

9/12/2016



SPHM
HOSPITALITY

BENCHMARKS S.O.P



By: | Agustinus Agus Purwanto, SE MM



Series 5500

Benchmarks

Subject: Benchmarking

A-5501

- A. Policy. It is the policy of the club that Department Heads benchmark their operating areas.
- B. Definition. Benchmarking is the act of measuring operational performance. The idea is to establish the measurements that reflect the norm of business performance. Measures of historical performance become the standard by which current and future operations may be evaluated.
- C. Reasons to Benchmark
1. To establish the baseline or “benchmark” of existing operational performance.
 2. The benchmark performance can be considered the operating standard and all future performance can be compared to it.
 3. After tracking operating statistics for a sufficient period of time to ensure a statistically sound sample, benchmarks can be used to establish performance goals for future operating periods.
 4. It is useful to compare an operation’s performance measures for a given period to other past periods, to other similar operations, or to the industry as a whole.
 5. Identifying under-performance or best practices.
 6. Benchmarks from past periods can make budgeting for future periods easier and far more accurate.
 7. Revenue benchmarks from previous periods aid in forecasting business levels in future periods.
 8. Tracking revenues and comparing them to historical benchmarks allows management to measure member response to products/services and new initiatives.
 9. While most managers have a general sense of the many variables influencing their operation, having the hard numbers and statistics supports the validity of decisions, proposed changes in the operation, and requests for additional resources.
 10. Benchmarks can be used to establish performance parameters for bonus and other incentive programs.
 11. The few minutes spent each day in recording and reviewing key operating statistics make a manager intimately familiar with the rhythms and flow of his operation.
 12. A significant reason for benchmarking is that it establishes the condition of the operation upon a new manager’s arrival and gives him a graphic demonstration of the many operational improvements under his leadership.



D. Responsibilities

1. The General Manager is ultimately responsible and accountable for the performance of the club and, therefore, has the greatest vested interest in knowing how the club is performing.
2. But just as the responsibility for managing individual departments has been delegated to Department Heads, the responsibility for departmental performance rests squarely with these supervisors. Department Heads have the specialized knowledge, skills, and abilities that permit their department to operate at high levels of efficiency and member satisfaction. As a result, it is Department Heads who have the basic responsibility to benchmark their individual operations.
3. Ultimately, performance and benchmarking is a shared responsibility, directed and monitored by the General Manager.



Subject: Benchmarking Responsibilities

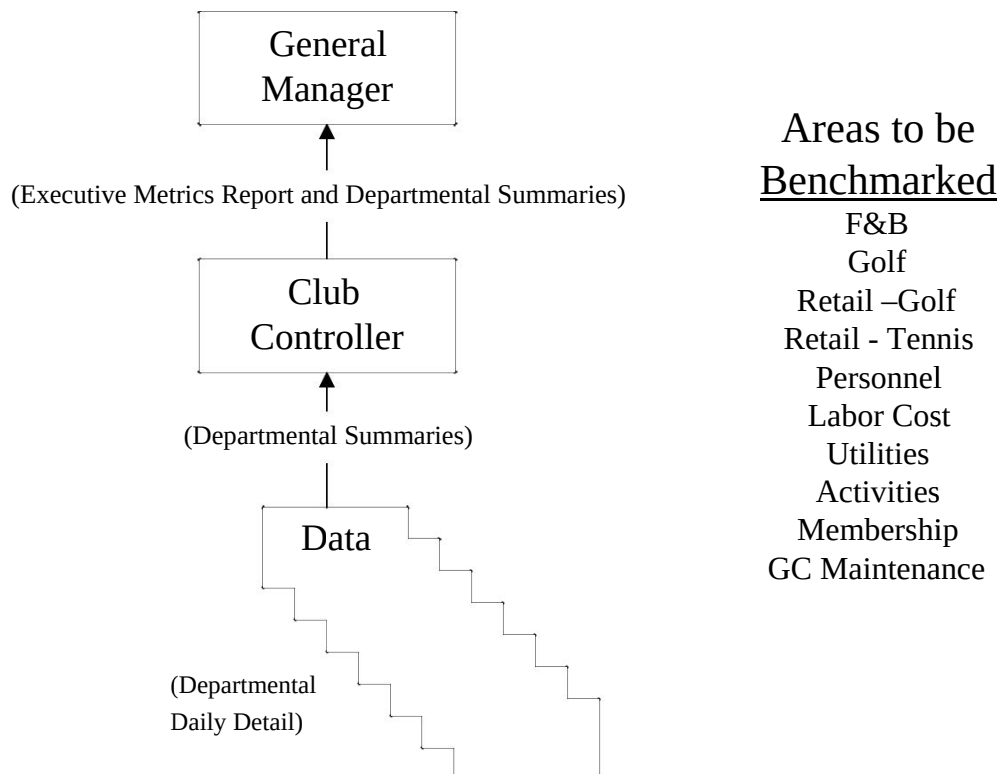
A-5502

- A. Policy. It is the policy of the club that the responsibility to benchmark operations be assigned to the Department Head level according to the assignments listed below.
- B. Responsibilities. General Managers may assign different responsibilities based upon their determination of how to best accomplish the goal of benchmarking. The following are logical and suggested individuals.
1. Executive Metrics Report – Controller
 2. Food & Beverage – Clubhouse Manager, F&B Manager, or Dining Room Supervisor
 3. Golf – Head Golf Professional
 4. Tennis – Head Tennis Professional
 5. Retail Golf – Head Golf Professional or Merchandise Manager
 6. Retail Tennis – Head Tennis Professional or Merchandise Manager
 7. Accounting – Controller
 8. Personnel – Personnel Administrator
 9. Labor – Controller
 10. Utilities – Facility Manager or Maintenance Manager
 11. Activities – Activities Director
 12. Aquatics – Activities Director, Assistant Activities Director, or Pool Manager
 13. Maintenance – Facility Manager or Maintenance Manager
 14. Golf Course Maintenance – GC Superintendent
 15. Safety – Facility Manager or Maintenance Manager

Subject: Benchmarking Flow Chart

A-5503

Benchmark Flow Chart





Subject: Executive Metrics Report

A-5504

- A. Policy. It is the policy of the club that an Executive Metrics Report be prepared and forwarded with the Monthly Operating Statements to whoever receives the Monthly Statement.
- B. Background. An Excel™ spreadsheet has been developed that tracks standardized club benchmarks. This spreadsheet is called the Executive Metrics Reports. The Executive Metrics report may be modified to fit the unique operation of a club, though as much as possible of the standardized information will be provided.
- C. Responsibilities
 - 1. The Club Controller will complete the Executive Metrics Report spreadsheet as soon as the month-end books are closed and the financial statements prepared. The Controller will provide a copy of the report to the General Manager and other recipients of the financial statements.
 - 1. The Club Controller will also maintain an electronic archive of all clubs' Executive Metrics Reports.
- D. Sample. A sample of an Executive Metrics Report is shown on the following three pages.

Executive Metrics Report		Club: <u> Your Club Name Here </u>					Month to Month Comparisons								2007
Membership		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Yr End	
# of Golf Members		307	310	311	314									0	
# of Sports Members		236	236	236	237									0	
# of Swim/Tennis Members		320	320	322	326									0	
# of Social Members		42	42	44	44									0	
# of Community Members		173	177	169	169									0	
Total Members		1,078	1,085	1,082	1,090	0	0	0	0	0	0	0	0	0	
Total New Members		6	12	8	15									41	
Total Resigning Members		4	4	10	7									25	
Membership Turnover Ratio		0.4%	0.4%	0.9%	0.6%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	
Income		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Yr End	
Golf		54,340	20,383	60,475	77,462									212,660	
Food		112,496	147,398	153,708	170,342									583,944	
Beverage		30,637	24,814	28,835	46,267									130,553	
General Store		5,484	5,230	8,502	7,713									26,929	
Tennis		9,424	13,882	24,976	18,035									66,317	
Swim & Activities		9,635	3,434	6,191	4,434									23,694	
G&A - Dues		290,518	290,319	292,768	292,031									1,165,636	
Clubhouse		561	26,912	709	337									28,519	
Miscellaneous		12,343	4,661	10,079	25,251									52,334	
Total		525,438	537,033	586,243	641,872	0	0	0	0	0	0	0	0	2,290,586	
Cost of Goods Sold		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Yr End	
Golf		6,567	2,934	9,405	13,335									32,241	
Food		34,818	36,009	39,973	49,874									160,674	
Beverage		8,771	8,675	9,450	13,826									40,722	
General Store		3,913	2,885	3,243	2,472									12,513	
Tennis		1,595	1,275	2,993	1,505									7,368	
Total		55,664	51,778	65,064	81,012	0	0	0	0	0	0	0	0	253,518	
Gross Margin		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Yr End	
Gross Margin		469,774	485,255	521,179	560,860	0	0	0	0	0	0	0	0	2,037,068	
Cost of Goods Sold %		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Yr End	
Golf		73.2%	49.4%	61.2%	57.4%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	60.2%	
Food		48.0%	36.8%	37.6%	41.3%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	40.4%	
Beverage		31.9%	36.0%	33.6%	32.7%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	33.4%	
General Store		71.4%	55.2%	38.1%	32.0%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	46.5%	
Tennis		121.2%	88.8%	94.6%	73.1%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	92.4%	
Payroll & Related		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Yr End	
A&G		66,137	54,992	55,436	54,446									231,011	
Membership		7,499	2,811	2,952	8,903									22,165	
Golf		22,203	18,552	28,845	29,846									99,446	
Food		119,712	100,976	116,654	116,461									453,803	
Beverage		2,979	2,204	2,094	3,495									10,772	
General Store		5,994	5,765	6,701	5,002									23,462	
GC Maintenance		44,484	32,009	40,001	43,093									159,587	
Tennis		16,678	17,869	29,934	25,016									89,497	
Activities		12,263	11,385	13,369	12,896									49,913	
Clubhouse		29,999	22,226	26,800	23,715									102,740	
Total Payroll		327,948	268,789	322,786	322,873	0	0	0	0	0	0	0	0	1,242,396	
Payroll Cost %		62.4%	50.1%	55.1%	50.3%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	54.2%	
Other Expenses		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Yr End	
A&G		43,965	41,982	31,020	38,328									155,295	
Membership		4,014	1,086	7,999	2,007									15,106	
Golf		7,947	10,550	17,160	21,128									56,785	
Golf Tournaments (net)		-1,916	10	-2,923	263									-4,566	
Food		13,992	24,088	25,594	21,342									85,016	
Beverage		1,474	517	900	888									3,779	
General Store		429	941	1,131	523									3,024	
GC Maintenance		27,114	42,087	37,336	54,876									161,413	
Tennis		581	1,100	9,611	2,633									13,925	
Activities		10,511	6,371	13,825	14,188									44,895	
Clubhouse		53,746	49,920	51,728	60,078									215,472	
Total Other Expenses		161,857	178,652	193,381	216,254	0	0	0	0	0	0	0	0	750,144	
Taxes-Property/Franchise		12,925	18,970	13,885	13,885									59,665	
Total Other Expenses		174,782	197,622	207,266	230,139	0	0	0	0	0	0	0	0	809,809	
Total Expenses		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Yr End	
Total Expenses		502,730	466,411	530,052	553,012	0	0	0	0	0	0	0	0	2,052,205	
Operating Income		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Yr End	
Operating Income		(32,956)	18,844	(8,873)	7,848	0	0	0	0	0	0	0	0	(15,137)	



Accounting Policies

Golf Operations

Full Golf Mbr Rounds	586	451	1,038	963									3,038
Sports Mbr Rounds	47	31	124	141									343
Total Rounds of Golf	841	651	1,635	1,677									4,804
Cart Fee Rate	\$18	\$18	\$18	\$18									18.00
Green Fees	8,020	5,506	18,288	26,596									58,410
Cart Fees	12,268	8,771	23,160	24,139									68,338
Merchandise Sales	8,975	5,937	15,374	23,239									53,525
Club Storage Income	20,856	-1,584	-693	-132									18,447
All Other Golf Incomes	3,285	-280	0	360									3,365
Total Golf Revenue	53,404	18,350	56,129	74,202	0	0	0	0	0	0	0	0	202,085

Golf Lesson Inc/Payout	936	2,033	4,347	3,261									10,577
Locker Rental Income	0	26,906	99	198									27,203

Golf Benchmarks

Green Fees/Round	\$9.54	\$8.46	\$11.19	\$15.86	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	\$12.16
Cart Fees/Round	\$14.59	\$13.47	\$14.17	\$14.39	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	\$14.23
Merchandise/Round	\$10.67	\$9.12	\$9.40	\$13.86	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	\$11.14
Rounds/Full Golf Mbr	1.9	1.5	3.3	3.1	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Rounds/Sports Mbr	0.2	0.1	0.5	0.6	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Total Rds/Golf & Sports Mbr	1.5	1.2	3.0	3.0	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Lesson/Golf&Sports Mbr	\$1.95	\$4.17	\$9.06	\$6.75	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Locker Rental/G&S Mbr	\$0.00	\$55.25	\$0.21	\$0.41	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Club Storage/G&S Mbr	\$43.45	(\$3.25)	(\$1.44)	(\$0.27)	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Other Inc/G&S Mbr	\$6.84	(\$0.57)	\$0.00	\$0.75	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Tot Golf Rev/G&S Mbr	\$111.26	\$37.68	\$116.94	\$153.63	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Avg Inventory Level	88,112	82,383	97,847	110,672									94,754
Inventory Turns	0.10	0.07	0.16	0.21	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	0.56
Golf Payroll Cost %	40.9%	91.0%	47.7%	38.5%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	46.8%
Golf OT Hours	1.5	3.5	31.6	67.9									104.5

Food Income

A la Carte Food	60,954	63,515	78,759	82,835									286,063
Catering	9,550	32,882	23,501	32,934									98,867
Pool Snack Bar	73	38	57	0									168
Golf Snack Bar	1,374	1,202	3,258	3,029									8,863
Beverage Cart	548	284	783	1,902									3,517
Other Snack Bar	0	0	0	0									0
Subtotal Food	72,499	97,921	106,358	120,700	0	0	0	0	0	0	0	0	397,478
Unspent Minimum	8,177	11,217	9,669	8,134									37,197
Service Charge	1,819	6,520	4,787	6,944									20,070
Room Rental	4,500	4,000	5,750	5,250									19,500
Dining Fee	24,625	24,575	24,800	24,725									98,725
Equipment Rental	878	1,486	370	4,414									7,148
All Other Charges	0	1,680	1,975	175									3,830
Subtotal Other	39,999	49,478	47,351	49,642	0	0	0	0	0	0	0	0	186,470
Total Food Income	112,498	147,399	153,709	170,342	0	0	0	0	0	0	0	0	583,948

Beverage Income

Beer Revenue	5,181	4,974	7,016	8,791									25,962
Wine Revenue	11,058	12,721	12,323	17,184									53,286
Liquor Revenue	11,238	6,405	8,813	16,350									42,806
Total Beverage Revenue	27,477	24,100	28,152	42,325	0	0	0	0	0	0	0	0	122,054
Other Inc - Svc Charge	1,550	669	518	3,681									6,418
Other Inc - Cigar Sales	18	20	95	97									230
Oth Inc - Home Wine Sales	1,593	24	70	164									1,851
Subtotal Other	3,161	713	683	3,942	0	0	0	0	0	0	0	0	8,499
Total Beverage Income	30,638	24,813	28,835	46,267	0	0	0	0	0	0	0	0	130,553
Total F&B Income	143,136	172,212	182,544	216,609	0	0	0	0	0	0	0	0	714,501

Food & Beverage Benchmarks

Food Revenue/Member	\$67.25	\$90.25	\$98.30	\$110.73	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Beverage Rev/Member	\$25.49	\$22.21	\$26.02	\$38.83	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Total F&B Rev/Member	\$92.74	\$112.46	\$124.32	\$149.56	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
A la Carte Sales/Member	\$56.54	\$58.54	\$72.79	\$76.00	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Catering Sales/Member	\$8.86	\$30.31	\$21.72	\$30.21	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Golf Snack Bar Sales/Mbr	\$1.27	\$1.11	\$3.01	\$2.78	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Pool Snack Bar Sales/Mbr	\$0.07	\$0.04	\$0.05	\$0.00	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Bev Cart Sales/Mbr	\$0.51	\$0.26	\$0.72	\$1.74	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Other Snack Bar Sales/Mbr	\$0.00	\$0.00	\$0.00	\$0.00	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Liquor Sales/Mbr	\$10.42	\$5.90	\$8.15	\$15.00	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Wine Sales/Mbr	\$10.26	\$11.72	\$11.39	\$15.77	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Beer Sales/Mbr	\$4.81	\$4.58	\$6.48	\$8.07	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Food Svc Charge %	2.5%	6.7%	4.5%	5.8%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	5.0%
Beverage Svc Charge %	5.6%	2.8%	1.8%	8.7%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	5.3%
Combined Svc Charge %	3.4%	5.9%	3.9%	6.5%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	5.1%
Golf Snack Bar Sales/Round	\$1.63	\$1.85	\$1.99	\$1.81	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	\$1.84
Bev Cart Sales/Round	\$0.65	\$0.44	\$0.48	\$1.13	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	\$0.73
Pool Snack Bar Sales/Mbr	\$0.07	\$0.04	\$0.05	\$0.00	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!



Accounting Policies

A la Carte Lunch Covers	1,380	1,603		2,554									5,537
A la Carte Lunch Avg Check													
A la Carte Dinner Covers	2,533	2,732		3,060									8,325
A la Carte Dinner Avg Check													
A la Carte Appetizers Sold	487	376		622									1,485
A la Carte Appetizers Avg Chk	\$7.64	\$8.80		\$8.11									
A la Carte Desserts Sold	205	211		203									619
A la Carte Desserts Avg Chk	\$4.89	\$5.18		\$5.10									
Bottles Wine Sold	63	89		86									238
Bottled Wine Avg Check	\$41.60	\$42.92		\$41.43									
Avg Inventory-Food	31,274	31,598	39,470	37,805									35,037
Inventory Turns-Food	2.32	3.10	2.69	3.19	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	11.34
Avg Inventory-Bev	10,805	33,479	35,574	35,923									28,945
Inventory Turns-Bev	2.54	0.72	0.79	1.18	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	4.22
F&B Payroll Cost %	85.7%	59.9%	65.1%	55.4%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	65.0%
F&B OT Hours	344.6	321.0	628.0	602.6									1,896.2
Tennis Income													
Tennis Merchandise Sales	1,316	1,436	3,164	2,059									7,975
Tennis Guest Fees	10	5	0	45									60
Ball Machine Rental	480	0	480	330									1,290
Special Events	0	2,390	897	257									3,544
Miscellaneous	-16	0	50	8									42
Total Tennis Income	1,790	3,831	4,591	2,699	0	0	0	0	0	0	0	0	12,911
Tennis Benchmarks													
Tennis Revenue/Mbr	\$8.74	\$12.79	\$23.08	\$16.55	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Tennis Merch Sales/Mbr	\$1.22	\$1.32	\$2.92	\$1.89	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Tennis Guest Fees/Mbr	\$0.01	\$0.00	\$0.00	\$0.04	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Tennis Revenue/Mbr	\$1.66	\$3.53	\$4.24	\$2.48	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Avg Inventory Level	19,714	19,102	16,367	14,963									17,537
Inventory Turns	0.07	0.08	0.19	0.14	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	0.45
Tennis Payroll Cost %	177.0%	128.7%	119.9%	138.7%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	135.0%
Tennis OT Hours	0.0	0.0	6.7	13.6									20.3
Payroll per Member													
A&G	61.35	50.68	51.23	49.95	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Membership	6.96	2.59	2.73	8.17	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Golf	20.60	17.10	26.66	27.38	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Food	111.05	93.07	107.81	106.84	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Beverage	2.76	2.03	1.94	3.21	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
GC Maintenance	41.27	29.50	36.97	39.53	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Tennis	15.47	16.47	27.67	22.95	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Activities	11.38	10.49	12.36	11.83	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Clubhouse	27.83	20.48	24.77	21.76	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Total Payroll	304.22	247.73	298.32	296.21	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Personnel Benchmarks													
Avg # of FT Employees	75.0	76.0	75.0	81.0									76.8
Avg # of PT Employees	93.0	103.0	83.0	89.0									92.0
Avg # of Seasonal Empl.	46.0	54.0	43.0	48.0									47.8
Total Avg # of Empl.	214.0	233.0	201.0	218.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	216.5
# of Empl. per Member	0.20	0.21	0.19	0.20	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Avg # of Empl. w/ Benefits	62.0	65.0	62.0	64.0									63.3
401k Match	3,474	3,198	5,274	3,482									15,428
Benefit Cost	25,392	27,416	24,130	28,503									105,441
401k Match per FT Empl.	46.32	42.08	70.32	42.99	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	201.02
Benefit Cost per FT Empl.	338.56	360.74	321.73	351.89	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	1,373.82
Benefit Cost %*	7.7%	10.2%	7.5%	8.8%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	8.5%
Staff Turnover Ratio (%)	1.2	0.0	0.0	4.3									
Total Hours Worked	15,096	12,106	15,333	15,901									58,436
Total OT Hours	439.1	403.8	778.9	919.7									2,541.5
Total OT Hours/Empl.	2.1	1.7	3.9	4.2	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	11.7
OT Rate (OT Hrs/Tot Hrs)	2.9%	3.3%	5.1%	5.8%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	4.3%
# of New Wkrs Comp Claims	0	1	1	0									2
# of New Unemplmnt Claims	0	0	0	1									1
Avg Monthly Accts Rec.	196,461	154,051	77,163	111,715									134,848
Safety Benchmarks													
Total Wk-Rel. Inj. & Illnesses	0	1	1	0									2
Total Days Away fm Work	0	0	0	0									0
Total Cost of GC Maintenance													
GC Maint Expense/Hole	71,598	74,096	77,337	97,969	0	0	0	0	0	0	0	0	321,000
Payroll Cost/Total Cost %	3,978	4,116	4,297	5,443	0	0	0	0	0	0	0	0	17,833
GC Maint OT Hours	62.1%	43.2%	51.7%	44.0%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	49.7%
	31.5	39.1	64.7	142.5									277.8