



Club Managers
Association of America[®]

***2007 Club Operations
and
Financial Data Report***

2007 Operations Survey Report

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Customized Reports Order Form

Club Managers Association of America

2007 Club Operations and Financial Data Report

I. Introduction

This report presents the results of the 2007 Club Operations and Financial Data Survey and represents data for club operations during the year 2006. The survey has tracked a series of questions on club operations for the past twenty years. The questionnaire was designed by Public Opinion Research, Inc. and the professional staff of CMAA.

This year, for the first time, the Operations and Financial Data Survey questionnaire was made available through the Internet. The survey was sent to 2,557 CMAA member-managed clubs on September 8, 2006, by e-mail. In addition, the survey was made available to CMAA members via fax broadcast. By December 20, 2006, a total of 696 responses had been received. Overall, 610 responses had been received via the Internet survey and 85 had been received via fax. The total return rate, 27 percent, is consistent with past surveys and indicates that the Internet is a viable way to collect the data for this project.

This study collected basic club income and expenditure figures, as well as information on membership policies, club privileges and membership categories. This year's questionnaire added a new section on club governance as well as expanded information regarding golf operations.

In addition to this overall report, the results are also available in a customized format that allows clubs to compare the overall results to their specific profile of club type, region, membership size and operational statistics. The customized reports can be ordered by utilizing the form on page 48.

All of the statistics presented in this report are percentages. A full explanation of the presentation of these numbers as they relate to club revenue and expenses is found on page 28.

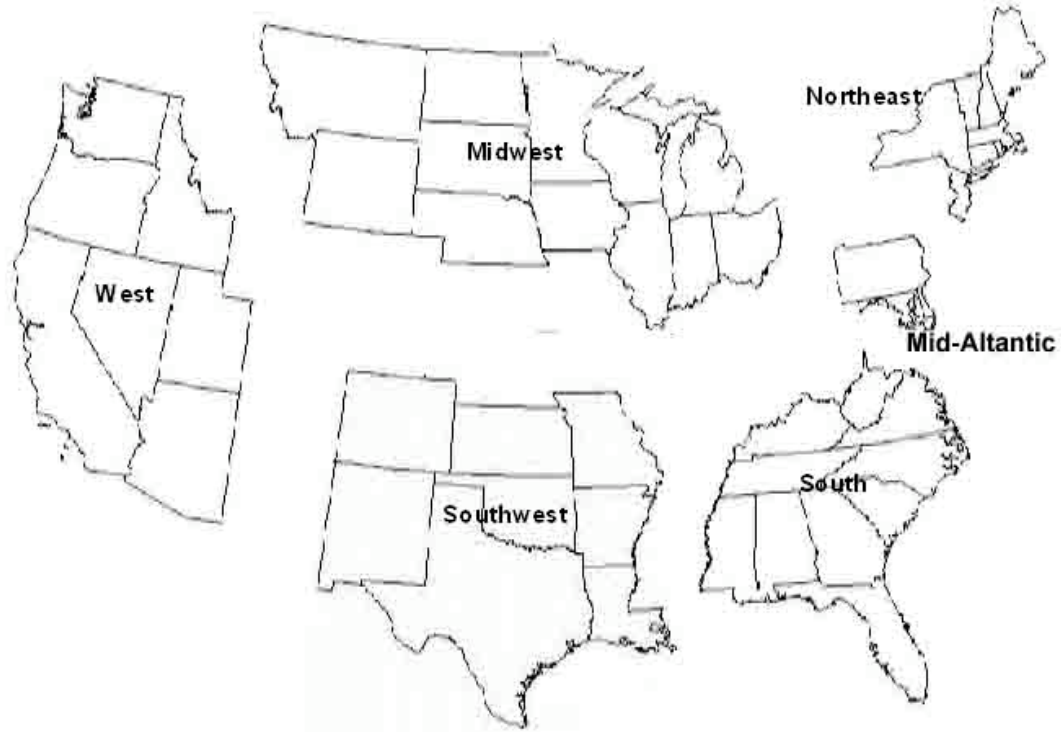
II. Participation in the 2007 Survey

Participation by club type in the 2007 survey was similar to the results obtained over the last eight years. Table 1 is a breakdown by club type of those clubs that returned questionnaires. The table shows differences in the percentages of club types that have participated in the past five operations surveys. Forty-three percent of clubs identified themselves as Golf & Country Clubs, 24 percent identified themselves as Country Clubs, 14 percent identified themselves as Golf Clubs, 6 percent as City Clubs, 6 percent as Yacht Clubs and 9 percent as other types of clubs such as Athletic, Fraternal, University and Tennis.

The map on the following page shows the national regional breakdown for this year's study.

Club Type	2007	2004	2002	2000	1998	1996	1992
Country Clubs	67%	65%	66%	71%	63%	65%	67%
Golf Clubs	14	15	13	9	16	17	12
City Clubs	6	13	10	9	11	11	3
Yacht Clubs	6	5	6	4	4	3	3
Athletic Clubs	1	1	2	1	1	1	2
Fraternal	2	--	--	--	--	--	--
University	0	**	**	1	**	1	*
Tennis Clubs	4	1	*	**	*	*	1
Other	4	**	4	5	4	3	1

Geographic Regions for the 2007 Club Operations Survey



III. Club Facilities

Table 2 shows the percentage of clubs that reported having various specified facilities. These results are reported by club type.

These results show a continued increase in the percentage of fitness facilities available in private clubs managed by CMAA members. An increase between 2004 and 2007 was found among country clubs, while the percentages among golf clubs and city clubs were virtually unchanged.

	Golf				Country				City				Yacht ¹			
	'07	'04	'02	'00	'07	'04	'02	'00	'07	'04	'02	'00	'07	'04	'02	'00
Barber Shop	2%	3%	3%	0%	4%	7%	8%	8%	19%	16%	24%	24%	0%	5%	05	--
Beauty Shop ²	1	1	1	--	3	3	3	--	3	11	5	--	0	5	0	--
Basketball	4	5	2	2	11	10	10	4	5	11	20	14	3	5	8	--
Bowling	0	0	0	0	2	3	3	3	8	8	2	7	5	5	0	--
Business Center	3	7	3	2	6	4	5	2	24	29	24	19	0	0	8	--
Fitness Facility	33	32	16	9	50	42	40	37	41	43	30	40	29	18	21	--
Golf Course	100	90	93	93	94	94	96	94	0	5	0	0	3	5	0	--
Ice Sports	0	0	1	0	3	4	2	2	0	3	3	0	0	5	3	--
Paddle Tennis	4	8	2	4	13	17	13	16	0	8	9	5	21	5	3	--
Racquetball	0	0	0	0	3	4	3	5	8	5	6	12	3	5	3	--
Skeet/Trap Shoot	2	0	0	0	3	5	3	3	0	2	3	0	5	0	3	--
Squash	1	1	0	0	3	5	2	3	22	22	20	31	0	0	3	--
Steam/Sauna	24	30	34	16	42	37	37	37	32	32	30	38	11	5	0	--
Indoor Pool	1	0	0	0	3	3	2	5	19	29	20	26	0	0	13	--
Outdoor Pool	22	33	26	29	86	85	85	85	5	13	5	5	63	45	5	--
Indoor Tennis	2	3	2	7	9	10	10	12	0	10	6	5	0	0	55	--
Outdoor Tennis	26	34	25	20	82	83	81	84	3	16	11	2	47	41	0	--
Yachting/Sailing	1	0	0	0	4	4	3	4	3	5	0	0	100	86	37	--
Cyber Café	3	1	1	0	6	1	0	0	14	10	0	0	8	5	3	--
Spa Services ³	7	8	--	--	18	9	--	--	16	19	--	--	8	14	--	--

¹Yacht Clubs were not broken out prior to 2002.

²Beauty Shops were not included prior to 2002.

³Spa Services were not included prior to 2004.

	2007	2004	2002	2000	1998
Under 400 Members	24,766	27,786	24,752	30,149	28,123
400-600 Members	32,536	28,012	29,119	32,025	27,272
600-900 Members	35,989	37,748	33,982	37,628	35,452
Over 900 Members	52,953	74,112	64,954	70,180	50,977

Clubhouse Facilities

The average country club that responded to this survey has a clubhouse that covers 37,424 square-feet. The average golf club has a 25,787 square-foot clubhouse, while the average city club has a 51,026 square-foot facility. Table 3 is a comparison of the size of clubhouse space to the number of

members in individual clubs over the past eight years.

As might be expected, clubs with larger memberships are more likely to have a larger clubhouse, in terms of square footage. For example, clubs with 600 to 900 members reported an average square footage for their clubhouse that was thirty percent smaller than reported by those clubs with 900 members or more.

Table 4 Average Number of Memberships in Clubs by Club Type

Club Type	2007	2004	2002	2000	1998
All Participating Clubs	792	847	757	828	755
Golf	442	513	509	457	551
Country	734	697	690	688	670
City	1,457	1,637	1,330	1,100	1,178
Yacht	1,001	692	897	--	--

IV. Club Characteristics

Club Ownership

Eighty percent of clubs who responded to this survey are owned and managed by the members. A developer owns thirteen percent of the clubs, six percent are owned and managed by a management company and two percent are member owned with a management company running day to day operations.

Membership Size

Clubs responding to our survey averaged 793 members, down from 847 two years ago and 828 reported in 2000. This number is up from the average total membership of 757 reported in 2002. Golf clubs averaged 442 members, while country clubs average 734. The average city club in this study has 1,457 members. The smallest club has 83 members, while the largest has 12,500 (a fraternity). The median club membership is 554. These numbers are also similar to, but vary slightly from the results reported in 2004 - with country and yacht clubs showing higher average membership and golf and city clubs showing slightly lower average membership. The reader should note that these variations are largely the result of differences in survey participation among clubs of various types.

Fourteen percent of the clubs that responded to the survey have less than 400 members. Another 22 percent have between 400 and 600 members, while 15 percent have between 600 and 900 members. Fourteen percent have more than 900 members.

The clubs with more than 900 members tend to be yacht and athletic clubs, although there are also significant numbers of city clubs with over 900 members. On a percentage basis, almost 50 percent of city clubs have more than 600 members, while ten percent of the golf clubs and 30 percent of the country clubs have more than 900 members.

Table 5 Average Age of Club Members by Club Type

Club Type	2007	2004	2002	2000	1998	1993
Golf	56	56	57	56	55	55
Country	55	57	58	56	55	55
City	57	55	57	57	55	56
Yacht*	56	57	58	55	--	--

* Yacht clubs were not broken out prior to the 2000 survey.

Membership Age Breakdowns

According to the survey, the average age of club members decreased slightly between 2006 and 2007. The average for clubs in 2006 was 56 years old, while the number for 2007 was 55. Overall, the current age range (mid-50's) remained unchanged over the past four years.

Tax Status

Sixty-five percent of clubs that replied to the survey are tax-exempt, slightly below the 71 percent reported in 2004, but similar to the 68 percent reported in 2002 and the 69 percent in 2000.

Club Insurance Coverage

Ninety-four percent of clubs said that they carry liability insurance, a number similar to the one reported 2004. Ninety-two percent carry property insurance, again, a number similar to the 95 percent reported in 2004. Eighty-five percent have directors' and officers' insurance.

Eighty-two percent of clubs have an umbrella liability policy. The average club carries over \$11 million in umbrella liability insurance coverage, up from \$10 million in 2004, \$8 million in 2002 and \$8.5 million in 2000. The median level of coverage is \$5 million.

The percentage for other types of insurance were: liquor: 88 percent, business interruption: 78 percent, boiler: 65 percent, pension plan: 45 percent and art and trophy: 43 percent.

Insurance policies vary widely in their coverage programs. Thus, different types of coverage may be handled in different groupings within policies. For example, although the reported figure of 94 percent for liability insurance is our highest, it is difficult to imagine any club facility that would not carry liability insurance. We believe the clubs who did not report this coverage most likely obtain it through other comprehensive policies.

V. Club Personnel and Staffing Levels

Personnel Policies and Programs

Table 6 summarizes the presence of various personnel policies and programs in private clubs. According to the survey, 94 percent of clubs have employee manuals, 82 percent provide formal written evaluations for their employees and 86 percent have anti-harassment policies.

Program	% of Clubs Offering				
	'07	'04	'02	'00	'98
Safety Program	76%	74%	70%	63%	64%
Employee Manual	94	94	93	89	90
Formal Training Program	73	65	67	58	63
Crisis Management	31	33	31	23	24
Orientation Program	72	69	69	61	66
Formal, Written Evaluation	82	77	82	75	80
Formal Grievance Procedure	56	60	58	51	52
Cafeteria Plan Benefits	48	48	53	47	42
HIV Virus Training Program	--	11	7	7	8
Employee Assistance Program	25	20	20	13	18
Carpooling Program	2	2	2	2	2
Handicapped Parking	38	50	50	47	47
Daycare/Daycare Assistance	--	3	3	2	4
Anti-harassment Policy	86	84	84	77	75
Exchange Student Employee Program	6	--	--	--	--
Employee Housing	15	--	--	--	--
Substance Abuse Policy	74	70	67	65	60
Employee Leasing Program	4	5	5	--	--
English as Second Language Program	7	5	--	--	--

Turnover Rates and Programs

Forty percent of clubs reported that turnover rates are lower today than they were five years ago. Fifteen percent indicated that turnover rates have increased, while 45 percent reported unchanged turnover rates. These numbers are similar to those reported in 2004.

The average club reported a 24 percent turnover rate among hourly staff (similar to what was reported in 2004 which was down from 26 percent in 2002 and 28 percent in 2000) and 13 percent among salaried staff (12 percent in 2004 13 percent in 2002 and 14 percent in 2000). A trend toward less employee turnover has been noted since 1998, especially among hourly staff.

Tables 7-10 on pages 9 and 10 summarize the answers to a series of questions about club staffing levels, including the number of seasonal and yearly, part-time and full-time employees. The survey results indicate a slight increase in the average number of

employees in small and medium-sized clubs. At the same time, the results show a slight decline in the average number of staff members in the larger clubs (with more than 900 members.)

Table 7 Average Number of Full-Time Yearly Employees by Number of Members

Dept.	Under 400 Members				400-600 Members				600-900 Members				Over 900 Members			
	'07	'04	'02	'00	'07	'04	'02	'00	'07	'04	'02	'00	'07	'04	'02	'00
Admin	4	4	4	4	5	5	5	5	6	6	6	6	8	12	11	10
Food & Bev.	9	8	11	12	16	14	14	14	22	21	22	22	34	43	42	45
Golf	11	10	11	8	11	10	9	10	13	14	15	16	24	31	27	27
Tennis	2	1	1	1	2	1	3	1	3	3	3	2	5	5	4	5
Fitness	3	2	4	0	2	2	3	1	2	2	3	1	5	6	6	5
Swimming	0	2	3	1	1	2	4	0	2	1	4	2	3	3	2	2
Other	6	9	9	9	7	7	7	7	11	10	11	9	20	25	23	21

Table 8 Average Number of Part-Time Yearly Employees by Number of Members

Dept.	Under 400 Members				400-600 Members				600-900 Members				Over 900 Members			
	'07	'04	'02	'00	'07	'04	'02	'00	'07	'04	'02	'00	'07	'04	'02	'00
Admin	2	2	2	1	2	2	3	2	2	2	2	2	2	2	4	7
Food & Bev.	10	8	10	10	12	16	14	13	15	19	15	17	20	25	23	24
Golf	7	5	5	4	5	7	7	6	7	6	6	5	7	9	9	9
Tennis	2	2	4	1	2	3	4	2	3	4	3	3	4	4	5	5
Fitness	2	2	3	0	3	7	2	1	2	3	4	2	6	7	9	6
Swimming	0	5	2	3	4	10	7	3	4	5	6	3	6	7	5	3
Other	5	5	3	8	2	5	4	3	5	4	4	3	5	11	13	9

Table 9 Average Number of Full-Time Seasonal Employees by Number of Members

Dept.	Under 400 Members				400-600 Members				600-900 Members				Over 900 Members			
	'07	'04	'02	'00	'07	'04	'02	'00	'07	'04	'02	'00	'07	'04	'02	'00
Admin	2	2	2	3	1	3	4	3	2	5	3	2	2	5	8	2
Food & Bev.	13	12	12	16	13	16	13	16	16	16	14	17	18	22	32	22
Golf	9	11	8	11	10	11	10	11	12	11	12	16	12	18	22	14
Tennis	3	2	2	1	3	2	3	2	3	2	3	2	3	2	6	7
Fitness	3	2	2	0	4	2	5	1	2	2	2	2	3	9	11	2
Swimming	6	3	4	5	6	4	4	4	5	5	6	5	10	7	6	8
Other	9	10	8	8	8	8	10	10	12	6	10	6	11	10	29	11

Table 10 Average Number of Part-Time Seasonal Employees by Number of Members

Dept.	Under 400 Members				400-600 Members				600-900 Members				Over 900 Members			
	'07	'04	'02	'00	'07	'04	'02	'00	'07	'04	'02	'00	'07	'04	'02	'00
Admin	2	2	2	2	2	2	2	1	2	2	2	1	2	2	4	2
Food & Bev.	20	15	13	14	14	15	16	16	16	16	13	13	12	16	15	13
Golf	12	9	9	9	10	11	11	10	9	12	11	9	10	10	12	11
Tennis	4	2	3	2	3	3	4	3	4	3	4	4	4	4	3	3
Fitness	1	4	5	0	3	2	5	2	2	6	2	0	5	4	5	5
Swimming	11	6	7	6	8	9	8	6	10	10	8	7	14	13	11	9
Other	6	15	9	7	9	11	7	6	4	13	9	7	9	9	8	9

VI. Club and Membership Fees

Table 11 below highlights average initiation fees and dues for the Regular/Full membership category of each club type.

The average initiation fee for a full membership in a country club is \$33,647 (similar to \$33,757 in 2004 which was up from \$30,149 in 2002), with a dues level of \$443 per month (up from \$430 two years ago). The median initiation fee for a country club was \$18,750. Average golf club initiation fees are \$56,614 (down from the \$59,880 reported in 2004) with a dues level of \$550 per month (up from the \$486 two years ago). The median initiation fee for golf clubs is \$40,000. The average initiation fee for a full membership in a city club is \$3,736, with a dues level of \$166 per month. The numbers for city clubs are lower than those reported in 2004.

Thirty-one percent of the clubs have initiation fees that include equity payments. This is similar to the 34 percent reported two years ago.

Of clubs that have equity programs, the average equity component is 54 percent - similar to the 53 percent reported in 2004 and 57 percent in 2002.

The average equity percentage was 62 percent for golf clubs, 51 percent for country clubs and 47 percent for yacht clubs.

Sixty-six percent of clubs with equity fees base the equity on the current value, while 34 percent base it on the original value.

Table 11 Average Initiation Fees, Dues for Full Regular/Members By Club Type and Year

	Initiation Fees			Monthly Dues		
	Golf	Country	City	Golf	Country	City
2007	\$56,614	\$33,647	\$3,736	\$550	\$443	\$166
2004	\$59,880	\$33,757	\$4,294	\$486	\$430	\$207
2002	\$47,011	\$30,149	\$3,233	\$647	\$492	\$187
2000	\$27,616	\$18,944	\$2,608	\$342	\$279	\$106

Guest Fees

Table 12 below shows the average guest fees for weekdays and weekends for guest rooms, tennis, platform tennis and the swimming pool. The fees are compared to those reported in 2004, 2002 and 2000. As illustrated in the table, guest room rental fees have increased for both weekday and weekend rentals. The average club charges \$197 per day for guest rooms on a weekday and \$213 per day on a weekend. City clubs charge an average of \$180 per day for weekdays and \$218 for weekends. All other categories showed modest increases over the past two years.

	Weekdays				Weekends			
	'07	'04	'02	'00	'07	'04	'02	'00
Guest Room	\$196	\$159	\$123	\$148	\$213	\$167	\$139	\$157
Tennis	\$9	\$8	\$7	\$7	\$10	\$9	\$8	\$8
Platform Tennis	\$8	\$7	\$6	\$6	\$9	\$8	\$7	\$7
Swimming Pool	\$6	\$6	\$5	\$5	\$7	\$6	\$5	\$5

Legacy and Senior Memberships

Fifty-four percent of the clubs have legacy programs, similar to the 53 percent reported in 2004. The percentage of legacy membership programs is higher among country clubs (56 percent) than among city clubs and golf clubs (44

percent and 42 percent respectively).

Corporate-Sponsored Memberships

Thirty percent of clubs keep records of corporate sponsored members at their clubs. Of those that keep these records, the average club reports 51 corporate memberships. The median number of corporate sponsored memberships is twelve. Some clubs reported over 1,000 corporate memberships thus increasing the average significantly. This number is up from the 30 members reported two years ago. City clubs have the highest average number of corporate members (206), while golf clubs have an average of 15 corporate members and country clubs average 42 corporate memberships.

Waiting Lists

Twenty-seven percent of clubs have waiting lists, similar to the 25 percent reported two years ago and 29 percent in 2002, but lower than the 35 percent reported in 2000. Forty-nine percent of clubs in the Northeast maintain waiting lists, as do 33 percent of clubs in the Mid-Atlantic.

The average membership waiting list for a club has a length of 43 people. This number is down from the 57 in 2004 and 2002 as well as the 61 people reported in 2000. The average golf club has 56 people on its waiting list. Larger clubs are more likely to maintain a waiting list than smaller ones and are also more likely to have more people on their waiting list than smaller clubs. This trend has been noted in past surveys.

VII. Club Policies

Smoking Policies

The survey indicates that there are almost no club dining facilities that allow smoking. Ninety-four percent of respondents reported that their dining facilities are non-smoking. Clubs in the Mid-Atlantic, South Central and North Central regions were the most likely to have some dining facilities that allow smoking.

Table 13 Type of Credit Cards Accepted at CMAA Clubs Among Clubs That Accept Credit Cards

	2007	2004	2002	2000
Visa	56%	61%	59%	49%
MasterCard	55	60	58	48
American Express	34	33	28	22
Discover	17	18	14	10
Debit Card	14	1	1	4
Club Owned Card	5	12	8	3

Credit Card Acceptance

Approximately 42 percent of clubs accept credit cards. Fifty-six percent of clubs in this survey accept VISA and 55 percent accept MasterCard at the club. About 52 percent of golf clubs and 45 percent of yacht clubs accept VISA. Forty-nine percent of golf clubs and 42 percent of yacht clubs accept MasterCard. Thirty-four percent accept the American Express card, while 17 percent accept the Discover card.

Five percent accept club-owned cards (down from 12 percent in 2004) and 14 percent accept debit cards. These results are compared to those from previous years in Table 13. Among clubs who accept credit cards, 54 percent accept American Express, 93 percent accept MasterCard, 94 percent accept VISA, 27 percent accept Discover, 24 percent accept Debit Cards and 10 percent accept club owned cards.

Fifty-nine percent of the clubs accept cash at the club. This number jumps to 65 percent among yacht clubs and 62 percent among country clubs.

Cell Phone Policies

Sixty-six percent of all clubs have a policy concerning the usage of cell phones at the club, up eleven percent from 2004. This number increases to 94 percent among city clubs. Four percent of these clubs prohibit cell phone usage in all areas of club property. Eleven percent of clubs prohibit usage in public areas of the club, while 22 percent prohibit cell phone usage in the dining rooms. Nine percent prohibit cell phone usage on the golf course, while 8 percent prohibit cell phone usage at other athletic/sports facilities. One percent prohibit usage in parking lots.

Significant Other Policy

Thirty percent of all clubs report that the treatment of significant others has become an issue at their club.

When asked about their policies on the treatment of significant others at their club, 13 percent of respondents indicated that unmarried partners are recognized as guests, while 16 percent require members to sign a letter designating their significant other.

Currently, no clubs limit changes for designation of significant others to once per defined time frames. Two percent require an affidavit certifying that the member and the significant other are common-law husband and wife, while 13 percent extend club privileges to a significant other without ownership rights.

One percent reduce guest fees for the significant other. Two percent do not approve requests for significant other privileges from members who are married but separated, while one percent require guest ID cards for the significant other. Five percent of clubs have no significant other policy.

	% with Board of Directors	Number of Members
All Respondents	89%	12
Golf Clubs	72	10
Country Clubs	91	11
City Clubs	96	14
Yacht Clubs	96	13
Under 400 Members	83	11
400-600 Members	87	11
600-900 Members	92	12
Over 900 Members	92	13

VIII. Club Governance

Board of Directors

Eighty-nine percent of respondents have a board of directors with an average of 12 members serving on the board. The number of members increases slightly with the size of the club. Eighty-three percent of clubs with fewer than 400 members have a board of directors, 87 percent of clubs with 400-600 members and 92 percent of clubs with more than 900 members have a board of directors.

Orientation Programs for Board Members

Sixty-four percent of respondents have orientation programs for new board members in their club. While 43 percent of clubs with fewer than 400 members have a board orientation program, 64 percent of clubs with 600-900 members and 80 percent of clubs with more than 900 members have Board orientation programs.

Benefits for board members are not a common practice. The only significant benefit that clubs offered to their board members was the cost of a meal at meetings.

	Orientation Program	Annual Retreat	Preferred Tee Times	Reserved Parking	Meals at Meetings	Reduced Dues	Other
All Respondents	64%	20%	1%	4%	28%	2%	5%
Golf Clubs	50	14	0	3	17	1	3
Country Clubs	69	22	2	4	30	2	5
City Clubs	62	12	0	3	27	3	3
Yacht Clubs	56	36	0	21	26	8	3
Under 400 Members	43	11	0	3	19	1	5
400-600 Members	68	19	0	6	39	2	5
600-900 Members	64	20	0	7	54	4	6
Over 900 Members	80	27	0	8	34	3	8

	All Respondents	Golf	Country	City	Yacht
Nominations	46%	33%	50%	35%	53%
Membership	56	41	59	59	58
Long Range Planning	44	24	48	32	50
Activity Committees	51	40	58	22	50
House	55	40	59	54	58
Social	31	20	32	27	39
Junior	10	5	8	27	32
Finance	52	37	55	46	58
Legal	15	11	16	11	16

Club Committees

According to the survey, 91 percent of respondents have committees at their club.

Membership, House and Finance committees were the most common types of committees with 56 percent, 55 percent and 51 percent respectively. The survey indicates that the presence of various types of committees moves up among country club, while the number is generally lower among golf clubs and city clubs.

	Percent with Committees	Orientation Program	Long Term Strategic Plan
All Respondents	91%	38%	64%
Golf Clubs	76	35	61
Country Clubs	94	38	65
City Clubs	96	45	54
Yacht Clubs	100	46	68
Under 400 Members	84	29	53
400-600 Members	91	36	71
600-900 Members	94	41	55
Over 900 Members	94	52	76

Sixty-three percent of the respondents reported that committee chairs select the members of their committee, while 29 percent reported the president selects committee members.

Only 38 percent of clubs offer orientation programs for committee members. The percentage moved up slightly among city clubs.

Sixty-four percent of the clubs have a long-term strategic plan. The percentage dropped to 54 among city clubs. The survey indicates large clubs are the most likely to maintain a strategic plan.

Table 18 Relationship between Committee Chair and the Board of Directors by Club Type and Club Size

	Board Mem- bers Chair all Committees	Board Mem- bers Chair some Com- mittees	Committee Chairs not Board Members
All Respondents	61%	25%	14%
Golf Clubs	67	20	14
Country Clubs	67	21	12
City Clubs	46	42	12
Yacht Clubs	24	56	20
Under 400 Members	69	21	10
400-600 Members	63	25	13
600-900 Members	63	22	15
Over 900 Members	55	29	16

Board and Committee Chairs

Sixty-one percent of clubs reported that board members chair all of their committees. Twenty-five percent of clubs reported that board members chair some of their committees while fourteen percent of clubs reported that committee chairs are not board members. The number of clubs who have board members who chair all committees goes up among golf clubs and country clubs as well as among clubs with under 400 members. This number drops among city clubs and as club size increases.

Committee Members

Seventeen percent of clubs reported that the club president alone chooses their committee members. Twelve percent reported that the president chooses committee members with board approval. Thirty-

five percent of clubs report having their committee members chosen by the committee chair with board approval and another 28 percent report having them chosen by the committee chair with no board approval. The survey indicates city clubs and yacht clubs are somewhat more likely to have the club president chose committee members.

Table 19 How Committee Members are Chosen by Club Type and Club Size

	By the Presi- dent	By the President with Board Approval	Committee Chair with Board Ap- proval	Committee Chair No Board Approval
All Respondents	17%	12%	35%	28%
Golf Clubs	6	24	30	30
Country Clubs	16	10	37	30
City Clubs	24	16	24	28
Yacht Clubs	32	16	36	12
Under 400 Members	18	15	39	22
400-600 Members	13	11	35	35
600-900 Members	25	9	32	27
Over 900 Members	16	13	38	25

While a majority of clubs allow committee chairs to recruit their members, the survey also indicates that a plurality of golf and country clubs are likely to require final approval from the board on committee memberships.

Among city clubs, a slight majority of the clubs do not require board approval of these appointments. The committees in fifty-two percent of these clubs are appointed either directly by the president (24 percent), or by the committee chairs without board approval (28 percent).

	Selection of President by			Selection of Officers by		
	Board	Members	Nominating Committee	Board	Members	Nominating Committee
All Respondents	66%	10%	16%	50%	15%	26%
Golf Clubs	71	7	5	53	7	22
Country Clubs	72	9	13	55	16	23
City Clubs	63	0	33	41	4	52
Yacht Clubs	36	28	36	24	36	40
Under 400 Members	62	11	17	48	12	28
400-600 Members	65	10	15	52	14	24
600-900 Members	70	10	15	51	16	27
Over 900 Members	71	9	16	56	19	19

The Selection of the Club President and Officers

Sixty-six percent of clubs report having their president chosen by the board. Ten percent report having the president selected by the members, while sixteen percent report having their president chosen by a nominating committee.

Club officers are also more likely to be chosen by the board. Overall, 50 percent report choosing their officers this way, while 15 percent are chosen by the membership. Twenty-eight percent of clubs report choosing their officers through the nominating committee.

Club President's Term of Office

Fifty-eight percent of clubs reported that their president's term of office is one year. Twenty-nine percent of clubs reported that their president's term of office is two years and thirteen percent reported that it is three or more years.

The survey indicates country clubs are more likely to have a shorter term of office for the president, while golf club presidents appear to have longer tenures. Smaller clubs are more likely than others to have a longer term of office with 22 percent reporting that their president's term of office is three years or more.

Table 21 Club President's Term of Office by Club Type and Club Size			
	1 year	2 years	3 or More
All Respondents	58%	29%	13%
Golf Clubs	38	22	40
Country Clubs	63	29	8
City Clubs	52	41	7
Yacht Clubs	68	24	8
Under 400 Members	43	34	22
400-600 Members	58	32	10
600-900 Members	72	20	8
Over 900 Members	62	22	16

IX. Club Revenue and Expenses

The following paragraphs present the results of the club revenue and expense statistics collected in the study. The graphs on pages 18 through 20 show the results of the survey by club type.

A series of tables beginning on page 24 detail club revenue and expenses by department. Tables 22 and 23 on pages 21 and 22 show the numbers used in both the graphs and the tables. A full explanation of the numbers used in the presentation is found on page 28.

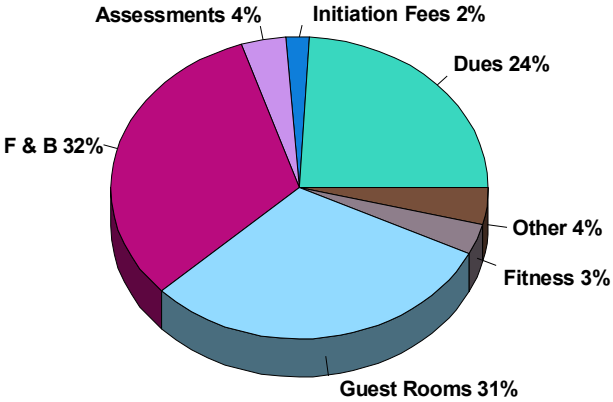
City Club Revenue and Expenses

Food and beverage operations account for 32 percent of all revenue for the average city club. Guest rooms account for another 31 percent.

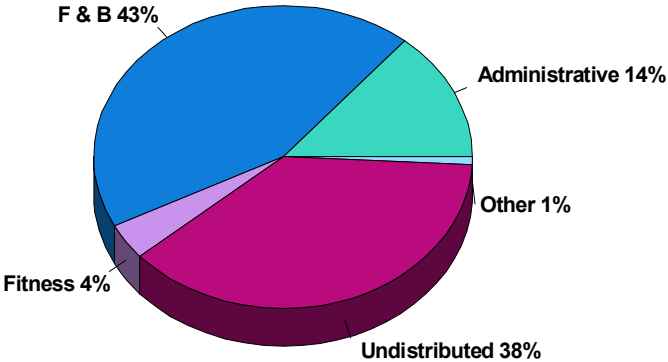
On the expense side of the average club's balance sheet, food and beverage operations account for 43 percent of club expenses, while undistributed expenses such as clubhouse expenses, maintenance, general administrative expenses and utilities make up 38 percent of club expenses.

In the revenue categories that city clubs have in common with country clubs and golf clubs, such as food and beverage operations, city clubs tend to have higher revenues than their counterparts. The overall average revenues of city clubs are lower than most country clubs and golf clubs.

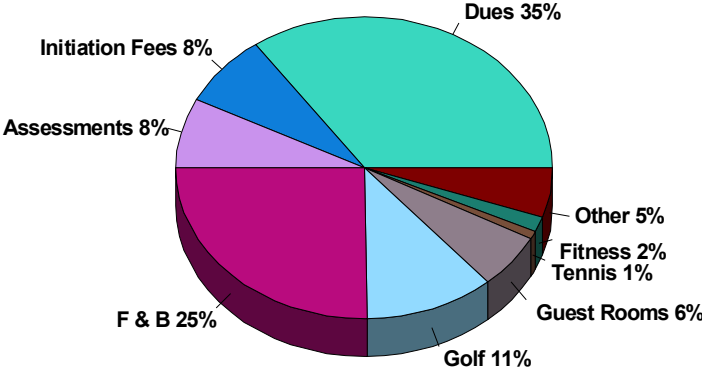
City Club Revenue



City Club Expenses



Country Club Revenue



Country Clubs Revenue and Expenses

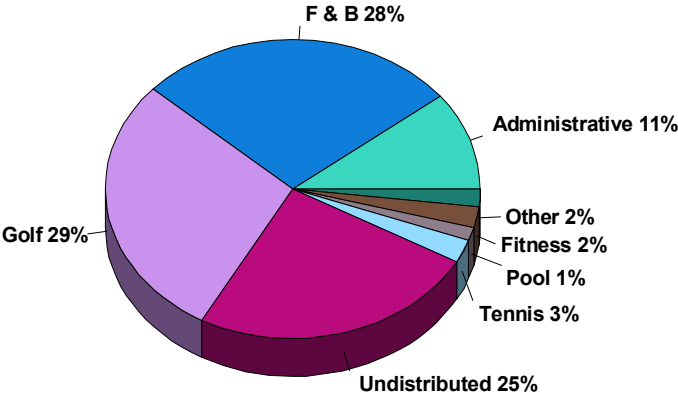
Dues comprise the largest revenue category for the average country club. This is followed by food and beverage operations. Together, these two categories account for nearly two-thirds of the average country club's revenue. Golf operations account for another 11 percent of the average country club's revenue.

Initiation fees and assessments account for 8 percent of club revenue. Guest rooms bring in six percent of overall country club revenue.

Other income categories, such as tennis, fitness, the pool and locker rentals are each responsible for less than two percent of club revenue.

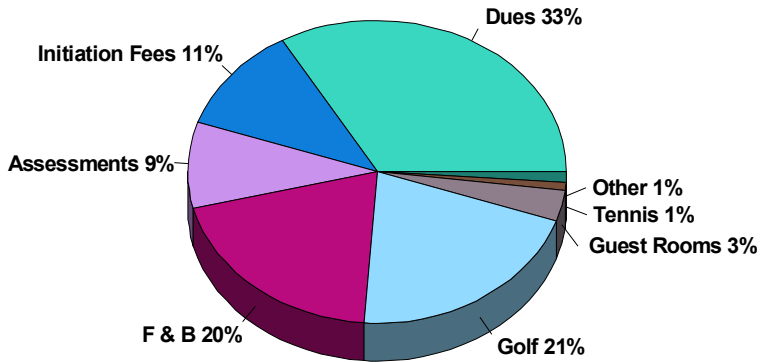
As for the average country club's expenses, administrative expenses account for eleven percent of total expenses. Food and beverage operations account for 28 percent of expenses.

Country Club Expenses



Golf operations account for 29 percent of overall country club expenses. Undistributed expenses, such as utilities, general administrative expenses, clubhouse and maintenance expenses, comprise 25 percent of club expenses. Other club facilities such as tennis courts, the pool and fitness center each account for less than three percent of the average country club's expenses. Entertainment accounts for less than one percent of expenses.

Golf Club Revenue



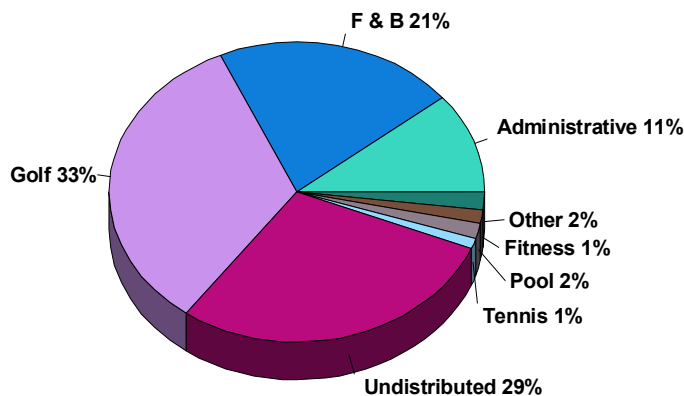
Golf Club Revenues and Expenses

As with country clubs, dues make up the largest of the revenue categories for the average golf club, accounting for 33 percent of all revenue. Dues, food and beverage (20 percent) and golf (21 percent) account for slightly less than three quarters of golf club revenue.

Initiation fees bring in 11 percent of golf clubs' overall revenue, while assessments generate 8 percent of golf club revenue. Tennis, fitness, the pool, guest rooms and other revenue categories account for fewer than 5 percent of the average golf club's total revenue.

Unlike country clubs, the golf operations at these clubs are the largest expense, comprising 33 percent of the total expenses of the average golf club. Other large expense categories include undistributed expenses such as maintenance, clubhouse and utilities (29 percent).

Golf Club Expenses



Food and beverage operations account for 21 percent of golf club expenses. Administrative expenses accounted for 11 percent of the average golf club's total expenses. Tennis, pool, fitness and entertainment expenses account for about six percent of total expenses.

Table 22 Average Club Revenue By Club Type 2007			
	Golf	Country	City
Dues	\$1,849,021	\$2,347,316	\$1,716,433
Initiation Fees	\$658,102	\$519,508	\$139,162
Assessments	\$509,163	\$515,716	\$284,856
Member Food Sales	\$515,421	\$878,401	\$1,253,393
Non-Member Food Sales	\$318,968	\$308,850	\$530,444
Member Beverage/Liquor Sales	\$220,200	\$332,546	\$386,346
Non-Member Beverage/Liquor Sales	\$133,748	\$108,723	\$121,583
Unused Minimums	\$60,747	\$53,172	\$101,874
Service Charges	\$130,865	\$198,968	\$200,730
Dining Room Rentals	\$30,254	\$25,154	\$105,691
Other Food and Beverage Revenue	--	\$69,776	\$112,338
Total Food & Beverage	\$1,101,885	\$1,691,872	\$2,255,427
Total Member Food & Beverage Revenue	\$857,433	\$1,332,393	\$1,154,798
Total Non-Member Food & Beverage Revenue	\$526,645	\$417,907	\$598,976
Greens Fees	\$564,745	\$275,462	--
Cart Fees/Trail Fees	\$196,719	\$244,443	--
Pro Shop Sales	\$370,742	\$338,672	--
Tournament Income	\$84,157	\$82,266	--
Bag/Club Storage	\$23,053	\$37,197	--
Driving Range	\$79,407	\$45,293	--
Other Golf Revenue	\$96,542	\$86,637	--
Total Golf Revenue	\$1,148,884	\$755,389	--
Tennis Pro Shop	--	\$71,524	--
Tennis Guest Fees	\$10,590	\$7,657	--
Other Tennis Revenue	\$49,500	\$56,782	--
Total Tennis Revenue	\$35,340	\$62,528	--
Fitness User Fees	--	\$123,810	\$95,490
Fitness Guest Fees	--	\$6,829	\$6,565
Total Fitness/Exercise Rom Revenue	--	\$107,021	\$239,902
Swimming Guest Fees	\$21,252	\$7,501	\$7,100
Swimming Locker Rental	--	\$5,518	--
Guest Room Sales	\$188,550	\$398,112	\$2,167,449
Other Income	\$59,900	\$342,846	\$266,988
Total 2007 Revenue	\$4,700,072	\$5,539,654	\$4,900,413

2007 Operations Survey Report

Table 23-A Average Club Expenses By Club Type 2007 (Part 1)			
	Golf	Country	City
Undistributed Operating Expenses: Clubhouse	\$280,721	\$291,234	\$417,308
Undistributed Operating Expenses: Admin. & General	\$447,185	\$446,880	\$580,511
Undistributed Operating Expenses: Heat, Light & Power	\$91,549	\$188,199	\$309,018
Undistributed Operating Expenses: Repairs, Maintenance	\$81,785	\$136,012	\$245,131
Fixed Operating Expenses: Insurance	\$89,848	\$114,791	\$136,643
Fixed Operating Expenses: Real Estate Taxes	\$154,865	\$148,230	\$236,739
Other Taxes (except Income Taxes)	\$61,127	\$38,278	\$22,127
Debt Service	\$231,559	\$349,826	\$236,350
Depreciation and Amortization	\$358,570	\$704,167	\$374,374
Administrative Expenses: Salaries & Wages	\$273,595	\$404,090	\$424,841
Administrative Expenses: Payroll Taxes & Benefits	\$59,344	\$104,314	\$110,453
Other Administrative Expenses	\$131,948	\$182,864	\$113,332
Total Administrative Expenses	\$458,521	\$566,198	\$629,982
Food & Beverage Expenses: Employee Meals	\$24,590	\$49,445	\$75,451
Food & Beverage Expenses: Salaries	\$233,582	\$1,081,144	\$433,572
Food & Beverage Expenses: Hourly Labor	\$296,391	\$559,234	\$758,933
Food & Beverage Expenses: Payroll Taxes and Benefits	\$108,646	\$183,482	\$341,255
Food & Beverage Expenses: Food Costs	\$302,527	\$443,868	\$588,292
Food & Beverage Expenses: Beverage Costs	\$79,260	\$138,025	\$165,889
Other Food & Beverage Expenses	\$113,663	\$180,293	\$264,374
Total Food & Beverage Expenses	\$881,854	\$1,464,834	\$1,943,974
Golf Dept. Expenses: Salaries	\$306,976	\$290,371	--
Golf Dept. Expenses: Hourly Labor	\$529,347	\$434,826	--
Golf Dept. Expenses: Payroll Taxes and Benefits	\$140,292	\$155,028	--
Golf Dept. Expenses: Pro Shop Cost of Sales	\$223,801	\$229,323	--
Golf Dept. Expenses: Tournament Expenses	\$30,347	\$37,022	--
Golf Dept. Expenses: Grounds and Greens Supplies	\$345,648	\$280,053	--
Golf Dept. Expenses: Course Repairs	\$78,027	\$83,975	--
Golf Dept. Expenses: New Equipment	\$197,307	\$110,195	--
Other Golf Dept. Expenses	\$102,925	\$199,471	--
Total Golf Dept. Expenses	\$1,400,590	\$1,527,195	--

Table 23-B Average Club Expenses by Club Type 2007 (Part 2)			
	Golf	Country	City
Tennis Dept. Expenses: Salaries	--	\$51,804	--
Tennis Dept. Expenses: Hourly Labor	--	\$52,809	--
Tennis Dept. Expenses: Payroll Taxes and Benefits	--	\$21,863	--
Tennis Dept. Expenses: Court Maintenance/Equipment	--	\$15,690	--
Other Tennis Dept. Expenses	--	--	--
Total Tennis Dept. Expenses	\$51,500	\$139,071	--
Pool Expenses: Salaries	--	\$25,544	--
Pool Expenses: Hourly Labor	\$19,850	\$30,206	--
Pool Expenses: Payroll Taxes and Benefits	\$10,200	\$6,538	--
Pool Expenses: Pool Maintenance/Equipment	\$52,766	\$13,132	--
Other Pool Expenses	--	\$27,816	--
Total Pool Expenses	\$63,220	\$69,883	--
Fitness Facility Expenses: Salaries	\$22,100	\$50,653	\$82,700
Fitness Facility Expenses: Hourly Labor	\$11,880	\$73,162	\$124,129
Fitness Facility Expenses: Payroll Taxes and Benefits	\$4,851	\$22,179	\$57,421
Fitness Equipment Maintenance/Purchase	\$5,250	\$29,081	\$14,468
Total Fitness Facility Expenses	\$57,144	\$122,296	\$177,992
Club Sponsored Entertainment Expenses	\$78,250	\$90,445	\$34,756
Total 2007 Expenses	\$3,946,944	\$5,147,334	\$4,840,522

	2007			2004			2002			
	Golf	CC	City	Golf	CC	City	Golf	CC	City	
I n c o m e	Total Food Revenue	60%	59%	63%	58%	60%	57%	58%	61%	57%
	Member Food Revenue	37	44	44	42	47	47	43	46	47
	Non-Member Food Revenue	23	16	19	16	13	10	15	15	10
	Beverage/Liquor Revenue	25%	23%	18%	22%	21%	18%	21%	21%	20%
	Member Liquor Revenue	16	17	14	16	16	16	17	16	15
	Non-Member Liquor Revenue	9	6	4	6	5	2	5	5	4
	Unused Minimums	4	3	5	3	3	2	4	3	3
	Service Charges	9	10	7	9	11	9	11	11	13
	Dining Room Rental	2	1	4	1	1	8	2	1	4
	Other Dining Expenses	--	4	4	6	3	6	4	3	4
	Total Percentage	100	100	100	100	100	100	100	100	100
E x p e n s e s	Employee Meals	2%	2%	3%	3%	3%	6%	3%	3%	2%
	Salaries	20	41	16	15	17	18	16	14	18
	Hourly Labor	26	21	29	30	29	22	30	31	28
	Payroll Taxes and Benefits	9	7	13	11	10	11	9	9	11
	Food Costs	26	17	22	21	24	21	23	25	20
	Beverage Costs	7	5	6	7	7	5	7	8	6
	Other Food & Beverage Expenses	10	7	10	14	10	16	11	11	16
	Total Percentage	100	100	100	100	100	100	100	100	100

Dining Income and Expenses

Table 24 highlights the breakdown by club type of dining income and expenses as a percentage of total revenue. As can be seen in the table, the proportion that food revenue holds of total food and beverage operation revenues has remained stable among golf and country clubs while increasing by six percent among city clubs. Beverage revenue increased slightly in 2007 in both golf and country clubs. The expenses portion of the table shows that expense categories have retained their relative proportions of total food and beverage expenses with the exception of salaries, which have increased somewhat among country clubs and modestly among golf clubs. Food cost percentages rose somewhat among golf clubs while dropping among country clubs in 2007.

	2007		2004		2002		
	Golf	Country	Golf	Country	Golf	Country	
I n c o m e	Greens Fees	47%	29%	31%	22%	28%	22%
	Cart/Trail Fees	17	26	21	24	22	24
	Pro Shop Sales	12	17	25	33	32	32
	Tournament Income	7	9	8	7	7	8
	Bag/Club Storage	2	4	3	4	3	3
	Driving Range	7	5	4	4	3	4
	Other Golf Income	6	10	6	5	5	6
	Total Percentage	100	100	100	100	100	100
E x p e n s e s	Salaries	15%	16%	18%	18%	15%	14%
	Hourly Labor	27	24	24	24	25	26
	Payroll Taxes and Benefits	7	9	8	8	7	8
	Pro Shop Cost of Sales	11	13	12	14	15	15
	Tournament Expenses	2	2	3	3	3	3
	Grounds and Greens Supplies	18	15	17	14	15	14
	Course Repairs	4	5	4	5	6	6
	New Equipment	10	6	5	5	7	5
	Other Golf Expenses	5	11	9	10	7	9
Total Percentage	100	100	100	100	100	100	

Golf Income and Expenses

Table 25 presents the breakdown of golf operation income and expenses as percentages based on club type. The relative proportion of greens fee revenues moved up in this study, from 31 percent to 47 percent among golf clubs. The table also shows a slight drop in proportion salaries represented in the expenses of both golf and country clubs.

Forty-five percent of pro shop sales at both golf and country clubs are represented by hard good sales and 55 percent are represented by soft goods sales.

Table 26 Income and Expense Categories as Percentage of Total Tennis Revenue				
		Country Clubs		
		2007	2004	2002
I n c	Pro Shop	53%	57%	58%
	Guest Fees	5	9	5
	Other Income	42	34	38
	Total Percentage	100	100	100
E x p	Salaries	36%	35%	26%
	Hourly Labor	37	27	32
	Payroll Taxes and Benefits	15	13	6
	Court Maintenance	11	10	16
	Other Tennis Expenses	0	16	20
	Total Percentage	100	100	100

Tennis Income and Expenses

There have been minimal changes in the tennis income and expense statistics since 2004. Salaries for the tennis staff as a percentage of total expenses have also remained proportionally stable since 2004, while the hourly-labor proportion has increased somewhat.

Overall, payroll-related expenses hold a slightly higher proportion (15 percent), than they did in 2004 (13 percent) and in 2002 (6 percent). The cost of maintaining the facilities was similar to that in 2004, which dropped from 2002.

Table 27 Income and Expense Categories as Percentage of Total Fitness/Exercise Expenses							
		2007		2004		2002	
		Country	City	Country	City	Country	City
I n c	User Fees	94%	94%	88%	80%	87%	89%
	Guest Fees	6	6	12	20	13	11
	Total Percentage	100	100	100	100	100	100
E x p	Salaries	50%	29%	39%	37%	29%	24%
	Hourly Labor	27	42	35	27	37	34
	Payroll Taxes and Benefits	11	13	12	12	11	31
	Equipment Maintenance/Purchase	12	17	14	24	23	12
	Total Percentage	100	100	100	100	100	100

Fitness Center Income and Expenses

Table 27 compares the breakdown of fitness center income and expenses on a percentage basis by club type. Among country clubs the ratio between user fee revenue and guest fee revenue has widened since 2004. The expense proportions for city clubs show an increase in hourly labor. There has also been a drop in equipment maintenance and purchase expenses since 2004.

Table 28 Income and Expense Categories as Percentage of Total Pool Income by Club Type										
		2007			2004			2002		
		Golf	Country	City	Golf	Country	City	Golf	Country	City
R e v	Swimming Guest Fees	*	58%	*	43%	20%	27%	100%	14%	54%
	Swimming Locker Rentals	*	42	*	57	80	73	0	86	45
	Total Percentage	*	100	*	100	100	100	100	100	100
E x p	Salaries	*	25%	*	22%	27%	25%	38%	26%	27%
	Hourly Labor	23	30	*	33	32	47	27	32	48
	Payroll Taxes and Benefits	12	6	*	9	7	15	4	6	9
	Maintenance/New Equipment	64	13	*	18	14	6	10	16	4
	Other Pool Expenses	*	27	*	18	20	7	21	20	12
	Total Percentage	100	100	*	100	100	100	100	100	100

*Insufficient Data

Swimming Pool Expenses

Table 28 compares the breakdowns of pool revenues and expenses on a percentage basis by club type.

Revenue from Locker Rental

Table 29 shows average reported locker fees for full and half lockers. A trend of rising locker fees continued this year.

Table 29 Locker Fees by Size of Locker												
	2007			2004			2002			2000		
	Mbr.	Spse.	Fam. Mbr.	Mbr.	Spse.	Fam. Mbr.	Mbr.	Spse.	Fam. Mbr.	Mbr.	Spse.	Fam. Mbr.
Full Locker	\$137	\$126	\$120	\$138	\$115	\$130	\$111	\$102	\$97	\$104	\$93	\$83
Half Locker	\$89	\$85	\$83	\$88	\$77	\$87	\$74	\$67	\$59	\$66	\$60	\$55

Depreciation

Thirty-six percent of clubs fund depreciation. This percentage is up from the 33 percent reported two years ago and is similar to the 39 percent reported in 2002. There are no significant differences among the various subgroups, except in yacht clubs, where 69 percent fund depreciation.

Use of Initiation Fees

Thirty-six percent of clubs use their initiation fees for club operations, down from 43 percent in 2004. This number has remained relatively stable since 1998, when 42 percent said they funded operations with these fees. Sixty-eight percent use these funds for capital projects (down from 77 percent two years ago and from 75 percent in 2000), while 28 percent (33 percent in 2004, 27 percent in 2002 and 25 percent in 2000) use the fees for debt payments. Twenty-seven percent (30 percent in 2004 and 26 percent reported in the previous three surveys) set aside the fees as cash reserves. Three percent have other uses for initiation fees, including repurchasing member equity.

Forty percent of clubs have had a capital assessment within the past two years. The survey indicates twenty-seven percent of golf clubs, 45 percent of country clubs and 33 percent of city clubs have had recent assessments. The average annual capital assessment in these clubs was \$2,790, while the average monthly capital assessment was \$73.

Notes on Data Formats Used for Income and Expense Tables and Graphs

The revenue and expense numbers presented in this report are average responses from all the members who answered each question on the survey. Thus, the number reported in any given category, such as "Dues Revenue" is an average of all the answers reported. The "totals" for each subcategory of revenue and expense presented in Tables 22 and Table 23, as well as the "Total Revenue 2007" and "Total Expenses 2007" are also averages of every subtotal and grand total submitted by each club. It is important to remember that every club **does not** report revenue and expenses in every category. For example, only half of the clubs have fitness centers and therefore, half of the returned surveys have no revenue or expenses in these categories of the report. Thus, for the purpose of Tables 22 and 23, we do not add the various revenue and together to create the subtotals or the grand total, as this would create an inflated total. Instead, the averages of all subtotals are reported.

However, in the exercise used to create the revenue and expense graphs by club type on pages 18-20 and the revenue and expense tables by department starting on page 24, we have created a "total of the averages" to produce a percentage break-out by category. Thus, the percentages shown under revenue and expense by department (golf, food and beverage, tennis, etc.), add to 100 percent.

We believe both of these presentation methods are valuable and, while somewhat complicated to explain, produce the clearest picture of the data.

X. Club Debt

Among those clubs that carry short-term debt, the average debt carried is \$777,772, an increase over the \$499,190 in 2004. Median short-term debt is \$400,000, also an increase from the \$200,000 reported two years ago and \$175,000 in 2002. The amount of short-term debt drops among city clubs to an average of \$521,667. Larger clubs tend to hold more short-term debt than smaller clubs.

The average club carrying long-term debt finances \$3,205,047, a number similar to the \$3,333,257 reported in 2004. The median long-term debt for all clubs is \$2,000,000, an increase of \$100,000 over 2004 and \$400,000 over 2002.

Club Type	2007		2004		2002	
	Short-Term Debt	Long-Term Debt	Short-Term Debt	Long-Term Debt	Short-Term Debt	Long-Term Debt
All Clubs	\$878,824	\$3,134,140	\$499,190	\$3,333,257	\$415,491	\$2,362,561
Golf	\$717,466	\$4,286,176	\$726,805	\$3,427,688	\$473,855	\$3,694,205
Country	\$978,574	\$3,079,535	\$457,478	\$3,158,103	\$407,784	\$2,116,289
City	\$521,666	\$1,341,523	\$575,462	\$2,867,882	\$467,305	\$1,971,710

The median long-term debt for country clubs was \$2,200,000, while the median long-term debt for golf clubs was \$1,300,000. The median number for city clubs was \$125,000.

Forty-two percent of clubs use a fixed-term method to finance their debt, while 25 percent use a balloon payment. Other clubs detailed specific terms such as 10 year mortgages etc. when asked to explain how they finance their long-term debt.

Project	Average Cost
Formal Dining Renovation or Expansion	\$263,925
Informal Dining Renovation or Expansion	\$365,384
New Clubhouse	\$6,298,260
General Clubhouse Renovation or Expansion	\$1,623,015
Men's Locker Room Renovation or Expansion	\$219,484
Women's Locker Room Renovation or Expansion	\$84,598
Children's Locker Room Renovation or Expansion	\$102,428
General Golf Course Renovations	\$1,845,415
New Golf Course Irrigation System	\$801,650
Golf Shop Renovation or Expansion	\$233,970
Halfway House Renovation or Expansion	\$118,556
Tennis Court Renovation or Expansion	\$1,281,612
Tennis Building Renovation or Expansion	\$4,377,058
Tennis Shop Renovation or Expansion	\$258,994
Paddle Court Renovation or Expansion	\$40,339
Paddle Building Renovation or Expansion	\$110,581
New Swimming Pool	\$363,667
Pool Building Renovation or Expansion	\$405,785
Pool Snack Bar Renovation or Expansion	\$128,082
Other	\$3,699,887

XI. Capital Projects

Table 31 shows the average cost of various club renovations in the past two years.

Golf Course Renovations

Clubs that have completed golf course renovations in the past two years spent an average of \$755,162 on this project. Forty percent of golf clubs renovated their golf course at an average cost of \$1,845,415. This number was similar among both golf and country clubs.

Irrigation Systems

The average cost of a new irrigation system project moved from \$670,563 in 2004 to \$801,650 this year. Country clubs who took on such a project spent significantly more on their irrigation systems than golf clubs (\$822,169 to 730,800).

Clubhouse Renovation and Expansion

Clubs that finished a clubhouse renovation/expansion spent an average of \$1,623,015 on this project.

New clubhouses cost an average of \$6,298,260. Country clubs that built a new clubhouse spent significantly more than golf clubs (\$7,044,000 to 5,440,250). This is not a surprising result based on the finding that the average country club facility is significantly larger than the average golf club facility (see Table 3, page 5).

	Average Percentage of Total Financing
Annual Assessments	46%
Dues Increases	29
Members Bonds	31
Bank Loans	57
Initiation Fees	47
Redeemable Certificates	45
Sale of Property	50
Reserves	42
Depreciation	43

Financing Renovations

Table 32 shows how clubs finance their renovations and expansions. The percentage indicates how much of each method is used to finance renovations and expansions for those who use each method. For example, Table 32 indicates those clubs who use annual assessments as a means to finance a project obtain 46 percent of the financing from those assessments.

Thus, while each club creates its own plan to fund a specific project, the table indicates that bank financing, when obtained, is most likely to be the largest portion of the total finance package.

Overall, the survey shows bank loans, the sale of property, initiation fees, annual assessments and redeemable certificates are the means that are most often used to finance capital projects.

Sixty-nine percent of clubs that responded to the survey indicated that they have a capital improvement fund. The average amount in club capital improvement fund is \$819,142. Initiation fees and assessments are the most prevalent methods for financing capital improvement funds.

	2007			2004			2002		
	Golf	Country	City	Golf	Country	City	Golf	Country	City
Breakfast	1,659	7,630	10,876	3,470	4,384	7,782	3,272	3,489	6,985
Brunch	1,871	3,337	-	1,790	4,066	3,214	3,137	4,156	3,433
Lunch	16,246	16,316	23,724	14,369	21,648	16,417	15,851	22,406	31,230
Dinner	8,475	17,078	12,037	15,873	19,874	14,986	12,005	20,406	12,702
Banquets	4,221	16,001	26,584	12,661	16,217	22,316	8,639	16,858	40,791

XII. Food and Beverage Operations

Total Covers

Table 33 shows the total number of covers by meal and club type. Overall, the survey indicates a slight decrease in the number of dinner covers since 2004. However, lunch and banquet covers are about the same. As in the past, the survey shows city clubs serve more breakfast covers than country clubs and golf clubs. The average city club is also more likely to serve more lunch covers than the average golf or country club, though these numbers are not always consistent. Country clubs tend to serve more dinners than golf or country clubs.

	2007			2004			2002		
	Golf	Country	City	Golf	Country	City	Golf	Country	City
Breakfast	\$9	\$9	\$11	\$9	\$8	\$11	\$8	\$7	\$9
Lunch	14	12	18	11	10	17	10	9	15
Formal Dinner	38	31	40	37	29	43	31	25	36
Informal Dinner	25	21	24	23	19	26	22	17	23

	2007	2006
All Respondents	\$1,513,422	\$1,412,639
Golf Clubs	\$792,099	\$742,783
Country Clubs	\$1,515,239	\$1,409,208
City Clubs	\$2,394,947	\$2,215,405
Yacht Clubs	\$2,250,569	\$1,976,317

Food Revenue Per Cover Served

Table 34 (previous page) shows the average revenue per cover by meal type and club type. Results show the average revenue per cover for a formal dinner is \$13-\$16 higher than for an informal dinner, up slightly from the \$10-\$16 difference reported two years ago. Our statistics also show the average revenue per cover at a golf club is at least 10 percent higher than obtained at a country club. The revenue per cover at city clubs is roughly one-third higher than the average country club. City club revenue has decreased slightly in both formal and informal dinners from two years ago. However, both golf and country clubs show an increase in revenue from all meals since 2004.

Total Food Sales

The reader should note that clubs were asked to report their food sales and dining profits versus losses for both 2007 and 2006 in this questionnaire. These results do not represent a tracking from prior surveys

Table 35 shows the reported total food sales for 2007 and 2006, broken out by club type. The survey indicates total food sales increased by nearly seven percent from 2006 to 2007.

Golf and country clubs saw their average food sales increase by about seven percent since 2006. City clubs saw their average total food sales increase by 8 percent. The average city club total food sales are nearly 37 percent higher than country club average and more than triple the food sales of the average golf club. Yacht clubs posted nearly a twelve percent increase in total food sales, though the reader should note that relatively few yacht clubs reported.

	Golf		Country		City	
	2007	2006	2007	2006	2007	2006
Non-Alcoholic	\$74,023	\$65,695	\$64,950	\$61,061	\$24,748	\$27,946
Liquor	\$94,955	\$86,888	\$165,432	\$154,111	\$125,149	\$144,218
Wine	\$47,515	\$62,301	\$134,031	\$125,772	\$234,068	\$221,163
Beer	\$47,825	\$43,676	\$72,446	\$69,639	\$20,636	\$19,756

Alcohol Sales

Table 36 (previous page) shows the average alcohol sales for club types in 2006 and 2007. Once again clubs were asked to report numbers for both years on their questionnaires. The amount of non-alcoholic beverage sales increased for both golf and country clubs, yet decreased slightly for city clubs. City clubs also saw a decrease in their liquor sales, while golf and country clubs both saw an increase. All club types saw an increase in beer sales. Wine sales for all clubs increased between 2006 and 2007 at an average of two percent. Liquor sales at city clubs have decreased from \$144,218 to \$125,149.

	% Having Minimums	Yearly Minimum
All Respondents	63%	\$832
Golf Clubs	43	\$907
Country Clubs	72	\$860
City Clubs	47	\$742
Under 400 Members	55	\$837
400-600 Members	75	\$950
600-900 Members	72	\$724
Over 900 Members	44	\$814

Club Minimums

Sixty-three percent of clubs reported having minimum spending requirements, slightly down from the 2004 and 2002 data. Only 43 percent of golf clubs have spending minimums. The average minimum is \$832 per year, down slightly from the \$885 per year in 2004, but up from the \$773 in 2002, \$698 in 2000 and \$616 reported in 1998. The median minimum is \$750, the same as reported in previous surveys.

Twenty-seven percent of clubs with minimums require them to be spent on a monthly basis, while 41 percent require the minimum be spent quarterly. Five percent have semi-annual minimums and 27 percent have annual spending requirements. These numbers

are similar to those reported in previous surveys.

Sixty-three percent of clubs with minimums reported that they are structured to include both food and beverages, while 37 percent include only food. Among golf clubs with minimum spending requirements, 47 percent have minimums that include both food and beverages, while 53 percent include just food. Sixty-four percent of country clubs with minimums allow food and beverage purchases to cover the minimum, while 36 percent allow only food to be used for minimums. Eighty-six percent of city clubs with minimums allow members to put food and beverage purchases toward meeting the spending requirements, while 14 percent allow only food for this purpose. The size of the club appears to have little effect on how the spending minimum is structured.

Table 38	Number of Evenings per Week à la Carte Service is Provided						
	1	2	3	4	5	6	7
Formal Dinner	18%	13%	9%	9%	21%	26%	4%
Informal Dinner	7%	6%	8%	9%	20%	38%	12%

Formal and Informal Service

Table 38 shows the average number of evenings each club type provides formal and informal à la carte service. Twenty-six percent of clubs offer à la carte service six nights a week, while twenty-one percent offer it five nights a week. Eighteen

percent of clubs who responded to the survey only offer à la carte formal dinners one night a week. Thirty-eight percent of clubs offer à la carte formal dinner six nights a week.

Fixed Service Charges

Seventy-five percent of clubs have fixed service charges. The percentage is unchanged. The average service charge is 18 percent also consistent with past results. Eighty-seven percent of those with service charges apply the charge in the restaurant on a uniform basis. Eighty-three percent apply this fee to banquets.

	2007			2004			2002		
	Golf	Country	City	Golf	Country	City	Golf	Country	City
Collared Shirt Required	75%	74%	87%	77%	77%	62%	75%	78%	61%
No Jeans/Denim	69	53	73	63	63	60	69	64	64
Jacket Required	8	3	40	10	6	25	7	6	21
Golf Attire Allowed	75	79	0	84	75	22	71	71	14
No Hats	47	59	67	59	62	40	59	65	50
No Shorts	5	7	80	23	15	40	21	16	62
Business casual allowed	83	73	73	77	77	62	75	78	61

Dress Code

The survey asked the respondents to indicate what dress restrictions they have for informal dinners. Twenty-eight percent of all clubs require collared shirts for informal dining. Twenty-one percent do not allow jeans/denim. Three percent require a jacket. Twenty-six percent allow golf attire. Twenty-two percent do not allow hats. Five percent do not allow shorts. Twenty-eight percent allow business casual attire for informal dining. Table 39 highlights the results by club type.

	2007		2006	
	% Reporting Loss	% Reporting Profit	% Reporting Loss	% Reporting Profit
All Clubs	58%	40%	56%	43%
Golf Clubs	56%	42%	64%	36%
Country Clubs	58	41	57	41
City Clubs	60	33	53	47
Under 400 Members	59%	41%	59%	41%
400-600 Members	51	47	59	38
600-900 Members	52	48	47	51
Over 900 Members	67	33	69	31

Profit and Loss

Fifty-eight percent of clubs show a loss in their food and beverage operation, while 40 percent run at a profit. The numbers are statistically unchanged from the 56 percent reporting a loss and the 43 percent reporting a profit from 2006.

Method	2007	2004	2002
Dues	78%	68%	66%
Minimums	24	11	19
Outside Events	23	10	15
Initiation Fees	7	6	9
Assessments	9	6	5

Seventy-eight percent of clubs that show food and beverage losses use dues to cover them. This number is somewhat higher than previous years. These figures are listed in Table 41. Another 24 percent use minimums to finance the loss, up from 11 percent in 2004. Twenty-three percent use outside events to cover food and beverage losses, up from the 10 percent reported in 2004. Seven percent use initiation fees, down from six percent two years ago. Several respondents mentioned assessments and service charges as the way they offset losses in the dining operation.

Table 42 Average Total Rounds of Golf Played in 2007 by Club Type, Number of Members and Region

	Total Rounds
Golf Clubs	20,509
Country Clubs	26,290
Under 400 Members	17,884
400-600 Members	21,300
600-900 Members	26,972
Over 900 Members	39,964
Northeast	18,867
Mid-Atlantic	24,088
Southeast	29,647
North Central	17,462
South Central	24,590
West	31,535

XIII. Golf Operations

Eighty-one percent of responding clubs with golf courses have 18 holes, while seven percent have 27 holes. Seven percent have 36 golf holes and two percent have more than 36 holes. Two percent have nine holes. These percentages are identical for both golf clubs and country clubs. Ninety-nine percent of country clubs report having a golf professional who is a member of the PGA (Professional Golfer's Association) while 98 percent of golf clubs report having a golf professional who is a member of the PGA.

Average Rounds Played

The clubs with golf courses that participated in this survey averaged 24,041 rounds of golf per year, continuing the downward trend reported in the past (25,768 in 2004, 29,581 in 2002 and 31,781 in 2000). While the overall trend

appears to be moving downward, the survey indicated that about half of the clubs have seen increases in their rounds and half have seen a decrease. Fifty-one percent of respondents believe the number of rounds of golf played this year is higher than 3 years ago, while 49 percent believe it is lower.

Tee Times for Men

Of those who responded to the question, twenty-three percent of clubs have specific tee times for men, a lower percentage than reported in 2004. The percentages are roughly the same among both golf clubs and country clubs.

Weekend mornings were the most popular response for men only tee times (33 percent). Twenty-eight percent of respondents mentioned Wednesdays, either in the morning or afternoon, as their time to reserve slots for men only.

Table 43 Average Length of a Round of Golf in Hours By Club Type

	In Season	Off Season	Prime Time	Non-Prime Time
Golf Club	3.96	3.77	4.00	3.82
Country Club	4.02	3.83	4.13	3.87

Length of Round of Golf

During the golf season the average round of golf for members at both golf and country clubs takes about 4 hours. During the off-season the average round takes just over three hours and 45 minutes. The average round of golf takes about four hours during prime time and just over three hours and 45 minutes during non-prime time hours.

Golf Carts

Ninety-seven percent of golf clubs and ninety percent of country clubs reported having golf carts. The average club has 63 golf carts while the median number of carts is 60. The number of carts ranges widely from 15 to 190. Twenty-nine percent of golf clubs own their carts, while 37 percent of country clubs own their carts. Sixty-six percent of golf clubs and fifty-six percent of country clubs lease their carts. Very few clubs' carts are owned or leased by individual members or the golf professional.

Eighty-three percent of golf clubs and eighty-one percent of country clubs use some electric carts. According to our respondents, Club Car™ and E-Z-GO™ split the electric cart market nearly 60/40. The average electric cart has its batteries replaced every three years.

Among those who responded, fifteen percent of golf clubs and eleven percent of country clubs use gasoline-powered carts. Club Car™ and E-Z-GO™ are the most frequently mentioned gas-powered carts.

The average golf cart is replaced every four years. This number also represents the median replacement time. Golf cart rental rates average \$24 for 18 holes. This fee is nearly identical to those from 2004. The median rental rate at a golf club is 26 dollars while the median rental rate at a country club is 20 dollars.

Five clubs reported the availability of single rider carts at their club. Each of these reported having one single rider cart.

Golf Season

Seventy-three percent of clubs with golf operations reported that their golf course operations do not close completely during the off-season. The most typical club season is from April to October or November. Clubs in the Southern region are more likely to open early in the year (27 percent of clubs with golf operations from the southern region open their golf course(s) in March). Similarly, clubs from this region are more likely to keep their golf courses open as late as December. Assumedly these differences are due to climate allowance.

Table 44 Trail Fees

	2007	2004	2002	2000
Has Trail Fees	29%	21%	23%	20%
Average Trail Fee Per Year	\$560	\$717	\$526	\$629

Pull Carts and Trail Fees

Seventy-five percent of country clubs and fifty-nine percent of golf clubs allow pull carts.

Seventy-nine percent (58 percent in 2004, 63 percent in 2002 and 74 percent in 2000) of golf clubs allow their members to carry their own bags. Eighty-two percent (70 percent in 2004, 75 percent in 2002 and 64 percent in 2000) of country clubs allow members to carry their bags.

The number of clubs that have trail fees (29 percent) has increased slightly from two years ago. The average cost of trail fees has decreased to 560 dollars (median \$450), a number similar to those found in 2000 and 2002. The average trail fee per use is 13 dollars.

Table 45 Percentage of Clubs With Golf Caddies by Region and Club Type

	2007	2004	2002	2000
Golf Clubs	38%	47%	39%	53%
Country Clubs	27	39	35	41
Northeast	59%	52%	47%	54%
Mid-Atlantic	29	43	28	31
Southeast	10	13	17	22
North Central	54	51	44	50
South Central	22	30	29	21
West	3	24	17	23

Caddie Programs

Thirty-eight percent of golf clubs and 27 percent of country clubs have caddie programs. These numbers are down for both club types from past survey results. The survey found 54 percent of the clubs in the North Central region and 59 percent in the Northeast states use caddies. The percentage drops to 10 percent in the Southeast and to 3 percent in the West. The numbers in the Mid-Atlantic and West Regions are significantly lower than the 2004 response.

Of the clubs that offer caddie programs, thirty-two percent require golfers to use caddies during peak times. Forty-two percent of golf clubs require caddies during peak times, while only thirty percent of country clubs do.

Golf Pro Shops

According to the respondents to this study, thirty-seven percent of clubs have golf shops that are owned by the club golf professional, while 63 percent of clubs own their pro shop. In 2004, 41 percent of clubs reported that their golf pro shop was owned by the golf professional while 59 percent reported that the club owned the shop. This indicates a slight change towards clubs owning their pro shops. Twenty-eight percent of clubs report that they employ a buyer or merchandiser for their golf pro shop.

Sixty-one percent of golf pro shops have written standards. There is little difference between the number of golf and country clubs that have written pro shop standards. Clubs report an average pro shop of just under 2,000 square feet. However, the median square footage is 1,200.

Table 46 Percentage of Clubs Operating Pro Shop Under Mill River Plan by Region

	2007	2004	2002	2000
Northeast	8%	9%	6%	7%
Mid-Atlantic	8	0	5	6
Southeast	11	4	3	3
North Central	26	25	21	18
South Central	6	8	5	0
West	12	11	15	12

Mill River Plan

Approximately 12 percent of all clubs operate their pro shop under the Mill River Plan. This is up slightly from 10 percent in 2004 but down from the 14 percent reported in 2002. This plan allows members to purchase merchandise at 10 percent above cost after payment of an annual fee of \$100.

Outside Golf Events

The average club that held outside golf events hosted 13 outside events. The average revenue generated from these events was \$41,227. The median revenue reported was \$15,000.

Table 47 Average Number of Outside Golf Events Per Year and Average Revenue by Region

Region	2007		2004		2002		2000	
	Number	Revenue per Event	Number	Revenue per Event	Number	Revenue per Event	Number	Revenue per Event
Northeast	12	\$63,562	13	\$43,855	12	\$53,775	16	\$22,263
Mid-Atlantic	16	\$34,000	12	\$17,307	10	\$29,779	13	\$20,638
Southeast	12	\$23,506	9	\$16,290	10	\$32,387	11	\$20,475
North Central	8	\$63,833	8	\$29,837	8	\$24,474	11	\$30,395
South Central	16	\$19,800	10	\$20,308	10	\$18,058	9	\$25,110
West	13	\$32,911	42	\$26,986	12	\$29,655	12	\$19,633

Course Construction and Renovation

The average golf course that responded to this survey was originally constructed in 1953. The earliest golf course construction date reported by a club was 1890. The average cost to construct a course in the past 10 years was \$313,271 per hole. The average course was last renovated in 1996. The average renovation in the last 10 years cost \$1,845,415.

The average golf club replaces or updates its irrigation system every 15 years and the average country club replaces or updates its irrigation system every 18 years.

Golf Programs

Ninety-six percent of clubs with golf operations report having special women's golf programs, 90 percent report having junior golf programs and 56 percent report having senior golf programs. Ninety-nine percent of clubs report having member golf tournaments. Sixty-nine percent of clubs report holding charity golf events. Twenty-five percent of clubs report holding major professional golf tournaments.

Golf Course Maintenance

According to the survey results, the average golf course covers 171 acres. The size of courses ranged from 25 to 600 acres, with a median of 152 acres.

Seventy-eight percent of respondents indicated that their golf course meets United States Golf Association (USGA) specifications. Eighty-three percent of golf clubs and seventy-seven percent of country clubs maintain USGA quality courses, as well.

Bent grass was by far the most popular type of grass for tees, fairways and greens. Bermuda was the second most popular for those three categories. For roughs, Bermuda and Bluegrass were popular types of turf.

Seventy-eight percent of all respondents indicated that at least some of their greens are cut by the walking method. Fifty-seven percent use Triplex as a method of cutting their greens. Ninety-nine percent of clubs with golf operations report having an automated irrigation system.

Most clubs own their maintenance equipment (74 percent) as opposed to leasing it (twenty-six percent). Golf clubs are more likely than country clubs to lease their maintenance equipment.

Fifty-five percent of clubs have a maintenance contract for the golf course. Country clubs were slightly more likely to have a contract (57 percent) than golf clubs (49 percent).

The average maintenance cost per hole of golf is \$53,816. Similar numbers were reported for both golf clubs and country clubs.

According to the survey results, forty-six percent of clubs participate in environmental programs like the Audubon International.

Seventy-four percent of respondents indicated that their golf course superintendent is certified by the Golf Course Superintendents Association of America (GCSAA). Eighty-seven percent noted that their golf course superintendent reports to the General Manager/COO of their club.

XIV. Tennis Facilities

Eighty-two percent of country clubs have outdoor tennis courts. The median number of outdoor tennis courts at country clubs is six. Twenty-six percent of golf clubs have outdoor tennis courts. The median number of outdoor courts for this club type is two. The highest median number of outdoor tennis courts (eight) is found in the Southeast.

Nine percent of all country clubs have indoor tennis courts. The median number of indoor courts in country clubs is four.

Among clubs with a tennis pro shop, 48 percent report that the shop is owned by the tennis professional. This number is down somewhat from the 57 percent reported two years ago and even more over the 55 percent reported in 2002. Fifty-two percent report that the club owns the tennis pro shop, up nine percentage points from 2004

Table 48 Percentage of Clubs with Fitness Facilities by Club Type, Number of Members and Region

	2007	2004	2002	2000
Golf Clubs	33%	32%	20%	9%
Country Clubs	50	42	40	37
City Clubs	41	43	35	40
Under 400 Members	38%	43%	27%	21%
400-600 Members	47	21	28	24
600-900 Members	57	41	43	37
Over 900 Members	63	64	56	57
Northeast	36%	39%	23%	23%
Mid-Atlantic	42	36	40	28
Southeast	60	52	48	45
North Central	36	29	27	20
South Central	50	35	31	45
West	46	43	44	43

XV. Fitness Facilities

Table 48 shows the presence of fitness facilities in clubs of different sizes, regions and types for this survey and those from 2004, 2002 and 2000.

Forty-six percent of the clubs that participated in the survey have fitness/exercise facilities, up from 41 percent in 2004 and 38 percent in 2002. According to respondents, 28 percent of those clubs that do not have fitness facilities are considering the addition of one at the club. This number includes 21 percent of golf clubs, 31 percent of country clubs and 16 percent of city clubs.

Table 49 Percentage of Clubs Considering the Addition of a Fitness Facility by Club Type, Number of Members and Region

	2007	2004	2002	2000
Golf Clubs	21%	19%	21%	7%
Country Clubs	31	26	27	26
City Clubs	16	16	11	10
Under 400 Members	23%	21%	21%	18%
400-600 Members	34	30	25	21
600-900 Members	32	26	25	28
Over 900 Members	23	11	21	16
Northeast	27%	19%	22%	20%
Mid-Atlantic	40	16	25	30
Southeast	27	21	21	24
North Central	30	26	26	16
South Central	22	35	29	24
West	30	24	24	22

	2007		2004		2002		2000
	Number	% of Clubs w/ Equip.	Number	% of Clubs w/ Equip.	Number	% of Clubs w/ Equip.	Number
Stair Master	2	67%	2	79%	3	78%	3
Treadmill	4	92	4	89	4	89	3
Stationary Cycle	3	93	4	88	3	89	3
Cybex	6	50	7	44	6	42	7
Nordic Track	1	20	2	20	2	26	2
ROM Machine	1	14	1	12	2	14	1
Rowing Machine	1	37	2	42	2	36	1
Weight Machine	7	76	6	67	6	74	4
Free Weights	14	67	9	50	9	52	5
Aerobics Room	1	43	1	32	1	30	1
Steam Room	2	44	2	42	2	45	1
Sauna	1	43	2	41	2	41	1
Massage Room	2	48	2	47	2	37	1

Types of Equipment

According to the survey results, clubs have more free weights than any other type of equipment. The number of pieces of individual exercise equipment has held steady compared to past years.

Twelve percent of clubs charge an extra fee for use of their fitness facilities. The average monthly fee for use of the fitness facilities is \$29, while the average per-use fee is \$11. The medians are \$35 and \$10 for per-month and per-use, respectively.

Twenty-one percent of club fitness facilities are not staffed. Twenty-seven percent have personal trainers available. Eighteen percent have both full and part-time staff. Less than 1 percent of clubs reported using just part-time staff, just full-time staff or a management company to run their fitness center.

XVI. Computer Equipment and Software

Sixty-one percent of clubs have wireless connections at the club, up significantly from 32 percent in 2004. Sixty-nine percent of clubs have their wireless access limited to one area of the club, while thirty-one percent do not.

When asked how much their club budgeted for IT equipment costs, four percent of respondents indicated they have no budget money for such costs, while eight percent said their club had an IT equipment budget of less than \$2,000. Twenty-six percent of clubs budget between \$2,000 and \$5,000, while thirty-four percent spend between \$5,000 and \$10,000 and twenty-eight percent planned to spend more than \$10,000 on IT equipment.

Forty-two percent of the respondents indicated that they have between ten and 20 e-mail addresses for their club. Only one percent responded that they have no e-mail addresses.

Ninety-one percent of those who answered the question report that their club maintains a Web site, up from 76 percent of respondents in 2004, 59 percent in 2002 and 40 in 2000. The average club spent \$5,520 (median \$3,500) to set up its Web site and spends \$501 (median \$250) per month to maintain it. The cost for both set up and maintenance of Web sites varies widely. Obviously, the clubs with extensive Web content and services are paying significantly more than clubs with relatively low content. Club staff updates the Web site in 75 percent of clubs with a Web site, while 25 percent have a Web site provider update it.

Software

A series of questions asked respondents for the name of the software they used for a variety of functions. The paragraphs below discuss these findings. The percentages reported below are calculated among all those who named any package for each application (not among all respondents to the survey).

The most often mentioned accounting software is Jonas™ (30 percent) - Clubsystems group™ followed with 14 percent. Others mentioned included Club Tech™ and QuickBooks™.

Twenty-eight percent of the clubs said they use Microsoft Excel™ for their inventory control software. Sixteen percent mentioned Jonas™ as their main inventory software.

GHIN™ is mentioned by 34 percent of respondents as the golf-handicapping software in use at their clubs. Seven percent mentioned Golfnet™ and small percentages mentioned Handicomp™ or local golf association software.

When it comes to database usage, Jonas™ is used most often (24 percent). Microsoft Access™ is mentioned by 10 percent and clubsystems group™ is mentioned by 8 percent. Microsoft Excel™ is also mentioned by a small percentage of respondents.

Ninety-five percent of those who responded used Microsoft Office™ products as the desktop publishing software at their clubs. Also mentioned are Adobe PageMaker™ and Quark™.

For point-of-sale software, Jonas™ is again mentioned most often, this time by 35 percent of clubs - clubsystems group™ is mentioned by 10 percent. Also mentioned are Club Connect™, Micros™ and Aloha™.

Jonas™ (31 percent) and clubsystems group™ (11 percent) are the most often mentioned systems for Pro Shop point-of-sale software at their clubs. Also mentioned are Pro Shop Keeper™ and Club Connect™.

For tee time booking, thirteen percent of survey respondents use ForeTees™ as their software, while eight percent mentioned Jonas™.

Thorguard™ (45 percent) and Meteorlogix™ (seven percent) are mentioned the most for lightning-detection software.

Customized 2007 Operations and Financial Data Reports Finances, Renovations, Food and Beverage and Golf Operations

Active and Provisional CMAA members who participate in the Operations Survey receive a complimentary **Operations and Financial Data Report**, with regional and national statistics based on the biennial Operations and Financial Data Survey.

As an additional service, Premier Club Services (PCS) offers the following Customized Operations Reports tailored to regional, demographic and operational data that you specify below.

Please check the boxes below to assist us in creating your club profile: *(Reports cannot be processed without this information.)*

Type of club: Golf Golf & Country Country **Chapter:** _____
 City Athletic Other: _____

Total number of club members: _____	Your employer:	State:
Annual club dues and sales: \$ _____	<input type="checkbox"/> Members in member-owned club	_____
Annual food and beverage revenue: \$ _____	<input type="checkbox"/> Individuals in club owned by the individuals	_____
Full-time employees:	<input type="checkbox"/> Developer-owned club	_____
Peak season: _____ Off-season: _____	<input type="checkbox"/> Management company in member-owned club	_____
	<input type="checkbox"/> Management company in management-owned club	_____
	<input type="checkbox"/> Other: <i>(please specify)</i> _____	_____

As an added benefit, **clubs that subscribe to Premier Club Services may receive one free Customized Report per year.** Non-subscribers pay \$135 for each Customized Operations Report.

Other CMAA members can use this form to subscribe to PCS. For more information on further discounts available to PCS subscribers, contact the Premier Club Services Department at (703) 739-9500 or pcs@cmaa.org.

- I am a CMAA member (ID _____) and would like to subscribe my club to PCS. Enclosed is \$500 plus shipping & handling (domestic 10%, international 25%). Please send me the one complimentary customized report indicated below.
- I am not a CMAA member and would like to subscribe my club to PCS. Enclosed is \$1,500 plus shipping & handling (domestic 10%, international 25%). Please send me the one complimentary customized report indicated below.
- My club subscribes to PCS. Please send me the one complimentary customized report indicated below.
- My club subscribes to PCS. Please send me the ___ additional report(s) indicated below at a cost of \$50 each.
- My club does not subscribe to PCS. Enclosed is \$135 for each of ___ customized report(s) indicated below.

- | Use the boxes below to indicate report choices and payment options as indicated above: | COST |
|--|--------------------|
| <input type="checkbox"/> 1. Club Finances: Initiation fees, dues and other income, revenues, staffing costs. <i>(PCS default)</i> | 1. \$ _____ |
| <input type="checkbox"/> 2. Club Renovations: Average costs, typical financing methods, resulting revenue gains. | 2. \$ _____ |
| <input type="checkbox"/> 3. Food and Beverage Operations: Revenues, salaries, policies on tipping and minimums. | 3. \$ _____ |
| <input type="checkbox"/> 4. Golf Operations: Shop ownership and inventory, cart rentals, greens fees, tee times, caddies. | 4. \$ _____ |

CLUB: <i>(required)</i> _____	METHOD OF PAYMENT: <i>Customized orders cannot be processed without full payment.</i>
Name: _____	<input type="checkbox"/> Please charge \$ _____ (1+2+3+4) to credit card:
Street address: _____	Credit card #: _____ Exp: _____
City: _____ State: _____ Zip: _____	Signature _____
CMAA ID #: <i>(optional)</i> _____	<input type="checkbox"/> My check for \$ _____ payable to PCS, is enclosed.
Phone: (____) _____ Fax: (____) _____	Fax orders with credit card information to (703) 739-0124.
E-mail: <i>(required)</i> _____	Or mail orders to: Premier Club Services, Inc c/o Wachovia Lockbox Department 0603 McLean, VA 22109-0603