041	*
<b>BY GEOGRAPHIC REGION</b>								
Northeast	14	\$60,118	\$52,000	\$42,517	\$75,000	\$56,911	\$3,431	\$14,191
East North Central	17	\$54,533	\$52,000	\$40,000	\$81,120	\$50,774	\$6,732	\$27,562
West North Central	4	*	*	*	*	*	*	*
South Atlantic	34	\$59,586	\$60,000	\$40,000	\$74,880	\$54,480	\$4,788	\$25,303
South Central	29	\$46,115	\$42,000	\$22,500	\$62,000	\$44,250	\$6,900	\$14,476
Mountain	23	\$70,089	\$70,000	\$58,000	\$85,209	\$68,075	\$4,760	\$7,615
Pacific	16	\$69,779	\$73,250	\$42,500	\$76,500	\$64,788	\$3,659	\$18,433

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<sup>‡</sup> Percentage of facilities reporting a value for this form of compensation



# NGCOA

# 2025

## Compensation Data **Detailed Results**

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# Detailed Results

## Facility Profile Information

	All Facilities	By Facility Type		By Gross Revenue of Facility					
		Private	Public	<\$1 Million	\$1 - \$2 Million	\$2 - \$3.5 Million	\$3.5 - \$5 Million	\$5 - \$7.5 Million	>\$7.5 Million
<b>BY NUMBER OF GOLF HOLES</b>									
All facilities (count)	1138	412	726	196	265	176	94	101	113
9 holes	9.7%	3.1%	13.5%	45.5%	5.4%	0.5%	4.8%	0.9%	1.2%
18 holes	76.5%	82.3%	73.2%	53.6%	85.7%	88.6%	72.7%	78.4%	65.2%
27 holes	6.7%	6.5%	6.8%	0.0%	5.0%	6.4%	11.1%	13.6%	8.6%
36 holes	5.9%	6.7%	5.4%	1.0%	3.5%	4.6%	11.2%	5.8%	16.9%
More than 36 holes	1.2%	1.3%	1.2%	0.0%	0.4%	0.0%	0.2%	1.3%	8.2%
<b>BY FACILITY TYPE</b>									
All facilities (count)	1138	412	726	196	265	176	94	101	113
Daily Fee	30.5%	0.0%	47.8%	40.0%	44.8%	33.7%	19.0%	13.4%	5.9%
Semi-private	14.3%	0.0%	22.4%	24.0%	20.7%	20.2%	13.7%	7.1%	4.7%
Private - member owned	11.7%	32.2%	0.0%	4.6%	3.6%	11.2%	13.6%	17.4%	21.9%
Private - investor owned	24.6%	67.8%	0.0%	6.0%	12.8%	21.1%	42.0%	56.4%	62.6%
Resort	1.9%	0.0%	3.0%	0.3%	1.0%	1.3%	1.9%	1.5%	1.6%
Muni/Military (owned by muni)	11.4%	0.0%	17.9%	15.1%	8.1%	5.7%	4.2%	2.7%	1.8%
Muni/Military (self-managed)	5.6%	0.0%	8.8%	10.1%	9.0%	6.9%	5.6%	1.5%	1.5%
<b>BY GROSS REVENUE OF FACILITY</b>									
All facilities (count)	945	344	602	196	265	176	94	101	113
Less than \$1 million	20.7%	6.0%	29.1%	100.0%	0.0%	-	-	-	-
\$1 to \$2 million	28.0%	12.7%	36.8%	-	100.0%	-	-	-	-
\$2 to 3.5 million	18.6%	16.6%	19.8%	-	-	100.0%	-	-	-
\$3.5 to 5 million	9.9%	15.2%	6.9%	-	-	-	100.0%	-	-
\$5 to \$7.5 million	10.6%	21.6%	4.4%	-	-	-	-	100.0%	-
More than \$7.5 million	12.0%	27.9%	2.9%	-	-	-	-	-	100.0%
<b>BY GOLF-ONLY GROSS REVENUE OF FACILITY</b>									
All facilities (count)	945	344	602	196	265	176	94	101	113
Less than \$1 million	40.3%	34.5%	43.6%	99.5%	42.2%	11.5%	25.5%	21.7%	6.8%
\$1 to \$2 million	38.9%	44.2%	35.8%	0.5%	57.8%	53.0%	17.3%	44.8%	51.6%
\$2 to 3.5 million	14.4%	13.7%	14.7%	0.0%	0.0%	35.4%	48.3%	11.7%	14.2%
\$3.5 to 5 million	3.8%	5.1%	3.0%	0.0%	0.0%	0.0%	8.9%	14.8%	10.8%
More than \$5 million	1.7%	2.0%	1.6%	0.0%	0.0%	0.0%	0.0%	7.1%	8.1%



# Detailed Results

## Employees & Independent Contractors

	All Facilities	By Facility Type		By Gross Revenue of Facility					
		Private	Public	<\$1 Million	\$1 - \$2 Million	\$2 - \$3.5 Million	\$3.5 - \$5 Million	\$5 - \$7.5 Million	>\$7.5 Million
<b>FULL-TIME YEAR-ROUND</b>									
Average	17.2	30.3	11.3	5.4	8.8	14.8	20.7	30.6	63.6
Median	10.0	25.0	7.0	3.0	6.0	12.0	20.0	30.0	45.0
<b>PART-TIME YEAR-ROUND</b>									
Average	17.2	24.1	14.2	7.6	12.4	19.4	23.5	34.8	45.2
Median	9.0	17.0	8.0	4.0	8.0	15.0	16.0	30.0	35.0
<b>FULL-TIME SEASONAL</b>									
Average	16.1	31.8	9.5	4.3	7.9	12.8	23.4	23.6	57.9
Median	8.0	17.0	6.0	2.0	7.0	9.0	17.0	18.0	35.0
<b>PART-TIME SEASONAL</b>									
Average	24.5	28.8	22.8	10.2	23.4	27.6	29.2	28.0	41.5
Median	15.0	22.0	14.0	9.0	15.0	25.0	25.0	20.0	30.0
<b>DO YOU HAVE INDEPENDENT CONTRACTORS FOR GOLF INSTRUCTION?</b>									
All facilities (count)	504	109	395	137	157	89	41	37	44
Yes	28.4%	22.2%	30.1%	17.0%	32.8%	34.5%	41.2%	27.5%	24.4%
<b>DO YOU HAVE INDEPENDENT CONTRACTORS FOR TENNIS INSTRUCTION?</b>									
All facilities (count)	434	105	328	111	135	79	35	33	41
Yes	6.3%	16.7%	3.0%	2.7%	1.9%	5.1%	11.5%	10.7%	25.0%
<b>DO YOU HAVE INDEPENDENT CONTRACTORS FOR FITNESS?</b>									
All facilities (count)	428	106	322	108	135	77	33	33	42
Yes	8.4%	28.1%	2.0%	0.0%	3.3%	4.5%	18.6%	22.0%	34.9%
<b>IF "YES", WHAT PERCENTAGE OF THE LESSON FEES ARE PAID TO THE INSTRUCTOR? – GOLF</b>									
Average	91.6%	93.3%	91.2%	93.1%	92.3%	93.6%	91.2%	89.5%	83.5%
Median	100.0%	100.0%	100.0%	100.0%	100.0%	95.0%	100.0%	90.0%	80.0%
<b>IF "YES", WHAT PERCENTAGE OF THE LESSON FEES ARE PAID TO THE INSTRUCTOR? – TENNIS</b>									
Average	85.7%	83.7%	90.6%	80.0%	100.0%	100.0%	95.7%	85.5%	77.2%
Median	90.0%	90.0%	100.0%	80.0%	100.0%	100.0%	100.0%	80.0%	85.0%
<b>IF "YES", WHAT PERCENTAGE OF THE LESSON FEES ARE PAID TO THE INSTRUCTOR? – FITNESS</b>									
Average	77.8%	78.2%	75.0%			80.0%	88.8%	81.3%	70.1%
Median	80.0%	80.0%	80.0%			80.0%	90.0%	80.0%	80.0%
<b>WHO OWNS THE PRO SHOP? – GOLF</b>									
All facilities (count)	505	110	395	131	157	93	43	37	44
Company/facility	90.1%	80.6%	92.7%	88.6%	92.4%	90.9%	90.5%	87.5%	86.1%
Pro	9.9%	19.4%	7.3%	11.4%	7.6%	9.1%	9.5%	12.5%	13.9%
Ownership changed past 3 yrs	3.1%	1.0%	3.7%	2.1%	6.5%	1.7%	2.6%	0.0%	0.0%
<b>WHO OWNS THE PRO SHOP? – TENNIS</b>									
All facilities (count)	105	58	47	9	29	17	10	12	28
Company/facility	85.9%	83.5%	88.8%	100.0%	90.1%	90.7%	59.2%	86.7%	83.1%
Pro	14.1%	16.5%	11.2%	0.0%	9.9%	9.3%	40.8%	13.3%	16.9%
Ownership changed past 3 yrs	3.0%	7.9%	0.0%	0.0%	0.0%	0.0%	6.4%	10.5%	8.8%

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# Detailed Results

## Health Benefits & Policies (1 of 2)

	All Facilities	By Facility Type		By Gross Revenue of Facility					
		Private	Public	<\$1 Million	\$1 - \$2 Million	\$2 - \$3.5 Million	\$3.5 - \$5 Million	\$5 - \$7.5 Million	>\$7.5 Million
<b>DOES YOUR FACILITY OFFER EMPLOYEES A PAID-TIME-OFF (PTO) POLICY IN LIEU OF SEPARATE LEAVE POLICIES?</b>									
All facilities (count)	440	110	331	87	140	94	41	37	41
Yes	60.2%	74.7%	56.0%	44.0%	55.5%	75.3%	72.8%	63.7%	79.1%
<b>NUMBER OF PTO DAYS PER YEAR FOR SALARIED EMPLOYEES</b>									
Less than 1 year on job	9.5	9.7	9.4	8.9	9.8	9.0	9.9	9.9	9.8
1 year	10.9	11.2	10.8	10.6	10.6	11.8	10.2	11.1	10.9
2-5 years	14.3	15.1	13.9	14.0	13.8	14.9	13.4	15.1	14.8
6-10 years	18.5	18.4	18.5	16.1	17.0	21.9	17.2	18.0	18.6
Over 10 years	19.7	20.1	19.5	17.9	20.7	19.4	19.2	19.4	20.7
<b>NUMBER OF PTO DAYS PER YEAR FOR HOURLY EMPLOYEES</b>									
Less than 1 year on job	8.3	9.1	7.8	6.2	9.2	8.2	7.9	8.5	9.4
1 year	9.5	10.1	9.1	8.4	10.0	9.9	7.6	10.6	9.6
2-5 years	12.2	13.4	11.3	9.8	12.7	13.0	9.6	13.9	13.0
6-10 years	15.3	16.8	14.3	12.5	16.4	15.9	12.6	16.6	17.0
Over 10 years	17.4	18.5	16.6	15.0	17.2	18.4	14.5	18.2	18.8
<b>NUMBER OF PAID VACATIONS DAYS PER YEAR FOR SALARIED EMPLOYEES</b>									
Less than 1 year on job	8.2	5.7	8.8	10.0	8.4	10.3	6.8	6.7	7.1
1 year	8.9	8.6	8.9	6.6	9.3	9.2	9.0	8.3	8.1
2-5 years	11.6	11.7	11.5	11.4	11.7	11.1	12.7	11.4	11.0
6-10 years	14.9	15.4	14.7	16.4	15.2	13.5	14.1	15.9	14.1
Over 10 years	17.3	17.6	17.2	21.4	17.7	16.1	15.0	17.4	16.9
<b>NUMBER OF PAID VACATIONS DAYS PER YEAR FOR HOURLY EMPLOYEES</b>									
Less than 1 year on job	7.0	5.7	7.6	.	6.4	10.8	8.2	6.8	5.8
1 year	7.5	7.2	7.6	5.9	8.2	7.7	6.6	7.5	7.3
2-5 years	9.4	9.1	9.6	8.7	9.7	9.1	9.5	9.0	10.5
6-10 years	12.9	12.1	13.4	14.6	13.4	13.1	11.5	11.5	13.3
Over 10 years	15.1	14.4	15.5	17.4	15.9	15.4	12.1	12.9	16.0
<b>DO YOU PROVIDE HEALTH INSURANCE FOR EMPLOYEES? BY FACILITY TYPE</b>									
All facilities (count)	490	109	381	120	156	94	41	37	42
Yes	66.1%	94.3%	58.1%	39.2%	61.6%	72.4%	83.0%	99.4%	100.0%
<b>IF "YES", WHAT TYPE OF PLANS DO YOU OFFER? BY FACILITY TYPE</b>									
All facilities (count)	279	90	188	29	69	73	33	34	40
Traditional indemnity	44.0%	38.6%	46.5%	50.6%	44.3%	54.6%	39.4%	34.9%	31.4%
PPO	41.8%	52.4%	37.0%	41.6%	28.3%	36.4%	48.3%	54.3%	64.9%
High deductible/HAS	29.7%	30.9%	29.2%	28.2%	28.9%	24.9%	25.8%	32.0%	41.8%
HMO	27.6%	29.3%	26.8%	29.2%	22.1%	19.7%	31.8%	37.3%	39.2%
POS	3.1%	5.4%	2.0%	4.7%	0.0%	4.8%	1.9%	6.9%	3.5%
Other	4.0%	1.2%	5.3%	8.5%	4.5%	1.1%	5.9%	2.2%	2.9%



# Detailed Results

## Health Benefits & Policies (2 of 2)

	All Facilities	By Facility Type		By Gross Revenue of Facility					
		Private	Public	<\$1 Million	\$1 - \$2 Million	\$2 - \$3.5 Million	\$3.5 - \$5 Million	\$5 - \$7.5 Million	>\$7.5 Million
<b>AVERAGE PERCENT OF PREMIUMS PAID FOR "INDIVIDUAL" COVERAGE</b>									
Employer	70.4%	73.5%	69.0%	69.0%	71.5%	69.5%	65.8%	70.5%	74.9%
Employee	30.4%	28.1%	31.4%	31.0%	28.5%	33.3%	34.2%	30.7%	25.1%
<b>AVERAGE PERCENT OF PREMIUMS PAID FOR "FAMILY" COVERAGE</b>									
Employer	41.5%	37.9%	43.2%	42.5%	40.7%	39.1%	39.0%	43.7%	46.3%
Employee	58.3%	60.7%	57.0%	57.5%	59.3%	59.2%	61.0%	56.3%	54.6%
<b>WHAT IS THE DEDUCTIBLE AMOUNT FOR "INDIVIDUAL" COVERAGE?</b>									
All facilities (count)	239	76	164	33	75	49	22	29	32
Average	\$2,554	\$2,847	\$2,419	\$1,910	\$2,710	\$2,272	\$3,450	\$2,545	\$2,702
Median	\$2,000	\$2,500	\$2,000	\$2,000	\$2,000	\$2,000	\$2,500	\$2,500	\$2,500
<b>WHAT IS THE DEDUCTIBLE AMOUNT FOR "FAMILY" COVERAGE?</b>									
All facilities (count)	200	74	125	26	50	44	22	27	30
Average	\$5,002	\$5,207	\$4,881	\$4,274	\$5,922	\$4,155	\$5,908	\$4,301	\$5,320
Median	\$4,000	\$5,000	\$3,000	\$3,000	\$3,000	\$3,000	\$5,000	\$4,000	\$5,000
<b>WHAT PERCENT OF FACILITY'S OPERATING BUDGET IS DEVOTED TO EMPLOYEE HEALTH INSURANCE EXPENSES?</b>									
All facilities (count)	306	76	230	62	97	64	25	27	32
Average	3.9%	4.7%	3.6%	4.1%	3.6%	3.5%	5.0%	2.4%	5.1%
Median	3.0%	3.0%	2.0%	0.0%	3.1%	2.5%	3.0%	2.4%	4.0%
<b>PERCENTAGE OFFERING THE FOLLOWING COVERAGES</b>									
All facilities (count)	294	87	206	42	85	63	28	35	40
Dental	89.2%	97.1%	85.8%	69.7%	88.4%	92.0%	91.4%	96.5%	99.1%
Vision	79.9%	84.3%	78.1%	79.8%	65.8%	87.5%	81.9%	90.2%	87.9%
Life insurance	70.7%	76.3%	68.4%	74.1%	60.6%	68.3%	58.4%	81.8%	91.3%
Prescription drug	63.3%	60.7%	64.5%	59.4%	56.8%	68.2%	58.4%	67.3%	73.7%
Short-term disability	59.0%	57.7%	59.6%	67.1%	50.2%	60.2%	48.9%	62.3%	71.6%
Long-term disability	53.8%	54.9%	53.3%	62.4%	40.9%	50.3%	52.6%	63.6%	69.8%
Employee assistance plan	43.0%	37.0%	45.6%	45.9%	49.5%	34.6%	31.8%	33.6%	55.3%
Mental health	40.9%	29.9%	45.5%	44.9%	38.5%	45.7%	19.4%	41.8%	48.0%
Wellness	40.6%	25.3%	47.0%	44.9%	43.6%	48.0%	18.4%	34.7%	38.2%
<b>ANNUAL HEALTH INSURANCE PREMIUMS PER EMPLOYEE COVERED</b>									
All facilities (count)	192	70	122	13	59	43	20	29	28
Average	\$8,182	\$8,321	\$8,103	\$7,433	\$7,565	\$9,030	\$8,578	\$7,941	\$8,489
Median	\$8,000	\$8,924	\$7,500	\$6,500	\$8,000	\$9,733	\$8,300	\$7,500	\$8,000
<b>PERCENTAGE INCREASE IN HEALTH INSURANCE PREMIUMS FOR MOST RECENT EXPERIENCE</b>									
All facilities (count)	298	83	215	57	86	63	28	31	33
Average	6.4%	9.9%	5.0%	3.3%	5.5%	6.0%	10.2%	9.9%	8.3%
Median	5.0%	8.0%	4.0%	0.1%	4.0%	5.0%	10.0%	8.0%	7.0%

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# Detailed Results

## Retirement Benefits (1 of 2)

	All Facilities	By Facility Type		By Gross Revenue of Facility					
		Private	Public	<\$1 Million	\$1 - \$2 Million	\$2 - \$3.5 Million	\$3.5 - \$5 Million	\$5 - \$7.5 Million	>\$7.5 Million
<b>DOES YOUR FACILITY OFFER A RETIREMENT PLAN TO EMPLOYEES?</b>									
All facilities (count)	457	100	357	104	149	89	39	37	40
Yes	54.4%	79.0%	47.5%	30.9%	49.5%	58.8%	66.2%	83.1%	87.0%
<b>IF "YES", WHAT TYPE OF PLAN(S)?</b>									
All facilities (count)	249	79	170	32	73	52	26	30	35
401(k)	59.9%	74.7%	53.0%	36.1%	53.0%	50.9%	54.0%	84.2%	92.9%
Defined benefit plan (pens.)	22.1%	0.0%	32.5%	66.4%	23.0%	19.1%	14.7%	8.2%	1.5%
Simple IRA	16.7%	19.6%	15.4%	4.7%	26.0%	24.9%	22.1%	4.2%	3.1%
Profit Sharing	2.2%	3.5%	1.6%	0.0%	2.1%	2.1%	4.4%	0.0%	4.6%
SEP IRA	0.8%	2.6%	0.0%	0.0%	0.0%	0.0%	4.8%	0.0%	2.4%
ESOP	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Other	9.5%	4.0%	12.1%	8.6%	11.3%	16.1%	6.6%	4.4%	3.5%
<b>WHEN ARE ELIGIBLE EMPLOYEES VESTED IN THIS PLAN?</b>									
All facilities (count)	223	74	149	29	64	48	19	29	34
Immediately	47.3%	62.8%	39.6%	17.3%	48.0%	49.1%	55.4%	53.7%	58.8%
Cliff vesting	26.9%	21.3%	29.7%	42.5%	21.3%	29.5%	33.7%	24.6%	18.6%
Graduated vesting	25.8%	15.9%	30.7%	40.2%	30.7%	21.4%	10.8%	21.7%	22.6%
<b>IF GRADUATED VESTING, 100% AFTER HOW MANY YEARS?</b>									
All facilities (count)	65	34	31	3	8	15	11	10	18
Average	5.5	3.8	6.0	7.8	4.4	7.6	4.6	4.9	3.1
Median	5.0	5.0	5.0	7.0	5.0	5.0	5.0	5.0	3.0
<b>IF CLIFF VESTING, 100% AFTER HOW MANY YEARS?</b>									
All facilities (count)	59	16	44	12	14	14	6	7	6
Average	4.4	1.6	5.5	5.7	5.9	3.1	4.0	3.4	3.3
Median	5.0	1.0	5.0	5.0	7.0	1.0	4.0	1.0	3.0



# Detailed Results

## Retirement Benefits (2 of 2)

	All Facilities	By Facility Type		By Gross Revenue of Facility					
		Private	Public	<\$1 Million	\$1 - \$2 Million	\$2 - \$3.5 Million	\$3.5 - \$5 Million	\$5 - \$7.5 Million	>\$7.5 Million
<b>DEFINED BENEFIT PLANS ONLY – WHAT IS THE BASIS FOR YOUR DEFINED BENEFIT PLAN?</b>									
All facilities (count)	50	0	50	20	15	8	4	3	1
Final average compensation	49.3%		49.3%	48.0%	39.2%	56.3%	56.1%	100.0%	0.0%
Career avg. compensation	24.3%		24.3%	20.9%	39.8%	24.0%	0.0%	0.0%	0.0%
Life cycle	8.6%		8.6%	21.4%	0.0%	0.0%	0.0%	0.0%	0.0%
Cash balance	6.5%		6.5%	9.7%	0.0%	8.7%	15.6%	0.0%	0.0%
Other	11.4%		11.4%	0.0%	21.0%	11.1%	28.3%	0.0%	100.0%
<b>DEFINED BENEFIT PLANS ONLY – IS YOUR FACILITY'S DEFINED BENEFIT PLAN UNDER-FUNDED?</b>									
All facilities (count)	50	0	50	20	15	8	4	3	1
Yes	7.5%		7.5%	18.9%	0.0%	0.0%	0.0%	0.0%	0.0%
<b>DEFINED CONTRIBUTION PLANS ONLY – DOES YOUR COMPANY/FACILITY MATCH EMPLOYEE CONTRIBUTIONS?</b>									
All facilities (count)	173	74	99	11	46	39	19	26	32
Yes	84.0%	85.5%	82.8%	80.2%	83.8%	89.5%	80.8%	71.0%	91.4%
<b>OTHER PLANS – DO YOU ALLOW EMPLOYEES TO PARTICIPATE IN RETIREMENT AND REBATE PLANS OFFERED BY IND. SUPPLIERS</b>									
All facilities (count)	368	94	274	75	113	75	32	36	38
Yes	32.5%	44.2%	28.5%	15.9%	29.1%	39.7%	31.6%	49.7%	45.4%
<b>OTHER PLANS – IF “YES”, DO YOU REVIEW AND TRACK THIS PARTICIPATION?</b>									
All facilities (count)	120	42	78	12	33	30	10	18	17
Yes	31.0%	32.6%	30.2%	31.3%	26.8%	18.9%	32.4%	48.9%	40.9%



# Detailed Results

## Other Benefits

	All Facilities	By Facility Type		By Gross Revenue of Facility					
		Private	Public	<\$1 Million	\$1 - \$2 Million	\$2 - \$3.5 Million	\$3.5 - \$5 Million	\$5 - \$7.5 Million	>\$7.5 Million
<b>PERCENTAGE OFFERING THE FOLLOWING BENEFITS TO THE CHIEF FACILITY EXECUTIVE</b>									
All facilities (count)	306	92	214	40	86	76	32	35	38
Bonus	69.7%	88.8%	61.5%	52.3%	60.3%	70.7%	72.3%	85.9%	90.5%
Cellular phone allowance	62.3%	72.4%	58.0%	28.5%	65.1%	57.4%	61.6%	79.9%	86.2%
Reimbursement for acquiring/maintaining professional credentials	56.6%	83.8%	44.9%	37.7%	34.6%	66.6%	67.4%	84.1%	72.3%
Dining allowance	36.1%	66.2%	23.1%	6.9%	20.4%	33.1%	50.2%	65.9%	69.6%
Vehicle allowance	18.7%	23.3%	16.8%	16.2%	12.8%	24.8%	15.5%	24.2%	20.6%
Relocation expenses	17.7%	34.4%	10.6%	0.0%	10.7%	17.1%	19.0%	19.3%	51.6%
Commissions	10.2%	10.2%	10.2%	18.5%	4.9%	12.6%	13.3%	9.0%	6.8%
Profit sharing	8.6%	6.8%	9.4%	10.0%	5.5%	10.7%	12.8%	5.6%	9.2%
Financial planning services	6.9%	6.5%	7.1%	0.0%	16.3%	4.5%	1.4%	0.0%	9.1%
Low/no interest loan	1.3%	2.6%	0.7%	0.0%	1.8%	0.0%	0.0%	5.2%	1.4%
<b>DOES YOUR COMPANY OFFER A VEHICLE ALLOWANCE TO SOME STAFF AT THE FACILITY LEVEL?</b>									
All facilities (count)	420	97	324	87	135	87	37	37	38
Yes	20.9%	30.7%	18.0%	22.2%	11.1%	25.0%	21.0%	34.2%	30.5%
<b>IF VEHICLE ALLOWANCE, WHAT IS THE MONTHLY AMOUNT?</b>									
All facilities (count)	69	28	41	12	10	19	7	10	11
Average	\$486	\$576	\$426	\$260	\$458	\$514	\$685	\$479	\$602
Median	\$500	\$500	\$400	\$300	\$300	\$500	\$500	\$500	\$500
<b>DOES YOUR COMPANY OFFER A DINING ALLOWANCE TO SOME STAFF?</b>									
All facilities (count)	428	99	329	92	135	88	39	37	39
Yes	33.2%	57.2%	26.0%	12.5%	28.2%	40.2%	50.3%	51.0%	49.9%
<b>DOES YOUR COMPANY PAY RESPECTIVE PROFESSIONAL ASSOCIATION DUES ON BEHALF OF STAFF MEMBERS?</b>									
All facilities (count)	436	99	337	94	140	88	39	37	39
Yes	82.6%	97.4%	78.2%	49.3%	87.1%	92.5%	90.4%	100.0%	100.0%
<b>IF "YES", FOR WHICH ASSOCIATIONS?</b>									
All facilities (count)	358	97	261	44	122	81	35	37	39
GCSAA	88.0%	92.2%	86.4%	79.8%	85.4%	92.8%	92.2%	86.5%	92.6%
PGA	81.7%	94.9%	76.8%	48.8%	76.8%	88.0%	92.9%	93.7%	99.3%
CMAA	24.6%	70.2%	7.7%	0.0%	3.8%	24.2%	28.2%	62.7%	79.3%
LPGA	7.1%	8.2%	6.7%	0.0%	3.6%	8.6%	18.3%	1.8%	18.2%
USPTA	4.7%	13.8%	1.3%	4.7%	0.0%	1.5%	6.2%	2.3%	26.6%
AGM	4.6%	7.7%	3.4%	0.0%	2.7%	3.7%	9.0%	6.9%	11.3%
HFTP	4.5%	16.2%	0.2%	0.0%	0.0%	1.5%	0.0%	13.8%	25.3%
Other	13.6%	12.3%	14.1%	20.6%	17.1%	8.3%	5.9%	14.6%	12.0%
<b>DOES YOUR COMPANY PROVIDE ANY CONTINUING EDUCATION OR STAFF TRAINING OPPORTUNITIES OUTSIDE OF WHAT IS OFFERED VIA THE INDUSTRY ASSOCIATION MEMBERSHIPS YOUR EMPLOYEES HOLD?</b>									
All facilities (count)	429	98	332	89	141	88	39	36	38
Yes	54.6%	62.2%	52.4%	34.4%	56.0%	61.4%	52.6%	59.1%	79.2%



# Detailed Results

## Wage Increase Factors

	All Facilities	By Facility Type		By Gross Revenue of Facility					
		Private	Public	<\$1 Million	\$1 - \$2 Million	\$2 - \$3.5 Million	\$3.5 - \$5 Million	\$5 - \$7.5 Million	>\$7.5 Million
<b>HOW DOES YOUR FACILITY DETERMINE WAGE INCREASES FOR STAFF?</b>									
All facilities (count)	424	97	327	90	134	87	38	35	39
Merit-based increases from performance evaluations	41.3%	74.9%	31.3%	10.8%	30.4%	54.1%	61.5%	72.1%	72.8%
Cost-of-living adjustments due to inflation (COLA)	40.7%	57.9%	35.6%	19.4%	38.2%	48.0%	56.5%	57.5%	51.3%
Adjustments based on local pay scales	38.0%	52.2%	33.8%	20.5%	35.4%	45.8%	34.5%	47.7%	64.4%
Experience-based increases (i.e., seniority)	36.2%	50.5%	31.9%	28.1%	28.7%	39.7%	41.5%	57.8%	48.1%
Promotions to higher positions	34.9%	53.8%	29.3%	11.0%	26.5%	49.6%	49.2%	47.8%	60.1%
Facility performance bonuses	21.7%	32.6%	18.5%	10.9%	17.8%	32.0%	19.0%	28.1%	33.9%
Guidance from NGCOA Compensation & Benefits report	20.3%	33.7%	16.3%	5.1%	18.9%	24.8%	28.4%	35.0%	28.8%
Certification/skill acquisition bonuses	19.9%	30.2%	16.8%	7.3%	17.2%	23.8%	33.3%	28.5%	28.4%
Pre-determined pay scales	17.3%	7.2%	20.2%	25.4%	16.1%	15.6%	3.9%	10.6%	25.2%
Retention bonuses (to reduce turnover)	12.6%	25.4%	8.8%	9.8%	5.1%	18.2%	11.6%	30.2%	17.6%
Other	0.6%	1.1%	0.4%	1.4%	0.0%	0.0%	0.0%	1.6%	1.4%
No formal system for determining wage increases	16.6%	6.2%	19.6%	36.1%	17.2%	6.5%	12.0%	2.7%	8.4%



# Detailed Results

## H-2B and Minimum Wage Impacts

	All Facilities	By Facility Type		By Gross Revenue of Facility					
		Private	Public	<\$1 Million	\$1 - \$2 Million	\$2 - \$3.5 Million	\$3.5 - \$5 Million	\$5 - \$7.5 Million	>\$7.5 Million
<b>PERCENTAGE PARTICIPATING IN THE DEPARTMENT OF LABOR NON-IMMIGRANT H-2B PROGRAM</b>									
All facilities (count)	399	96	303	85	123	81	36	37	37
Yes	5.2%	12.9%	2.7%	6.8%	0.0%	3.5%	4.2%	6.5%	22.0%
<b>NUMBER OF H-2B VISA EMPLOYEES PER YEAR AT THE FACILITY</b>									
All facilities (count)	15	11	4	2	0	1	1	2	8
Average	19.0	22.6	9.4	6.0	.	4.0	3.5	10.0	30.2
Median	9.0	18.0	6.0	6.0	.	4.0	3.0	9.0	32.0
<b>WHAT CHANGES IS YOUR FACILITY MAKING BECAUSE OF MINIMUM WAGE INCREASES?</b>									
All facilities (count)	425	94	331	95	132	85	39	36	39
Raising prices - passing the increase on to the customer	63.6%	73.8%	60.7%	53.3%	55.1%	78.5%	69.9%	77.1%	66.5%
No change - absorbing cost, total expense increase	46.8%	45.9%	47.0%	51.3%	51.8%	31.1%	44.2%	48.0%	54.4%
Cutting expenses in other areas to accommodate the wage increase	22.4%	26.7%	21.2%	27.0%	16.2%	28.6%	23.0%	12.7%	26.7%
Reducing staff	12.6%	14.2%	12.1%	14.1%	10.8%	16.8%	15.0%	10.6%	5.5%
Other	2.1%	0.0%	2.7%	2.3%	4.5%	0.0%	0.9%	0.0%	1.2%