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SAMPLE

COMPENSATION AND BENEFITS REPORT

This report shows detailed results for your club's data as well as the 25th, 50th and 75th percentiles for each job position.

Report Created On: Monday, 11 May, 2015
Report Uses Fiscal Year: 2013

Filters Selected (if any)

SAMPLE REPORT:

This sample illustrates the format and scope of the Club Benchmarking Compensation & Benefits Detail report. In the Club Benchmarking platform, compensation benchmarking covers more than two dozen common salaried positions as listed below. To run your club's C&B Detail Report, login to your Club Benchmarking account, click into the Compensation & Benefits section and then click on My Reports at the top of the page. Scroll down and you'll find the C&B Detail Report at the bottom of the report list. One click will instantly download a complete report.

NOTE: Missing information in the My Club column means your account is missing information for that position. To enter the information, go to the Comp & Benefits dashboard, click on Salaried Positions, On the Executive Positions tab, choose the position from the dropdown, enter the information and click the submit button to save. Once you've filled out the position information, you can run the C&B Detail Report again and it will appear in the My Club column for that position. If you have questions or need assistance, email support@clubbenchmarking.com

Benchmark Analysis

This report shows details for all salaried positions captured in Club Benchmarking (CB). Many benchmarks use averages as the means of measuring comparisons. Since averages blur variation, CB uses percentile distributions as the means of both illuminating variation and showing the relative position of any given club or position within the distribution. For charts (line curves) of compensation run one of the CB PowerPoint reports.

The tables in this report shows Your Club and the 25th, 50th (median) and 75th percentiles for each data point. The 25th percentile is the point below which 25% of the clubs lie and above which 75% of the clubs lie. The median is the "mid-point" of the comparison set - 50% of the clubs fall below the median and 50% are above the median. Finally, the 75th percentile is the point below which 75% of the clubs fall and above which 25% of the clubs lie. For non-numeric data My Club is bold.

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Head of Club GM/COO/CEO	My Club (My Percentile)	25 th Percentile	50 th Percentile	75 th Percentile
Compensation				
Base Salary	\$261,000 (86 th)	\$126,750	\$160,000	\$210,000
Performance Bonus	\$53,750 (88 th)	\$10,000	\$22,073	\$40,000
Holiday Bonus		\$0	\$0	\$0
Total Base + Bonus Compensation		\$140,000	\$181,024	\$245,000
Club's Contribution to Employee's 401K	Actual report shows your club's data in this column	\$1,200	\$4,950	\$9,293
Club's Contribution to Employee's 457b Plan		\$0	\$0	\$12,444
Club's Contribution to Employee's 457f Plan		\$0	\$0	\$0
Club's Total Contribution to Retirement Plans		\$4,665	\$8,440	\$17,500
Auto Allowance Value		\$5,400	\$6,200	\$9,000
Housing Allowance Value		\$12,500	\$22,000	\$28,800
Clothing Allowance Value		\$1,000	\$1,500	\$2,500
Education Allowance Value		\$3,000	\$5,000	\$7,000
Competitive Dining Allowance Value		\$1,000	\$2,000	\$2,500
Other Allowance Value		\$1,200	\$2,000	\$6,050
Total Allowances		5,000	8,050	14,730
Total Compensation		\$144,000	\$194,357	\$269,278
Tenure				
Years Employee Employed in Club Management		14	20	26
How many years has employee held their current position at your club?		2	5	10
Employee Contract Duration in Years (if employee is under contract - see below)		1	3	4
Severance in Months (if employee has severance agreement - see below)		3	6	8
Employee Age		46	51	57

Details about Head of Club GM/COO/CEO			
Employee Title	GM (52%) GM/COO (41%) GM/CEO (8%)	Employee has Severance agreement - see below	No (47%) Yes (52%)
Employee Gender	Male (93%) Female (7%)	Employee is under contract - see below	No (54%) Yes (45%)
Highest Level of Education Completed by Employee	Technical/professional school (2%) High school graduate (4%) One to three years of college (13%) College graduate - two year degree (5%) College graduate - four year degree (60%) Graduate work or degree (15%) Other (1%)	Employee Certification	CCM (78%) CCE (25%) MCM (3%) CHAE (1%) CHTP (0%) ACF (chef) (1%) PGA Certified (12%) USPTA/PTR (tennis) (0%) CGCS (1%) Other (12%)

Executive Position: Chief Financial Officer	My Club (My Percentile)	25 th Percentile	50 th Percentile	75 th Percentile
Compensation				
	Actual report shows your club's data in this column			
Base Salary		\$94,250	\$116,000	\$134,008
Bonus		\$6,150	\$12,000	\$19,606
Lesson Compensation		\$0	\$0	\$0
Total Base + Bonus + Lesson Compensation		\$103,000	\$129,250	\$148,950
Actual Retirement Contribution Amount		\$2,650	\$4,500	\$7,422
Actual Deferred Compensation Value		\$0	\$0	\$4,430
Auto Allowance Value		\$2,400	\$3,852	\$7,338
Housing Allowance Value		\$0	\$0	\$0
Clothing Allowance Value		\$650	\$1,200	\$1,625
Education Allowance Value		\$2,000	\$3,000	\$4,375
Competitive Dining Allowance Value		\$0	\$0	\$0
Other Allowance Value		\$1,000	\$1,200	\$4,111
Total Allowances		\$0	\$0	\$0
Total Compensation		\$105,745	\$133,200	\$164,398
Employee Severance in Months (if employee has severance agreement - see below)		3	4	6
Professional Development Investment on Behalf of Employee by Club				
Club's Total Contribution to Retirement/Deferred Compensation Plans (HOC)		\$3,000	\$4,600	\$8,997
Tenure				
Years Employee Employed in Club Management		7	12	20
Years Employee Employed at this Club				
Years Employee Held Current Position		2	7	13
Employee Contract Duration in Years (if employee is under contract - see below)		1	2	3
Demographics				
Employee Age		46	52	58
Employee Gender	Male (56%) Female (44%)			

Details about Chief Financial Officer

Employee has Severance agreement - see below	No (82%) Yes (17%)	Employee is under contract - see below	No (88%) Yes (11%)
Highest Level of Education Completed by Employee	Technical/professional school (2%) High school graduate (1%) One to three years of college (2%) College grad - two year degree (1%) College grad - four year degree (70%) Graduate work or degree (25%) Other (0%)	Factors Impacting Employee Bonus	
Employee Received Written Performance Evaluation		Who Evaluates Employee Performance?	
Employee Benefits		Employee Retirement Plan Options	
Employee Expenses Paid by Club		Employee Certification	CCM (8%) CCE (0%) MCM (0%) CHAE (23%) CHTP (6%) ACF (chef) (0%) PGA Certified (0%) USPTA/PTR (tennis) (0%) CMP (Membership Mktg) (0%) MCMP (Membership Mktg) (0%) CGCS (0%) AFPA Certified (0%) CPA (83%) Other (19%)

Executive Position: Executive Chef	My Club (My Percentile)	25 th Percentile	50 th Percentile	75 th Percentile
Compensation				
	Actual report shows your club's data in this column			
Base Salary		\$70,000	\$90,000	\$119,311
Bonus		\$2,500	\$6,214	\$11,200
Lesson Compensation		\$0	\$0	\$0
Total Base + Bonus + Lesson Compensation		\$72,500	\$96,935	\$126,693
Actual Retirement Contribution Amount		\$713	\$2,500	\$5,000
Actual Deferred Compensation Value		\$0	\$0	\$1,000
Auto Allowance Value		\$2,220	\$3,600	\$5,050
Housing Allowance Value		\$3,300	\$4,431	\$6,790
Clothing Allowance Value		\$500	\$800	\$1,000
Education Allowance Value		\$1,500	\$2,500	\$3,500
Competitive Dining Allowance Value		\$1,000	\$1,500	\$2,450
Other Allowance Value		\$600	\$1,200	\$4,571
Total Allowances		\$1,650	\$3,000	\$5,000
Total Compensation		\$74,225	\$99,746	\$131,343
Employee Severance in Months (if employee has severance agreement - see below)		2	3	3
Professional Development Investment on Behalf of Employee by Club				
Club's Total Contribution to Retirement/Deferred Compensation Plans (HOC)		\$898	\$2,520	\$5,200
Tenure				
Years Employee Employed in Club Management		6	12	20
Years Employee Employed at this Club				
Years Employee Held Current Position		2	4	9
Employee Contract Duration in Years (if employee is under contract - see below)		1	1	3
Demographics				
Employee Age		38	45	51
Employee Gender	Male (96%) Female (4%)			

Details about Executive Chef

Employee has Severance agreement - see below	No (92%) Yes (7%)	Employee is under contract - see below	No (91%) Yes (8%)
Highest Level of Education Completed by Employee	Technical/professional school (28%) High school graduate (11%) One to three years of college (9%) College grad - two year degree (14%) College grad - four year degree (32%) Graduate work or degree (2%) Other (4%)	Factors Impacting Cash Bonus	
Employee Received Written Performance Evaluation		Who Evaluates Employee Performance?	
Employee Benefits		Retirement Options	
Employee Expenses Paid by Club		Employee Certification	CCM (1%) CCE (2%) MCM (0%) CHAE (0%) CHTP (0%) ACF (chef) (82%) PGA Certified (0%) USPTA/PTR (tennis) (0%) CMP (Membership Mktg) (0%) MCMP (Membership Mktg) (0%) CGCS (0%) AFPA Certified (0%) CPA (0%) Other (28%)

Executive Position: Golf Course Superintendent		My Club (My Percentile)	25 th Percentile	50 th Percentile	75 th Percentile
Compensation					
Base Salary			\$90,000	\$116,000	\$164,500
Bonus			\$3,500	\$8,000	\$16,530
Lesson Compensation			\$0	\$0	\$0
Total Base + Bonus + Lesson Compensation			\$95,000	\$122,100	\$180,550
Actual Retirement Contribution Amount			\$1,800	\$4,040	\$7,244
Actual Deferred Compensation Value			\$0	\$0	\$3,674
Auto Allowance Value			\$4,000	\$6,000	\$8,000
Housing Allowance Value			\$11,000	\$24,000	\$27,600
Clothing Allowance Value			\$500	\$1,000	\$1,000
Education Allowance Value			\$2,000	\$3,250	\$5,000
Competitive Dining Allowance Value			\$400	\$750	\$1,250
Other Allowance Value			\$900	\$1,320	\$5,100
Total Allowances			\$4,318	\$8,000	\$12,275
Total Compensation			\$103,331	\$133,521	\$192,100
Employee Severance in Months (if employee has severance agreement - see below)			3	6	6
Professional Development Investment on Behalf of Employee by Club					
Club's Total Contribution to Retirement/Deferred Compensation Plans (HOC)			\$2,043	\$4,375	\$8,619
Tenure					
Years Employee Employed in Club Management			13	20	25
Years Employee Employed at this Club					
Years Employee Held Current Position			5	10	16
Employee Contract Duration in Years (if employee is under contract - see below)			1	3	4
Demographics					
Employee Age			38	45	54
Employee Gender	Male (100%) Female (0%)				

Details about Golf Course Superintendent

Employee has Severance agreement - see below	No (73%) Yes (26%)	Employee is under contract - see below	No (75%) Yes (24%)
Highest Level of Education Completed by Employee	Technical/professional school (4%) High school graduate (1%) One to three years of college (2%) College grad - two year degree (11%) College grad - four year degree (76%) Graduate work or degree (4%) Other (1%)	Factors Impacting Cash Bonus	
Employee Received Written Performance Evaluation		Who Evaluates Employee Performance?	
Employee Benefits		Retirement Options	
Employee Expenses Paid by Club		Employee Certification	CCM (0%) CCE (0%) MCM (0%) CHAE (0%) CHTP (0%) ACF (chef) (0%) PGA Certified (2%) USPTA/PTR (tennis) (0%) CMP (Membership Mktg) (0%) MCMP (Membership Mktg) (0%) CGCS (86%) AFPA Certified (0%) CPA (0%) Other (16%)

Executive Position: Director of Golf		My Club (My Percentile)	25 th Percentile	50 th Percentile	75 th Percentile
Compensation					
Base Salary			\$87,706	\$112,500	\$150,000
Bonus			\$4,451	\$10,000	\$20,000
Lesson Compensation	\$200 (5th)		\$2,888	\$8,714	\$18,834
Total Base + Bonus + Lesson Compensation	\$200 (0th)		\$102,000	\$136,394	\$183,850
Actual Retirement Contribution Amount			\$2,850	\$4,856	\$6,960
Actual Deferred Compensation Value			\$0	\$0	\$10,000
Auto Allowance Value			\$5,400	\$7,000	\$10,650
Housing Allowance Value			\$9,625	\$14,750	\$19,875
Clothing Allowance Value			\$700	\$1,000	\$2,000
Education Allowance Value			\$2,000	\$2,500	\$5,000
Competitive Dining Allowance Value			\$0	\$0	\$0
Other Allowance Value			\$2,125	\$8,500	\$19,250
Total Allowances			\$2,400	\$4,000	\$8,000
Total Compensation	\$200 (0th)		\$105,870	\$142,250	\$192,000
Employee Severance in Months (if employee has severance agreement - see below)			3	6	6
Professional Development Investment on Behalf of Employee by Club					
Club's Total Contribution to Retirement/Deferred Compensation Plans (HOC)			\$2,648	\$5,000	\$7,861
Tenure					
Years Employee Employed in Club Management			16	24	30
Years Employee Employed at this Club					
Years Employee Held Current Position			4	10	16
Employee Contract Duration in Years (if employee is under contract - see below)			1	1	3
Demographics					
Employee Age			44	50	56
Employee Gender	Male (98%) Female (2%)				

Details about Director of Golf

Employee has Severance agreement - see below	No (70%) Yes (29%)	Employee is under contract - see below	No (64%) Yes (35%)
Highest Level of Education Completed by Employee	Technical/professional school (2%) High school graduate (3%) One to three years of college (4%) College grad - two year degree (3%) College grad - four year degree (84%) Graduate work or degree (2%) Other (1%)	Factors Impacting Cash Bonus	
Employee Received Written Performance Evaluation		Who Evaluates Employee Performance?	
Employee Benefits		Retirement Options	
Employee Expenses Paid by Club		Employee Certification	CCM (0%) CCE (0%) MCM (0%) CHAE (0%) CHTP (0%) ACF (chef) (0%) PGA Certified (100%) USPTA/PTR (tennis) (0%) CMP (Membership Mktg) (0%) MCMP (Membership Mktg) (0%) CGCS (0%) AFPA Certified (0%) CPA (0%) Other (2%)

Executive Position: Head Golf Professional		My Club (My Percentile)	25 th Percentile	50 th Percentile	75 th Percentile
Compensation					
Base Salary			\$61,949	\$80,000	\$103,552
Bonus			\$1,738	\$5,000	\$11,914
Lesson Compensation			\$3,000	\$8,000	\$17,400
Total Base + Bonus + Lesson Compensation			\$70,055	\$97,025	\$123,065
Actual Retirement Contribution Amount			\$1,280	\$2,816	\$4,776
Actual Deferred Compensation Value			\$0	\$0	\$6,000
Auto Allowance Value			\$4,800	\$6,000	\$7,000
Housing Allowance Value			\$1,558	\$2,115	\$2,808
Clothing Allowance Value			\$575	\$1,000	\$1,625
Education Allowance Value			\$1,788	\$2,200	\$4,000
Competitive Dining Allowance Value			\$1,050	\$1,850	\$3,625
Other Allowance Value			\$990	\$1,900	\$4,500
Total Allowances			\$1,650	\$3,000	\$5,000
Total Compensation			\$74,478	\$99,380	\$133,753
Employee Severance in Months (if employee has severance agreement - see below)			3	6	6
Professional Development Investment on Behalf of Employee by Club					
Club's Total Contribution to Retirement/Deferred Compensation Plans (HOC)			\$1,469	\$3,361	\$6,025
Tenure					
Years Employee Employed in Club Management			12	17	25
Years Employee Employed at this Club					
Years Employee Held Current Position			3	9	15
Employee Contract Duration in Years (if employee is under contract - see below)			1	3	3
Demographics					
Employee Age			38	45	51
Employee Gender		Male (98%) Female (2%)			

Details about Head Golf Professional

Employee has Severance agreement - see below	No (81%) Yes (18%)	Employee is under contract - see below	No (64%) Yes (35%)
Highest Level of Education Completed by Employee	Technical/professional school (3%) High school graduate (4%) One to three years of college (8%) College grad - two year degree (4%) College grad - four year degree (79%) Graduate work or degree (2%) Other (1%)	Factors Impacting Cash Bonus	
Employee Received Written Performance Evaluation		Who Evaluates Employee Performance?	
Employee Benefits		Retirement Options	
Employee Expenses Paid by Club		Employee Certification	CCM (0%) CCE (0%) MCM (0%) CHAE (0%) CHTP (0%) ACF (chef) (0%) PGA Certified (99%) USPTA/PTR (tennis) (0%) CMP (Membership Mktg) (0%) MCMP (Membership Mktg) (0%) CGCS (0%) AFPA Certified (0%) CPA (0%) Other (1%)

Executive Position: Head Tennis Professional		My Club (My Percentile)	25 th Percentile	50 th Percentile	75 th Percentile
Compensation					
Base Salary			\$36,096	\$50,000	\$69,600
Bonus			\$1,000	\$3,711	\$6,945
Lesson Compensation			\$20,000	\$38,609	\$69,750
Total Base + Bonus + Lesson Compensation			\$57,090	\$92,851	\$142,250
Actual Retirement Contribution Amount			\$1,246	\$2,795	\$5,080
Actual Deferred Compensation Value			\$0	\$0	\$5,000
Auto Allowance Value			\$5,100	\$5,400	\$5,700
Housing Allowance Value			\$2,660	\$4,200	\$4,600
Clothing Allowance Value			\$500	\$1,000	\$1,000
Education Allowance Value			\$1,500	\$2,000	\$3,375
Competitive Dining Allowance Value			\$0	\$0	\$0
Other Allowance Value			\$930	\$2,679	\$5,138
Total Allowances			\$1,275	\$2,500	\$4,950
Total Compensation			\$60,183	\$96,832	\$145,600
Employee Severance in Months (if employee has severance agreement - see below)			2	3	5
Professional Development Investment on Behalf of Employee by Club					
Club's Total Contribution to Retirement/Deferred Compensation Plans (HOC)			\$1,340	\$3,000	\$5,708
Tenure					
Years Employee Employed in Club Management			12	20	26
Years Employee Employed at this Club					
Years Employee Held Current Position			4	8	15
Employee Contract Duration in Years (if employee is under contract - see below)			1	1	3
Demographics					
Employee Age			42	49	57
Employee Gender	Male (92%) Female (8%)				

Details about Head Tennis Professional

Employee has Severance agreement - see below	No (85%) Yes (14%)	Employee is under contract - see below	No (72%) Yes (27%)
Highest Level of Education Completed by Employee	Technical/professional school (1%) High school graduate (2%) One to three years of college (4%) College grad - two year degree (8%) College grad - four year degree (73%) Graduate work or degree (11%) Other (2%)	Factors Impacting Cash Bonus	
Employee Received Written Performance Evaluation		Who Evaluates Employee Performance?	
Employee Benefits		Retirement Options	
Employee Expenses Paid by Club		Employee Certification	CCM (0%) CCE (0%) MCM (0%) CHAE (0%) CHTP (0%) ACF (chef) (0%) PGA Certified (0%) USPTA/PTR (tennis) (98%) CMP (Membership Mktg) (0%) MCMP (Membership Mktg) (0%) CGCS (0%) AFPA Certified (0%) CPA (0%) Other (6%)

Staff Position: Assistant General Manager		My Club (My Percentile)	25 th Percentile	50 th Percentile	75 th Percentile
Compensation					
Base Salary			\$66,500	\$87,000	\$119,800
Bonus			\$3,375	\$7,350	\$17,625
Lesson Compensation			\$0	\$0	\$0
Total Base + Bonus + Lesson Compensation			\$75,100	\$94,300	\$133,491
Actual Retirement Contribution Amount			\$1,130	\$3,200	\$5,000
Actual Deferred Compensation Value			\$0	\$0	\$2,000
Auto Allowance Value			\$5,500	\$9,000	\$12,750
Housing Allowance Value			\$0	\$0	\$0
Clothing Allowance Value			\$850	\$1,500	\$2,000
Education Allowance Value			\$1,500	\$3,000	\$4,000
Competitive Dining Allowance Value			\$1,500	\$2,000	\$2,000
Other Allowance Value			\$5,775	\$6,550	\$7,325
Total Allowances			\$1,500	\$3,000	\$7,500
Total Compensation			\$76,500	\$97,550	\$136,019
Employee Severance in Months (if employee has severance agreement - see below)			3	3	5
Professional Development Investment on Behalf of Employee by Club					
Club's Total Contribution to Retirement/Deferred Compensation Plans (HOC)			\$1,400	\$3,600	\$5,200
Tenure					
Years Employee Employed in Club Management			6	11	18
Years Employee Employed at this Club					
Years Employee Held Current Position			2	3	7
Employee Contract Duration in Years (if employee is under contract - see below)			1	1	2
Demographics					
Employee Age			37	44	51
Employee Gender	Male (76%) Female (24%)				

Details about Assistant General Manager

Employee has Severance agreement - see below	No (89%) Yes (10%)	Employee is under contract - see below	No (92%) Yes (7%)
Highest Level of Education Completed by Employee	Technical/professional school (4%) High school graduate (4%) One to three years of college (14%) College grad - two year degree (8%) College grad - four year degree (66%) Graduate work or degree (4%) Other (0%)	Factors Impacting Cash Bonus	
Employee Received Written Performance Evaluation		Who Evaluates Employee Performance?	
Employee Benefits		Retirement Options	
Employee Expenses Paid by Club		Employee Certification	CCM (71%) CCE (0%) MCM (0%) CHAE (0%) CHTP (4%) ACF (chef) (11%) PGA Certified (4%) USPTA/PTR (tennis) (0%) CMP (Membership Mktg) (0%) MCMP (Membership Mktg) (0%) CGCS (0%) AFPA Certified (4%) CPA (0%) Other (21%)

Staff Position: Clubhouse Manager		My Club (My Percentile)	25 th Percentile	50 th Percentile	75 th Percentile
Compensation					
Base Salary			\$59,453	\$73,288	\$91,750
Bonus			\$2,242	\$6,283	\$9,863
Lesson Compensation			\$0	\$0	\$0
Total Base + Bonus + Lesson Compensation			\$65,000	\$79,750	\$99,700
Actual Retirement Contribution Amount			\$1,389	\$2,517	\$3,861
Actual Deferred Compensation Value			\$0	\$0	\$2,753
Auto Allowance Value			\$2,550	\$3,600	\$4,650
Housing Allowance Value			\$3,625	\$4,700	\$7,453
Clothing Allowance Value			\$600	\$1,000	\$1,500
Education Allowance Value			\$2,000	\$3,000	\$5,000
Competitive Dining Allowance Value			\$1,000	\$1,500	\$2,000
Other Allowance Value			\$780	\$1,000	\$2,000
Total Allowances			\$2,000	\$4,000	\$6,900
Total Compensation			\$66,900	\$84,600	\$103,770
Employee Severance in Months (if employee has severance agreement - see below)			2	3	5
Professional Development Investment on Behalf of Employee by Club					
Club's Total Contribution to Retirement/Deferred Compensation Plans (HOC)			\$1,389	\$2,560	\$4,180
Tenure					
Years Employee Employed in Club Management			7	10	18
Years Employee Employed at this Club					
Years Employee Held Current Position			1	3	7
Employee Contract Duration in Years (if employee is under contract - see below)			1	1	2
Demographics					
Employee Age			32	39	51
Employee Gender		Male (72%) Female (28%)			

Details about Clubhouse Manager

Employee has Severance agreement - see below	No (93%) Yes (6%)	Employee is under contract - see below	No (93%) Yes (6%)
Highest Level of Education Completed by Employee	Technical/professional school (6%) High school graduate (10%) One to three years of college (13%) College grad - two year degree (7%) College grad - four year degree (62%) Graduate work or degree (2%) Other (1%)	Factors Impacting Cash Bonus	
Employee Received Written Performance Evaluation		Who Evaluates Employee Performance?	
Employee Benefits		Retirement Options	
Employee Expenses Paid by Club		Employee Certification	CCM (86%) CCE (0%) MCM (0%) CHAE (0%) CHTP (0%) ACF (chef) (6%) PGA Certified (0%) USPTA/PTR (tennis) (0%) CMP (Membership Mktg) (0%) MCMP (Membership Mktg) (0%) CGCS (0%) AFPA Certified (0%) CPA (0%) Other (11%)

Staff Position: Food & Beverage Director		My Club (My Percentile)	25 th Percentile	50 th Percentile	75 th Percentile
Compensation					
Base Salary			\$50,000	\$63,882	\$76,250
Bonus			\$1,500	\$3,500	\$7,980
Lesson Compensation			\$0	\$0	\$0
Total Base + Bonus + Lesson Compensation			\$52,500	\$67,000	\$84,000
Actual Retirement Contribution Amount			\$122	\$1,830	\$2,961
Actual Deferred Compensation Value			\$0	\$0	\$0
Auto Allowance Value			\$0	\$0	\$0
Housing Allowance Value			\$3,600	\$4,200	\$4,800
Clothing Allowance Value			\$500	\$800	\$1,100
Education Allowance Value			\$1,000	\$2,000	\$3,250
Competitive Dining Allowance Value			\$500	\$1,000	\$1,500
Other Allowance Value			\$600	\$837	\$1,100
Total Allowances			\$1,000	\$2,000	\$3,875
Total Compensation			\$55,043	\$68,890	\$85,850
Employee Severance in Months (if employee has severance agreement - see below)			3	3	6
Professional Development Investment on Behalf of Employee by Club					
Club's Total Contribution to Retirement/Deferred Compensation Plans (HOC)			\$0	\$1,800	\$2,961
Tenure					
Years Employee Employed in Club Management			3	8	16
Years Employee Employed at this Club					
Years Employee Held Current Position			1	3	6
Employee Contract Duration in Years (if employee is under contract - see below)			1	1	4
Demographics					
Employee Age			35	43	51
Employee Gender	Male (71%) Female (29%)				

Details about Food & Beverage Director

Employee has Severance agreement - see below	No (92%) Yes (7%)	Employee is under contract - see below	No (96%) Yes (3%)
Highest Level of Education Completed by Employee	Technical/professional school (1%) High school graduate (18%) One to three years of college (14%) College grad - two year degree (11%) College grad - four year degree (53%) Graduate work or degree (2%) Other (1%)	Factors Impacting Cash Bonus	
Employee Received Written Performance Evaluation		Who Evaluates Employee Performance?	
Employee Benefits		Retirement Options	
Employee Expenses Paid by Club		Employee Certification	CCM (40%) CCE (0%) MCM (0%) CHAE (0%) CHTP (0%) ACF (chef) (15%) PGA Certified (5%) USPTA/PTR (tennis) (0%) CMP (Membership Mktg) (0%) MCMP (Membership Mktg) (0%) CGCS (0%) AFPA Certified (0%) CPA (0%) Other (45%)

Staff Position: Catering Manager		My Club (My Percentile)	25 th Percentile	50 th Percentile	75 th Percentile
Compensation					
Base Salary			\$41,731	\$50,000	\$65,250
Bonus			\$1,750	\$4,900	\$10,000
Lesson Compensation			\$0	\$0	\$0
Total Base + Bonus + Lesson Compensation			\$45,941	\$57,199	\$77,003
Actual Retirement Contribution Amount			\$680	\$1,984	\$3,005
Actual Deferred Compensation Value			\$0	\$0	\$0
Auto Allowance Value			\$0	\$0	\$0
Housing Allowance Value			\$0	\$0	\$0
Clothing Allowance Value			\$500	\$500	\$1,000
Education Allowance Value			\$1,000	\$2,000	\$2,875
Competitive Dining Allowance Value			\$500	\$500	\$1,000
Other Allowance Value			\$600	\$900	\$1,900
Total Allowances			\$1,000	\$1,900	\$3,063
Total Compensation			\$47,988	\$58,320	\$79,209
Employee Severance in Months (if employee has severance agreement - see below)			0	0	0
Professional Development Investment on Behalf of Employee by Club					
Club's Total Contribution to Retirement/Deferred Compensation Plans (HOC)			\$842	\$2,000	\$3,010
Tenure					
Years Employee Employed in Club Management			3	7	11
Years Employee Employed at this Club					
Years Employee Held Current Position			1	3	8
Employee Contract Duration in Years (if employee is under contract - see below)			1	1	1
Demographics					
Employee Age			31	38	49
Employee Gender	Male (10%) Female (90%)				

Details about Catering Manager

Employee has Severance agreement - see below	No (98%) Yes (1%)	Employee is under contract - see below	No (97%) Yes (2%)
Highest Level of Education Completed by Employee	Technical/professional school (2%) High school graduate (12%) One to three years of college (8%) College grad - two year degree (12%) College grad - four year degree (58%) Graduate work or degree (5%) Other (2%)	Factors Impacting Cash Bonus	
Employee Received Written Performance Evaluation		Who Evaluates Employee Performance?	
Employee Benefits		Retirement Options	
Employee Expenses Paid by Club		Employee Certification	CCM (23%) CCE (0%) MCM (0%) CHAE (0%) CHTP (0%) ACF (chef) (0%) PGA Certified (0%) USPTA/PTR (tennis) (0%) CMP (Membership Mktg) (0%) MCMP (Membership Mktg) (0%) CGCS (0%) AFPA Certified (0%) CPA (0%) Other (77%)

Staff Position: Director of Technology		My Club (My Percentile)	25 th Percentile	50 th Percentile	75 th Percentile
Compensation					
Base Salary			\$60,000	\$77,100	\$89,688
Bonus			\$1,000	\$2,140	\$5,000
Lesson Compensation			\$0	\$0	\$0
Total Base + Bonus + Lesson Compensation			\$63,450	\$77,500	\$97,963
Actual Retirement Contribution Amount			\$1,563	\$2,550	\$5,228
Actual Deferred Compensation Value			\$0	\$0	\$3,500
Auto Allowance Value			\$0	\$0	\$0
Housing Allowance Value			\$0	\$0	\$0
Clothing Allowance Value			\$0	\$0	\$0
Education Allowance Value			\$1,000	\$1,000	\$2,000
Competitive Dining Allowance Value			\$0	\$0	\$0
Other Allowance Value			\$0	\$0	\$0
Total Allowances			\$1,000	\$1,000	\$1,750
Total Compensation			\$63,450	\$79,000	\$99,153
Employee Severance in Months (if employee has severance agreement - see below)			0	0	0
Professional Development Investment on Behalf of Employee by Club					
Club's Total Contribution to Retirement/Deferred Compensation Plans (HOC)			\$1,969	\$3,240	\$5,944
Tenure					
Years Employee Employed in Club Management			4	8	14
Years Employee Employed at this Club					
Years Employee Held Current Position			4	7	10
Employee Contract Duration in Years (if employee is under contract - see below)			0	0	0
Demographics					
Employee Age			35	42	53
Employee Gender	Male (81%) Female (19%)				

Details about Director of Technology

Employee has Severance agreement - see below	No (96%) Yes (3%)	Employee is under contract - see below	No (93%) Yes (6%)
Highest Level of Education Completed by Employee	Technical/professional school (10%) High school graduate (10%) One to three years of college (13%) College grad - two year degree (16%) College grad - four year degree (42%) Graduate work or degree (10%) Other (0%)	Factors Impacting Cash Bonus	
Employee Received Written Performance Evaluation		Who Evaluates Employee Performance?	
Employee Benefits		Retirement Options	
Employee Expenses Paid by Club		Employee Certification	CCM (14%) CCE (0%) MCM (0%) CHAE (0%) CHTP (14%) ACF (chef) (0%) PGA Certified (0%) USPTA/PTR (tennis) (0%) CMP (Membership Mktg) (0%) MCMP (Membership Mktg) (0%) CGCS (0%) AFPA Certified (0%) CPA (0%) Other (71%)

Staff Position: Human Resources Director		My Club (My Percentile)	25 th Percentile	50 th Percentile	75 th Percentile
Compensation					
Base Salary			\$49,417	\$65,000	\$80,875
Bonus			\$1,285	\$3,050	\$6,810
Lesson Compensation			\$0	\$0	\$0
Total Base + Bonus + Lesson Compensation			\$50,706	\$68,825	\$87,449
Actual Retirement Contribution Amount			\$1,200	\$2,300	\$3,904
Actual Deferred Compensation Value			\$0	\$0	\$2,109
Auto Allowance Value			\$4,800	\$7,200	\$9,600
Housing Allowance Value			\$0	\$0	\$0
Clothing Allowance Value			\$750	\$1,100	\$1,500
Education Allowance Value			\$1,500	\$2,250	\$3,000
Competitive Dining Allowance Value			\$0	\$0	\$0
Other Allowance Value			\$465	\$1,000	\$1,680
Total Allowances			\$1,500	\$2,500	\$4,000
Total Compensation			\$52,163	\$70,000	\$91,269
Employee Severance in Months (if employee has severance agreement - see below)			3	3	5
Professional Development Investment on Behalf of Employee by Club					
Club's Total Contribution to Retirement/Deferred Compensation Plans (HOC)			\$1,295	\$2,520	\$4,366
Tenure					
Years Employee Employed in Club Management			3	8	16
Years Employee Employed at this Club					
Years Employee Held Current Position			2	6	11
Employee Contract Duration in Years (if employee is under contract - see below)			1	1	1
Demographics					
Employee Age			39	46	53
Employee Gender	Male (8%) Female (92%)				

Details about Human Resources Director

Employee has Severance agreement - see below	No (95%) Yes (4%)	Employee is under contract - see below	No (95%) Yes (4%)
Highest Level of Education Completed by Employee	Technical/professional school (2%) High school graduate (9%) One to three years of college (10%) College grad - two year degree (12%) College grad - four year degree (48%) Graduate work or degree (19%) Other (0%)	Factors Impacting Cash Bonus	
Employee Received Written Performance Evaluation		Who Evaluates Employee Performance?	
Employee Benefits		Retirement Options	
Employee Expenses Paid by Club		Employee Certification	CCM (2%) CCE (0%) MCM (0%) CHAE (0%) CHTP (0%) ACF (chef) (0%) PGA Certified (0%) USPTA/PTR (tennis) (0%) CMP (Membership Mktg) (0%) MCMP (Membership Mktg) (0%) CGCS (0%) AFPA Certified (0%) CPA (0%) Other (98%)

Staff Position: Controller		My Club (My Percentile)	25 th Percentile	50 th Percentile	75 th Percentile
Compensation					
Base Salary			\$65,000	\$80,000	\$93,976
Bonus			\$2,000	\$4,500	\$9,000
Lesson Compensation			\$0	\$0	\$0
Total Base + Bonus + Lesson Compensation			\$67,723	\$83,219	\$102,138
Actual Retirement Contribution Amount			\$1,229	\$2,593	\$4,000
Actual Deferred Compensation Value			\$0	\$0	\$2,790
Auto Allowance Value			\$2,050	\$2,100	\$2,400
Housing Allowance Value			\$0	\$0	\$0
Clothing Allowance Value			\$200	\$550	\$1,000
Education Allowance Value			\$1,000	\$2,000	\$3,375
Competitive Dining Allowance Value			\$0	\$0	\$0
Other Allowance Value			\$605	\$780	\$1,100
Total Allowances			\$1,000	\$2,000	\$3,500
Total Compensation			\$69,625	\$85,422	\$106,375
Employee Severance in Months (if employee has severance agreement - see below)			3	4	6
Professional Development Investment on Behalf of Employee by Club					
Club's Total Contribution to Retirement/Deferred Compensation Plans (HOC)			\$1,405	\$2,869	\$4,452
Tenure					
Years Employee Employed in Club Management			6	10	19
Years Employee Employed at this Club					
Years Employee Held Current Position			3	8	13
Employee Contract Duration in Years (if employee is under contract - see below)			1	1	3
Demographics					
Employee Age			45	51	56
Employee Gender	Male (40%) Female (60%)				

Details about Controller

Employee has Severance agreement - see below	No (95%) Yes (4%)	Employee is under contract - see below	No (95%) Yes (4%)
Highest Level of Education Completed by Employee	Technical/professional school (1%) High school graduate (2%) One to three years of college (6%) College grad - two year degree (7%) College grad - four year degree (65%) Graduate work or degree (20%) Other (1%)	Factors Impacting Cash Bonus	
Employee Received Written Performance Evaluation		Who Evaluates Employee Performance?	
Employee Benefits		Retirement Options	
Employee Expenses Paid by Club		Employee Certification	CCM (2%) CCE (0%) MCM (0%) CHAE (24%) CHTP (4%) ACF (chef) (0%) PGA Certified (0%) USPTA/PTR (tennis) (0%) CMP (Membership Mktg) (0%) MCMP (Membership Mktg) (0%) CGCS (0%) AFPA Certified (0%) CPA (60%) Other (29%)

Staff Position: First Assistant Superintendent		My Club (My Percentile)	25 th Percentile	50 th Percentile	75 th Percentile
Compensation					
Base Salary			\$41,950	\$48,000	\$55,664
Bonus			\$904	\$1,500	\$2,500
Lesson Compensation			\$0	\$0	\$0
Total Base + Bonus + Lesson Compensation			\$42,751	\$50,000	\$57,006
Actual Retirement Contribution Amount			\$650	\$1,600	\$2,300
Actual Deferred Compensation Value			\$0	\$0	\$13
Auto Allowance Value			\$2,090	\$3,000	\$3,600
Housing Allowance Value			\$9,500	\$12,000	\$18,000
Clothing Allowance Value			\$400	\$500	\$800
Education Allowance Value			\$1,000	\$1,000	\$2,000
Competitive Dining Allowance Value			\$0	\$0	\$0
Other Allowance Value			\$600	\$1,200	\$1,751
Total Allowances			\$1,000	\$1,500	\$3,000
Total Compensation			\$44,000	\$51,136	\$60,265
Employee Severance in Months (if employee has severance agreement - see below)			0	0	0
Professional Development Investment on Behalf of Employee by Club					
Club's Total Contribution to Retirement/Deferred Compensation Plans (HOC)			\$663	\$1,618	\$2,319
Tenure					
Years Employee Employed in Club Management			5	8	15
Years Employee Employed at this Club					
Years Employee Held Current Position			2	5	10
Employee Contract Duration in Years (if employee is under contract - see below)			0	0	0
Demographics					
Employee Age			30	35	43
Employee Gender	Male (99%) Female (1%)				

Details about First Assistant Superintendent

Employee has Severance agreement - see below	No (99%) Yes (0%)	Employee is under contract - see below	No (98%) Yes (1%)
Highest Level of Education Completed by Employee	Technical/professional school (6%) High school graduate (8%) One to three years of college (4%) College grad - two year degree (16%) College grad - four year degree (64%) Graduate work or degree (2%) Other (0%)	Factors Impacting Cash Bonus	
Employee Received Written Performance Evaluation		Who Evaluates Employee Performance?	
Employee Benefits		Retirement Options	
Employee Expenses Paid by Club		Employee Certification	CCM (0%) CCE (0%) MCM (0%) CHAE (0%) CHTP (0%) ACF (chef) (0%) PGA Certified (4%) USPTA/PTR (tennis) (0%) CMP (Membership Mktg) (0%) MCMP (Membership Mktg) (0%) CGCS (54%) AFPA Certified (0%) CPA (0%) Other (54%)

Staff Position: First Assistant Golf Professional		My Club (My Percentile)	25 th Percentile	50 th Percentile	75 th Percentile
Compensation					
Base Salary			\$29,000	\$34,390	\$40,550
Bonus			\$500	\$1,043	\$2,510
Lesson Compensation			\$4,000	\$8,000	\$16,071
Total Base + Bonus + Lesson Compensation			\$34,378	\$42,050	\$55,205
Actual Retirement Contribution Amount			\$500	\$1,050	\$2,095
Actual Deferred Compensation Value			\$0	\$0	\$718
Auto Allowance Value			\$0	\$0	\$0
Housing Allowance Value			\$0	\$0	\$0
Clothing Allowance Value			\$500	\$600	\$1,000
Education Allowance Value			\$1,000	\$1,000	\$2,000
Competitive Dining Allowance Value			\$0	\$0	\$0
Other Allowance Value			\$588	\$675	\$775
Total Allowances			\$675	\$1,000	\$2,000
Total Compensation			\$34,496	\$43,275	\$56,598
Employee Severance in Months (if employee has severance agreement - see below)			0	0	0
Professional Development Investment on Behalf of Employee by Club					
Club's Total Contribution to Retirement/Deferred Compensation Plans (HOC)			\$529	\$1,090	\$2,071
Tenure					
Years Employee Employed in Club Management			3	7	11
Years Employee Employed at this Club					
Years Employee Held Current Position			2	3	7
Employee Contract Duration in Years (if employee is under contract - see below)			0	0	0
Demographics					
Employee Age			28	33	40
Employee Gender	Male (96%) Female (4%)				

Details about First Assistant Golf Professional

Employee has Severance agreement - see below	No (100%) Yes (0%)	Employee is under contract - see below	No (97%) Yes (2%)
Highest Level of Education Completed by Employee	Technical/professional school (6%) High school graduate (5%) One to three years of college (7%) College grad - two year degree (4%) College grad - four year degree (76%) Graduate work or degree (0%) Other (1%)	Factors Impacting Cash Bonus	
Employee Received Written Performance Evaluation		Who Evaluates Employee Performance?	
Employee Benefits		Retirement Options	
Employee Expenses Paid by Club		Employee Certification	CCM (1%) CCE (0%) MCM (0%) CHAE (0%) CHTP (0%) ACF (chef) (0%) PGA Certified (98%) USPTA/PTR (tennis) (0%) CMP (Membership Mktg) (0%) MCMP (Membership Mktg) (0%) CGCS (1%) AFPA Certified (0%) CPA (0%) Other (4%)

Staff Position: First Assistant Tennis Professional	My Club (My Percentile)	25th Percentile	50th Percentile	75th Percentile
Compensation				
Base Salary		\$19,078	\$25,000	\$29,028
Bonus		\$413	\$802	\$1,500
Lesson Compensation		\$24,699	\$45,000	\$60,289
Total Base + Bonus + Lesson Compensation		\$44,940	\$63,835	\$82,580
Actual Retirement Contribution Amount		\$414	\$1,000	\$3,040
Actual Deferred Compensation Value		\$0	\$0	\$2,772
Auto Allowance Value		\$0	\$0	\$0
Housing Allowance Value		\$0	\$0	\$0
Clothing Allowance Value		\$500	\$500	\$525
Education Allowance Value		\$500	\$1,750	\$2,500
Competitive Dining Allowance Value		\$0	\$0	\$0
Other Allowance Value		\$0	\$0	\$0
Total Allowances		\$500	\$1,000	\$2,250
Total Compensation		\$45,290	\$64,585	\$84,130
Employee Severance in Months (if employee has severance agreement - see below)		0	0	0
Professional Development Investment on Behalf of Employee by Club				
Club's Total Contribution to Retirement/Deferred Compensation Plans (HOC)		\$414	\$1,000	\$3,040
Tenure				
Years Employee Employed in Club Management		3	7	12
Years Employee Employed at this Club				
Years Employee Held Current Position		1	4	7
Employee Contract Duration in Years (if employee is under contract - see below)		0	0	0
Demographics				
Employee Age		28	35	44
Employee Gender	Male (83%) Female (17%)			

Details about First Assistant Tennis Professional

Employee has Severance agreement - see below	No (98%) Yes (1%)	Employee is under contract - see below	No (100%) Yes (0%)
Highest Level of Education Completed by Employee	Technical/professional school (0%) High school graduate (2%) One to three years of college (9%) College grad - two year degree (0%) College grad - four year degree (81%) Graduate work or degree (4%) Other (4%)	Factors Impacting Cash Bonus	
Employee Received Written Performance Evaluation		Who Evaluates Employee Performance?	
Employee Benefits		Retirement Options	
Employee Expenses Paid by Club		Employee Certification	CCM (3%) CCE (0%) MCM (0%) CHAE (0%) CHTP (0%) ACF (chef) (0%) PGA Certified (0%) USPTA/PTR (tennis) (97%) CMP (Membership Mktg) (0%) MCMP (Membership Mktg) (0%) CGCS (0%) AFPA Certified (0%) CPA (0%) Other (0%)

Staff Position: Membership/Marketing Director		My Club (My Percentile)	25 th Percentile	50 th Percentile	75 th Percentile
Compensation					
Base Salary			\$46,475	\$56,520	\$65,520
Bonus			\$2,000	\$5,909	\$15,000
Lesson Compensation			\$0	\$0	\$0
Total Base + Bonus + Lesson Compensation			\$54,060	\$62,400	\$81,000
Actual Retirement Contribution Amount			\$1,124	\$1,800	\$2,981
Actual Deferred Compensation Value			\$0	\$0	\$0
Auto Allowance Value			\$0	\$0	\$0
Housing Allowance Value			\$0	\$0	\$0
Clothing Allowance Value			\$500	\$1,000	\$1,000
Education Allowance Value			\$1,000	\$1,500	\$3,000
Competitive Dining Allowance Value			\$0	\$0	\$0
Other Allowance Value			\$575	\$940	\$1,350
Total Allowances			\$1,000	\$1,520	\$3,000
Total Compensation			\$56,104	\$64,750	\$84,301
Employee Severance in Months (if employee has severance agreement - see below)			2	3	3
Professional Development Investment on Behalf of Employee by Club					
Club's Total Contribution to Retirement/Deferred Compensation Plans (HOC)			\$1,090	\$1,800	\$2,903
Tenure					
Years Employee Employed in Club Management			4	8	15
Years Employee Employed at this Club					
Years Employee Held Current Position			1	4	9
Employee Contract Duration in Years (if employee is under contract - see below)			1	1	3
Demographics					
Employee Age			34	43	55
Employee Gender	Male (14%) Female (86%)				

Details about Membership/Marketing Director

Employee has Severance agreement - see below	No (96%) Yes (3%)	Employee is under contract - see below	No (96%) Yes (3%)
Highest Level of Education Completed by Employee	Technical/professional school (3%) High school graduate (9%) One to three years of college (12%) College grad - two year degree (8%) College grad - four year degree (60%) Graduate work or degree (7%) Other (1%)	Factors Impacting Cash Bonus	
Employee Received Written Performance Evaluation		Who Evaluates Employee Performance?	
Employee Benefits		Retirement Options	
Employee Expenses Paid by Club		Employee Certification	CCM (13%) CCE (0%) MCM (7%) CHAE (3%) CHTP (0%) ACF (chef) (0%) PGA Certified (3%) USPTA/PTR (tennis) (0%) CMP (Membership Mktg) (0%) MCMP (Membership Mktg) (0%) CGCS (0%) AFPA Certified (0%) CPA (3%) Other (77%)

Staff Position: Director/Chief of Security		My Club (My Percentile)	25 th Percentile	50 th Percentile	75 th Percentile
Compensation					
Base Salary			\$40,176	\$60,481	\$70,998
Bonus			\$483	\$1,725	\$6,225
Lesson Compensation			\$0	\$0	\$0
Total Base + Bonus + Lesson Compensation			\$41,500	\$60,925	\$76,536
Actual Retirement Contribution Amount			\$769	\$1,660	\$3,202
Actual Deferred Compensation Value			\$0	\$0	\$1,070
Auto Allowance Value			\$0	\$0	\$0
Housing Allowance Value			\$0	\$0	\$0
Clothing Allowance Value			\$375	\$500	\$500
Education Allowance Value			\$1,375	\$1,750	\$2,500
Competitive Dining Allowance Value			\$0	\$0	\$0
Other Allowance Value			\$625	\$750	\$875
Total Allowances			\$1,063	\$1,375	\$3,750
Total Compensation			\$43,783	\$61,900	\$76,536
Employee Severance in Months (if employee has severance agreement - see below)			0	0	0
Professional Development Investment on Behalf of Employee by Club					
Club's Total Contribution to Retirement/Deferred Compensation Plans (HOC)			\$913	\$1,660	\$3,233
Tenure					
Years Employee Employed in Club Management			4	7	12
Years Employee Employed at this Club					
Years Employee Held Current Position			3	4	8
Employee Contract Duration in Years (if employee is under contract - see below)			0	0	0
Demographics					
Employee Age			51	58	64
Employee Gender	Male (97%) Female (3%)				

Details about Director/Chief of Security

Employee has Severance agreement - see below	No (96%) Yes (3%)	Employee is under contract - see below	No (100%) Yes (0%)
Highest Level of Education Completed by Employee	Technical/professional school (12%) High school graduate (20%) One to three years of college (16%) College grad - two year degree (4%) College grad - four year degree (36%) Graduate work or degree (0%) Other (12%)	Factors Impacting Cash Bonus	
Employee Received Written Performance Evaluation		Who Evaluates Employee Performance?	
Employee Benefits		Retirement Options	
Employee Expenses Paid by Club		Employee Certification	CCM (12%) CCE (0%) MCM (0%) CHAE (0%) CHTP (0%) ACF (chef) (0%) PGA Certified (0%) USPTA/PTR (tennis) (0%) CMP (Membership Mktg) (0%) MCMP (Membership Mktg) (0%) CGCS (0%) AFPA Certified (0%) CPA (0%) Other (88%)

Staff Position: Head of Building Maintenance		My Club (My Percentile)	25 th Percentile	50 th Percentile	75 th Percentile
Compensation					
Base Salary			\$50,000	\$60,700	\$77,152
Bonus			\$1,464	\$2,578	\$6,910
Lesson Compensation			\$0	\$0	\$0
Total Base + Bonus + Lesson Compensation			\$51,600	\$64,500	\$80,000
Actual Retirement Contribution Amount			\$1,100	\$2,175	\$3,135
Actual Deferred Compensation Value			\$0	\$0	\$1,725
Auto Allowance Value			\$1,800	\$3,600	\$5,400
Housing Allowance Value			\$1,932	\$2,534	\$5,167
Clothing Allowance Value			\$400	\$500	\$1,000
Education Allowance Value			\$538	\$2,000	\$3,000
Competitive Dining Allowance Value			\$0	\$0	\$0
Other Allowance Value			\$750	\$1,208	\$2,000
Total Allowances			\$728	\$2,000	\$5,000
Total Compensation			\$52,455	\$66,980	\$81,111
Employee Severance in Months (if employee has severance agreement - see below)			3	4	5
Professional Development Investment on Behalf of Employee by Club					
Club's Total Contribution to Retirement/Deferred Compensation Plans (HOC)			\$1,142	\$2,175	\$3,260
Tenure					
Years Employee Employed in Club Management			4	10	19
Years Employee Employed at this Club					
Years Employee Held Current Position			3	8	14
Employee Contract Duration in Years (if employee is under contract - see below)			1	1	1
Demographics					
Employee Age			46	53	57
Employee Gender	Male (99%) Female (1%)				

Details about Head of Building Maintenance

Employee has Severance agreement - see below	No (96%) Yes (3%)	Employee is under contract - see below	No (99%) Yes (0%)
Highest Level of Education Completed by Employee	Technical/professional school (21%) High school graduate (32%) One to three years of college (13%) College grad - two year degree (8%) College grad - four year degree (23%) Graduate work or degree (1%) Other (1%)	Factors Impacting Cash Bonus	
Employee Received Written Performance Evaluation		Who Evaluates Employee Performance?	
Employee Benefits		Retirement Options	
Employee Expenses Paid by Club		Employee Certification	CCM (3%) CCE (0%) MCM (0%) CHAE (0%) CHTP (0%) ACF (chef) (0%) PGA Certified (0%) USPTA/PTR (tennis) (0%) CMP (Membership Mktg) (0%) MCMP (Membership Mktg) (0%) CGCS (0%) AFPA Certified (0%) CPA (0%) Other (97%)

Staff Position: Health & Fitness Director		My Club (My Percentile)	25 th Percentile	50 th Percentile	75 th Percentile
Compensation					
Base Salary			\$39,100	\$49,750	\$69,875
Bonus			\$1,000	\$2,500	\$6,800
Lesson Compensation			\$5,000	\$23,466	\$45,000
Total Base + Bonus + Lesson Compensation			\$49,375	\$70,483	\$95,737
Actual Retirement Contribution Amount			\$682	\$2,350	\$3,750
Actual Deferred Compensation Value			\$0	\$0	\$1,000
Auto Allowance Value			\$0	\$0	\$0
Housing Allowance Value			\$0	\$0	\$0
Clothing Allowance Value			\$500	\$500	\$1,200
Education Allowance Value			\$1,000	\$1,500	\$5,000
Competitive Dining Allowance Value			\$0	\$0	\$0
Other Allowance Value			\$1,526	\$3,684	\$7,875
Total Allowances			\$750	\$1,500	\$5,000
Total Compensation			\$50,400	\$70,750	\$101,269
Employee Severance in Months (if employee has severance agreement - see below)			3	3	4
Professional Development Investment on Behalf of Employee by Club					
Club's Total Contribution to Retirement/Deferred Compensation Plans (HOC)			\$893	\$2,537	\$3,863
Tenure					
Years Employee Employed in Club Management			3	9	16
Years Employee Employed at this Club					
Years Employee Held Current Position			3	5	10
Employee Contract Duration in Years (if employee is under contract - see below)			1	1	3
Demographics					
Employee Age			35	42	50
Employee Gender	Male (42%) Female (58%)				

Details about Health & Fitness Director

Employee has Severance agreement - see below	No (93%) Yes (6%)	Employee is under contract - see below	No (92%) Yes (7%)
Highest Level of Education Completed by Employee	Technical/professional school (0%) High school graduate (2%) One to three years of college (11%) College grad - two year degree (4%) College grad - four year degree (67%) Graduate work or degree (15%) Other (0%)	Factors Impacting Cash Bonus	
Employee Received Written Performance Evaluation		Who Evaluates Employee Performance?	
Employee Benefits		Retirement Options	
Employee Expenses Paid by Club		Employee Certification	CCM (2%) CCE (0%) MCM (0%) CHAE (0%) CHTP (0%) ACF (chef) (0%) PGA Certified (0%) USPTA/PTR (tennis) (2%) CMP (Membership Mktg) (0%) MCMP (Membership Mktg) (0%) CGCS (0%) AFPA Certified (9%) CPA (0%) Other (91%)

Staff Position: Aquatics & Pool Director		My Club (My Percentile)	25 th Percentile	50 th Percentile	75 th Percentile
Compensation					
Base Salary			\$14,659	\$21,000	\$42,500
Bonus			\$375	\$938	\$2,233
Lesson Compensation			\$1,198	\$4,000	\$13,273
Total Base + Bonus + Lesson Compensation			\$15,000	\$23,050	\$47,000
Actual Retirement Contribution Amount			\$120	\$1,130	\$3,229
Actual Deferred Compensation Value			\$0	\$0	\$875
Auto Allowance Value			\$0	\$0	\$0
Housing Allowance Value			\$0	\$0	\$0
Clothing Allowance Value			\$250	\$300	\$500
Education Allowance Value			\$500	\$1,000	\$1,250
Competitive Dining Allowance Value			\$0	\$0	\$0
Other Allowance Value			\$0	\$0	\$0
Total Allowances			\$375	\$600	\$1,250
Total Compensation			\$15,200	\$23,050	\$47,250
Employee Severance in Months (if employee has severance agreement - see below)			0	0	0
Professional Development Investment on Behalf of Employee by Club					
Club's Total Contribution to Retirement/Deferred Compensation Plans (HOC)			\$120	\$1,130	\$3,229
Tenure					
Years Employee Employed in Club Management			2	6	10
Years Employee Employed at this Club					
Years Employee Held Current Position			1	3	8
Employee Contract Duration in Years (if employee is under contract - see below)			1	1	1
Demographics					
Employee Age			30	42	48
Employee Gender		Male (58%) Female (42%)			

Details about Aquatics & Pool Director

Employee has Severance agreement - see below	No (98%) Yes (1%)	Employee is under contract - see below	No (93%) Yes (6%)
Highest Level of Education Completed by Employee	Technical/professional school (2%) High school graduate (2%) One to three years of college (8%) College grad - two year degree (2%) College grad - four year degree (69%) Graduate work or degree (18%) Other (0%)	Factors Impacting Cash Bonus	
Employee Received Written Performance Evaluation		Who Evaluates Employee Performance?	
Employee Benefits		Retirement Options	
Employee Expenses Paid by Club		Employee Certification	CCM (7%) CCE (0%) MCM (0%) CHAE (0%) CHTP (0%) ACF (chef) (0%) PGA Certified (0%) USPTA/PTR (tennis) (0%) CMP (Membership Mktg) (0%) MCMP (Membership Mktg) (0%) CGCS (0%) AFPA Certified (0%) CPA (0%) Other (93%)

Staff Position: Bar Manager/Head Bartender		My Club (My Percentile)	25 th Percentile	50 th Percentile	75 th Percentile
Compensation					
Base Salary			\$34,942	\$40,520	\$52,330
Bonus			\$500	\$1,300	\$4,415
Lesson Compensation			\$0	\$0	\$0
Total Base + Bonus + Lesson Compensation			\$35,388	\$44,577	\$55,107
Actual Retirement Contribution Amount			\$600	\$1,111	\$2,313
Actual Deferred Compensation Value			\$0	\$0	\$967
Auto Allowance Value			\$0	\$0	\$0
Housing Allowance Value			\$0	\$0	\$0
Clothing Allowance Value			\$488	\$600	\$1,125
Education Allowance Value			\$500	\$850	\$1,500
Competitive Dining Allowance Value			\$0	\$0	\$0
Other Allowance Value			\$0	\$0	\$0
Total Allowances			\$500	\$1,100	\$2,025
Total Compensation			\$35,757	\$44,248	\$56,998
Employee Severance in Months (if employee has severance agreement - see below)			0	0	0
Professional Development Investment on Behalf of Employee by Club					
Club's Total Contribution to Retirement/Deferred Compensation Plans (HOC)			\$655	\$1,111	\$2,438
Tenure					
Years Employee Employed in Club Management			2	6	12
Years Employee Employed at this Club					
Years Employee Held Current Position			1	4	10
Employee Contract Duration in Years (if employee is under contract - see below)			0	0	0
Demographics					
Employee Age			32	40	51
Employee Gender	Male (86%) Female (14%)				

Details about Bar Manager/Head Bartender

Employee has Severance agreement - see below	No (98%) Yes (1%)	Employee is under contract - see below	No (100%) Yes (0%)
Highest Level of Education Completed by Employee	Technical/professional school (3%) High school graduate (32%) One to three years of college (22%) College grad - two year degree (10%) College grad - four year degree (30%) Graduate work or degree (3%) Other (0%)	Factors Impacting Cash Bonus	
Employee Received Written Performance Evaluation		Who Evaluates Employee Performance?	
Employee Benefits		Retirement Options	
Employee Expenses Paid by Club		Employee Certification	CCM (14%) CCE (0%) MCM (0%) CHAE (0%) CHTP (0%) ACF (chef) (0%) PGA Certified (0%) USPTA/PTR (tennis) (0%) CMP (Membership Mktg) (0%) MCMP (Membership Mktg) (0%) CGCS (0%) AFPA Certified (0%) CPA (0%) Other (86%)

Staff Position: Secretary/Administrator		My Club (My Percentile)	25 th Percentile	50 th Percentile	75 th Percentile
Compensation					
Base Salary			\$35,520	\$42,750	\$55,000
Bonus			\$560	\$1,200	\$3,000
Lesson Compensation			\$0	\$0	\$0
Total Base + Bonus + Lesson Compensation			\$36,395	\$43,800	\$60,040
Actual Retirement Contribution Amount			\$875	\$1,525	\$2,684
Actual Deferred Compensation Value			\$0	\$0	\$1,100
Auto Allowance Value			\$0	\$0	\$0
Housing Allowance Value			\$0	\$0	\$0
Clothing Allowance Value			\$400	\$1,000	\$1,042
Education Allowance Value			\$500	\$750	\$1,125
Competitive Dining Allowance Value			\$0	\$0	\$0
Other Allowance Value			\$510	\$720	\$1,566
Total Allowances			\$960	\$1,000	\$1,350
Total Compensation			\$37,410	\$45,471	\$60,343
Employee Severance in Months (if employee has severance agreement - see below)			3	4	5
Professional Development Investment on Behalf of Employee by Club					
Club's Total Contribution to Retirement/Deferred Compensation Plans (HOC)			\$933	\$1,525	\$2,972
Tenure					
Years Employee Employed in Club Management			4	8	15
Years Employee Employed at this Club					
Years Employee Held Current Position			2	6	10
Employee Contract Duration in Years (if employee is under contract - see below)			0	0	0
Demographics					
Employee Age			39	49	58
Employee Gender		Male (2%) Female (98%)			

Details about Secretary/Administrator

Employee has Severance agreement - see below	No (96%) Yes (3%)	Employee is under contract - see below	No (100%) Yes (0%)
Highest Level of Education Completed by Employee	Technical/professional school (6%) High school graduate (29%) One to three years of college (16%) College grad - two year degree (9%) College grad - four year degree (37%) Graduate work or degree (3%) Other (0%)	Factors Impacting Cash Bonus	
Employee Received Written Performance Evaluation		Who Evaluates Employee Performance?	
Employee Benefits		Retirement Options	
Employee Expenses Paid by Club		Employee Certification	CCM (33%) CCE (0%) MCM (0%) CHAE (0%) CHTP (0%) ACF (chef) (0%) PGA Certified (0%) USPTA/PTR (tennis) (0%) CMP (Membership Mktg) (0%) MCMP (Membership Mktg) (0%) CGCS (0%) AFPA Certified (0%) CPA (0%) Other (67%)

Staff Position: Dock/Harbor Master		My Club (My Percentile)	25 th Percentile	50 th Percentile	75 th Percentile
Compensation					
Base Salary			\$50,000	\$52,225	\$67,051
Bonus			\$1,136	\$2,500	\$6,625
Lesson Compensation			\$0	\$0	\$0
Total Base + Bonus + Lesson Compensation			\$52,500	\$59,000	\$71,000
Actual Retirement Contribution Amount			\$375	\$1,761	\$2,726
Actual Deferred Compensation Value			\$0	\$0	\$0
Auto Allowance Value			\$0	\$0	\$0
Housing Allowance Value			\$0	\$0	\$0
Clothing Allowance Value			\$625	\$750	\$875
Education Allowance Value			\$813	\$875	\$938
Competitive Dining Allowance Value			\$0	\$0	\$0
Other Allowance Value			\$0	\$0	\$0
Total Allowances			\$688	\$1,375	\$2,000
Total Compensation			\$53,500	\$62,000	\$73,551
Employee Severance in Months (if employee has severance agreement - see below)			0	0	0
Professional Development Investment on Behalf of Employee by Club					
Club's Total Contribution to Retirement/Deferred Compensation Plans (HOC)			\$750	\$1,661	\$2,484
Tenure					
Years Employee Employed in Club Management			6	7	10
Years Employee Employed at this Club					
Years Employee Held Current Position			3	6	7
Employee Contract Duration in Years (if employee is under contract - see below)			0	0	0
Demographics					
Employee Age			43	52	57
Employee Gender		Male (78%) Female (22%)			

Details about Dock/Harbor Master

Employee has Severance agreement - see below	No (94%) Yes (5%)	Employee is under contract - see below	No (100%) Yes (0%)
Highest Level of Education Completed by Employee	Technical/professional school (19%) High school graduate (31%) One to three years of college (0%) College grad - two year degree (19%) College grad - four year degree (31%) Graduate work or degree (0%) Other (0%)	Factors Impacting Cash Bonus	
Employee Received Written Performance Evaluation		Who Evaluates Employee Performance?	
Employee Benefits		Retirement Options	
Employee Expenses Paid by Club		Employee Certification	CCM (14%) CCE (0%) MCM (0%) CHAE (0%) CHTP (0%) ACF (chef) (0%) PGA Certified (0%) USPTA/PTR (tennis) (0%) CMP (Membership Mktg) (0%) MCMP (Membership Mktg) (0%) CGCS (0%) AFPA Certified (0%) CPA (0%) Other (86%)

Staff Position: Boat Yard Manager		My Club (My Percentile)	25 th Percentile	50 th Percentile	75 th Percentile
Compensation					
Base Salary			\$50,750	\$65,500	\$80,250
Bonus			\$3,520	\$4,013	\$4,507
Lesson Compensation			\$0	\$0	\$0
Total Base + Bonus + Lesson Compensation			\$55,257	\$69,513	\$83,770
Actual Retirement Contribution Amount			\$0	\$0	\$0
Actual Deferred Compensation Value			\$0	\$0	\$0
Auto Allowance Value			\$0	\$0	\$0
Housing Allowance Value			\$0	\$0	\$0
Clothing Allowance Value			\$0	\$0	\$0
Education Allowance Value			\$0	\$0	\$0
Competitive Dining Allowance Value			\$0	\$0	\$0
Other Allowance Value			\$0	\$0	\$0
Total Allowances			\$0	\$0	\$0
Total Compensation			\$56,252	\$71,505	\$86,757
Employee Severance in Months (if employee has severance agreement - see below)			0	0	0
Professional Development Investment on Behalf of Employee by Club					
Club's Total Contribution to Retirement/Deferred Compensation Plans (HOC)			\$0	\$0	\$0
Tenure					
Years Employee Employed in Club Management			9	15	22
Years Employee Employed at this Club					
Years Employee Held Current Position			9	15	22
Employee Contract Duration in Years (if employee is under contract - see below)			0	0	0
Demographics					
Employee Age			34	40	47
Employee Gender	Male (100%) Female (0%)				

Details about Boat Yard Manager

Employee has Severance agreement - see below	No (50%) Yes (50%)	Employee is under contract - see below	No (100%) Yes (0%)
Highest Level of Education Completed by Employee	Technical/professional school (0%) High school graduate (0%) One to three years of college (0%) College grad - two year degree (33%) College grad - four year degree (67%) Graduate work or degree (0%) Other (0%)	Factors Impacting Cash Bonus	
Employee Received Written Performance Evaluation		Who Evaluates Employee Performance?	
Employee Benefits		Retirement Options	
Employee Expenses Paid by Club		Employee Certification	CCM (50%) CCE (0%) MCM (0%) CHAE (0%) CHTP (0%) ACF (chef) (0%) PGA Certified (0%) USPTA/PTR (tennis) (0%) CMP (Membership Mktg) (0%) MCMP (Membership Mktg) (0%) CGCS (0%) AFPA Certified (0%) CPA (0%) Other (50%)

Staff Position: Race Director		My Club (My Percentile)	25 th Percentile	50 th Percentile	75 th Percentile
Compensation					
Base Salary			\$57,139	\$76,035	\$86,629
Bonus			\$5,000	\$10,000	\$11,000
Lesson Compensation			\$0	\$0	\$0
Total Base + Bonus + Lesson Compensation			\$63,879	\$88,758	\$90,041
Actual Retirement Contribution Amount			\$750	\$1,500	\$2,250
Actual Deferred Compensation Value			\$0	\$0	\$0
Auto Allowance Value			\$0	\$0	\$0
Housing Allowance Value			\$0	\$0	\$0
Clothing Allowance Value			\$0	\$0	\$0
Education Allowance Value			\$0	\$0	\$0
Competitive Dining Allowance Value			\$0	\$0	\$0
Other Allowance Value			\$0	\$0	\$0
Total Allowances			\$3,000	\$4,000	\$5,000
Total Compensation			\$64,379	\$89,758	\$94,541
Employee Severance in Months (if employee has severance agreement - see below)			0	0	0
Professional Development Investment on Behalf of Employee by Club					
Club's Total Contribution to Retirement/Deferred Compensation Plans (HOC)			\$750	\$1,500	\$2,250
Tenure					
Years Employee Employed in Club Management			8	10	11
Years Employee Employed at this Club					
Years Employee Held Current Position			3	7	10
Employee Contract Duration in Years (if employee is under contract - see below)			0	0	0
Demographics					
Employee Age			35	40	48
Employee Gender	Male (43%) Female (57%)				

Details about Race Director

Employee has Severance agreement - see below	No (85%) Yes (14%)	Employee is under contract - see below	No (100%) Yes (0%)
Highest Level of Education Completed by Employee	Technical/professional school (0%) High school graduate (0%) One to three years of college (29%) College grad - two year degree (0%) College grad - four year degree (57%) Graduate work or degree (14%) Other (0%)	Factors Impacting Cash Bonus	
Employee Received Written Performance Evaluation		Who Evaluates Employee Performance?	
Employee Benefits		Retirement Options	
Employee Expenses Paid by Club		Employee Certification	CCM (25%) CCE (0%) MCM (0%) CHAE (0%) CHTP (0%) ACF (chef) (0%) PGA Certified (0%) USPTA/PTR (tennis) (0%) CMP (Membership Mktg) (0%) MCMP (Membership Mktg) (0%) CGCS (0%) AFPA Certified (0%) CPA (0%) Other (75%)

Staff Position: Junior Sailing Instructor/Coach		My Club (My Percentile)	25 th Percentile	50 th Percentile	75 th Percentile
Compensation					
Base Salary		\$15,000	\$44,505	\$70,000	
Bonus		\$275	\$650	\$950	
Lesson Compensation		\$0	\$0	\$500	
Total Base + Bonus + Lesson Compensation		\$15,000	\$45,305	\$70,000	
Actual Retirement Contribution Amount		\$0	\$0	\$0	
Actual Deferred Compensation Value		\$0	\$0	\$0	
Auto Allowance Value		\$0	\$0	\$0	
Housing Allowance Value		\$0	\$0	\$0	
Clothing Allowance Value		\$0	\$0	\$0	
Education Allowance Value		\$0	\$0	\$0	
Competitive Dining Allowance Value		\$0	\$0	\$0	
Other Allowance Value		\$0	\$0	\$0	
Total Allowances		\$2,250	\$2,500	\$2,750	
Total Compensation		\$15,000	\$48,305	\$70,000	
Employee Severance in Months (if employee has severance agreement - see below)		0	0	0	
Professional Development Investment on Behalf of Employee by Club					
Club's Total Contribution to Retirement/Deferred Compensation Plans (HOC)		\$0	\$0	\$0	
Tenure					
Years Employee Employed in Club Management		3	4	5	
Years Employee Employed at this Club					
Years Employee Held Current Position		1	2	4	
Employee Contract Duration in Years (if employee is under contract - see below)		0	0	0	
Demographics					
Employee Age		31	39	44	
Employee Gender	Male (60%) Female (40%)				

Details about Junior Sailing Instructor/Coach

Employee has Severance agreement - see below	No (88%) Yes (11%)	Employee is under contract - see below	No (100%) Yes (0%)
Highest Level of Education Completed by Employee	Technical/professional school (0%) High school graduate (11%) One to three years of college (11%) College grad - two year degree (11%) College grad - four year degree (56%) Graduate work or degree (11%) Other (0%)	Factors Impacting Cash Bonus	
Employee Received Written Performance Evaluation		Who Evaluates Employee Performance?	
Employee Benefits		Retirement Options	
Employee Expenses Paid by Club		Employee Certification	CCM (25%) CCE (0%) MCM (0%) CHAE (0%) CHTP (0%) ACF (chef) (0%) PGA Certified (0%) USPTA/PTR (tennis) (0%) CMP (Membership Mktg) (0%) MCMP (Membership Mktg) (0%) CGCS (0%) AFPA Certified (0%) CPA (0%) Other (75%)