NGCOA

2026

Golf Industry Compensation and Benefits Report

Copyright © 2026 | All rights reserved, for the confidential use of the National Golf Course Owners Association and its members only. No part of this report may be reproduced in whole or part without the written permission of the National Golf Course Owners Association, 291 Seven Farms Drive, 2nd Fl., Charleston, SC 29492. The NGCOA Golf Industry Compensation and Benefits Report was compiled and tabulated by National Golf Foundation, Inc. in cooperation with the National Golf Course Owners Association and key industry executives.
Cover photo courtesy of Andrew Shelley(via Unsplash)

Table of Contents

About This Report 3

Respondent Profile 4

Executive Summary 5

Key Observations 6

Macro Trends 7

2025 Compensation Summary 8

2025 Compensation Data by Position 9

- Administrative 10
- Maintenance & Agronomics 14
- Game Administration 21
- Sales & Marketing 31
- Food & Beverage 34

Detailed Results 39

NGCOA

National Golf Course Owners Association
291 Seven Farms Drive, 2nd Floor
Charleston, SC 29492
800.933.4262

Copyright © 2026

All rights reserved, for the confidential use of the National Golf Course Owners Association and its members only. No part of this report may be reproduced in whole or part without the written permission of the National Golf Course Owners Association, 291 Seven Farms Drive, 2nd Fl., Charleston, SC 29492

The NGCOA Golf Industry Compensation and Benefits Report was compiled and tabulated by National Golf Foundation, Inc. in cooperation with the National Golf Course Owners Association and key industry executives.

NGF
NATIONAL GOLF FOUNDATION

National Golf Foundation
501 N Highway A1a
Jupiter, FL 33477
(561) 744-6006

About This Report

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

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

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

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

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

Key Terms

Reporting Facilities: Responses received for the given position

Total Compensation: Includes annual base salary, bonus and commission

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

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

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

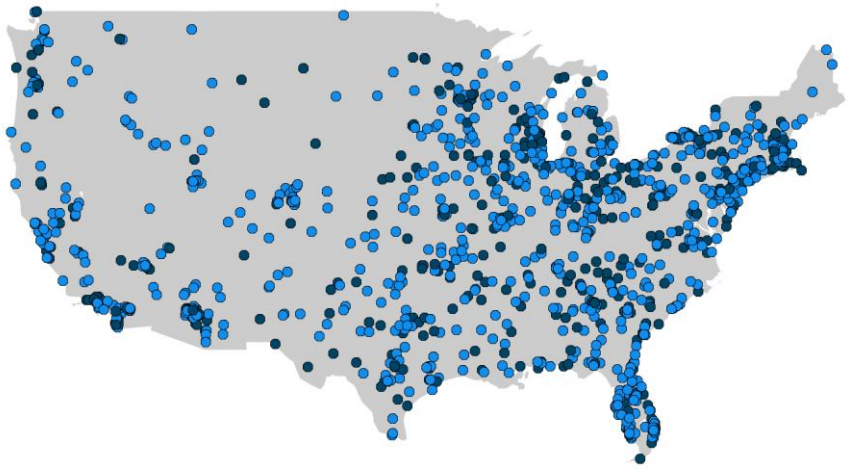
75th Percentile: When responses are ordered from lowest to highest, the upper quartile is the response 25% from the top. In other words, 25% of the responses are higher than this measure

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

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

Respondent Profile

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



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

By Number of Golf Holes

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

By Facility Type

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

By Facility Classification*

Private	36%
Public	64%

By Annual Gross Revenue

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

By Golf-Only Annual Gross Revenue

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

By Geographic Region†

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

*Facility Classification: “Public” refers to any golf facility that provides at least limited public access through payment of green fees; “Private” refers to any golf facility where play is restricted to members and their guests.
† Geographic Regions: “Northeast” includes Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont, New York, New Jersey and Pennsylvania; “South Atlantic” includes Washington D.C., Delaware, Florida, Georgia, Maryland, North Carolina, South Carolina, Virginia and West Virginia; “East North Central” includes Illinois, Indiana, Michigan, Ohio and Wisconsin; “South Central” includes Alabama, Kentucky, Mississippi, Tennessee, Arkansas, Louisiana, Oklahoma and Texas; “West North Central” includes Iowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota and South Dakota, “Mountain” includes Arizona, Colorado, Idaho, Montana, Nevada, New Mexico, Utah and Wyoming; “Pacific” includes Alaska, California, Hawaii, Oregon and Washington

NGCOA

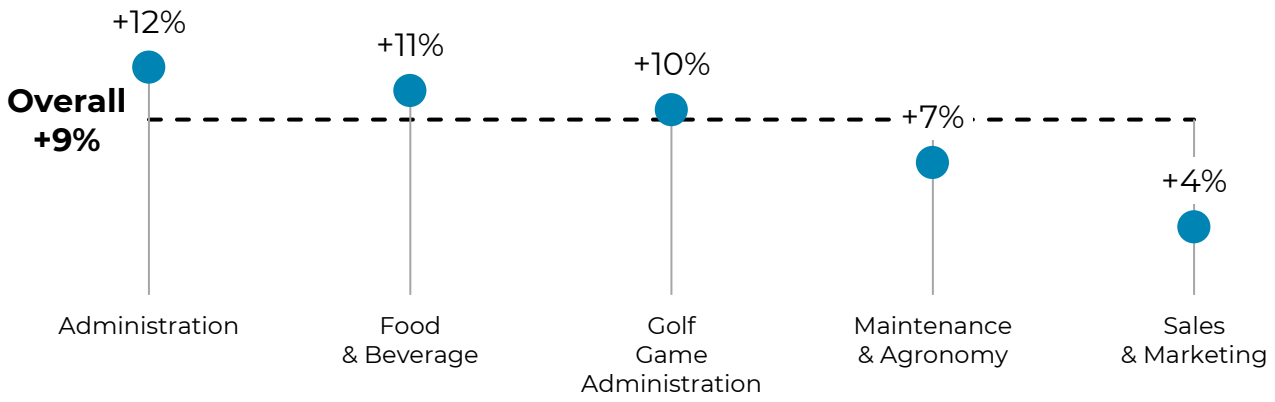
2026 Golf Industry Compensation and Benefits Executive Summary

Key Observations

Trends in Compensation

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

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



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

Trends in Employee Benefits/Policies

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

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

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

Copyright © 2026 | All rights reserved, for the confidential use of the National Golf Course Owners Association and its members only. No part of this report may be reproduced in whole or part without the written permission of the National Golf Course Owners Association, 291 Seven Farms Drive, 2nd Fl., Charleston, SC 29492. The NGCOA Golf Industry Compensation and Benefits Report was compiled and tabulated by National Golf Foundation, Inc. in cooperation with the National Golf Course Owners Association and key industry executives.

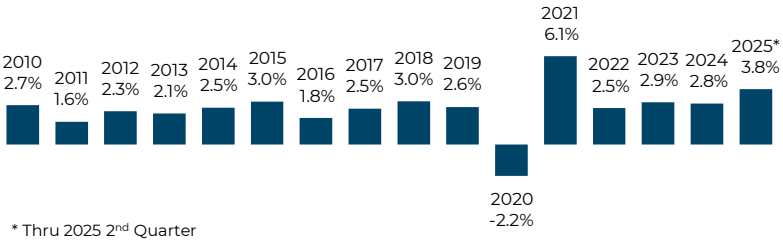
Macro Trends

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

Economic Growth

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

Gross Domestic Product (GDP) Growth Rate

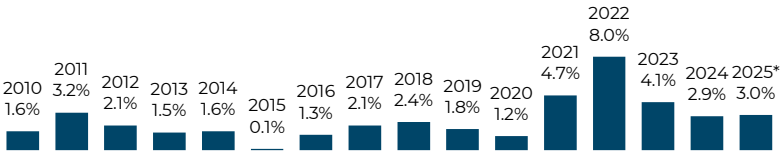


* Thru 2025 2nd Quarter
Source: Bureau of Economic Analysis

Inflation Elevated

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

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

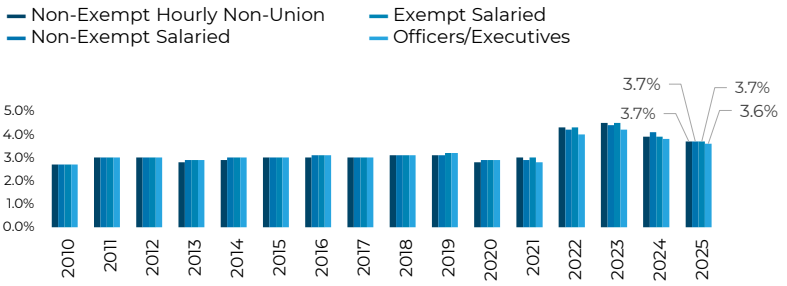


* Thru September 2025
Source: U.S. Bureau of Labor Statistics

Salary Budgets Higher

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

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

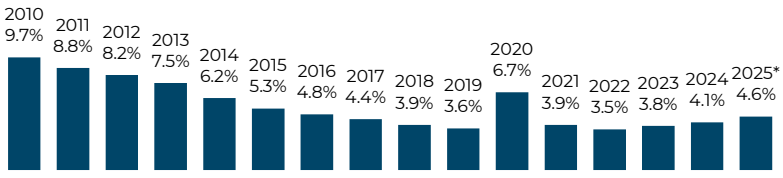


Source: WorldatWork 2025-2026 Salary Budget Survey

Unemployment Rate Increasing

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

Unemployment Rate



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

Copyright © 2026 | All rights reserved, for the confidential use of the National Golf Course Owners Association and its members only. No part of this report may be reproduced in whole or part without the written permission of the National Golf Course Owners Association, 291 Seven Farms Drive, 2nd Fl., Charleston, SC 29492. The NGCOA Golf Industry Compensation and Benefits Report was compiled and tabulated by National Golf Foundation, Inc. in cooperation with the National Golf Course Owners Association and key industry executives.

2025 Compensation Summary
By Position

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

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

Copyright © 2026 | All rights reserved, for the confidential use of the National Golf Course Owners Association and its members only. No part of this report may be reproduced in whole or part without the written permission of the National Golf Course Owners Association, 291 Seven Farms Drive, 2nd Fl., Charleston, SC 29492. The NGCOA Golf Industry Compensation and Benefits Report was compiled and tabulated by National Golf Foundation, Inc. in cooperation with the National Golf Course Owners Association and key industry executives.

NGCOA

2025 Compensation Data **by Position**

Administrative

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

Maintenance and Agronomics

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

Game Administration

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

Sales & Marketing

Sales and Marketing Director 31
Membership Director 32
Communications Manager 33

Food & Beverage

Lead Food & Beverage Manager 34
Assistant Food & Beverage Manager 35
Head Chef 36
Lead Cook 37
Catering Manager 38

Administrative
Chief Staff Executive/General Manager

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

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

Copyright © 2026 | All rights reserved, for the confidential use of the National Golf Course Owners Association and its members only. No part of this report may be reproduced in whole or part without the written permission of the National Golf Course Owners Association, 291 Seven Farms Drive, 2nd Fl., Charleston, SC 29492. The NGCOA Golf Industry Compensation and Benefits Report was compiled and tabulated by National Golf Foundation, Inc. in cooperation with the National Golf Course Owners Association and key industry executives.
† Figures for average annual bonus and commission are reported exclusively among those who received each form of compensation. In prior years, these averages were calculated on a per capita basis, using a "0" value for those not receiving each form of compensation, thus suppressing the overall averages.
‡ Percentage of facilities reporting a value for this form of compensation

Administrative
Assistant General Manager/Clubhouse Manager

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

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

Copyright © 2026 | All rights reserved, for the confidential use of the National Golf Course Owners Association and its members only. No part of this report may be reproduced in whole or part without the written permission of the National Golf Course Owners Association, 291 Seven Farms Drive, 2nd Fl., Charleston, SC 29492. The NGCOA Golf Industry Compensation and Benefits Report was compiled and tabulated by National Golf Foundation, Inc. in cooperation with the National Golf Course Owners Association and key industry executives.
† Figures for average annual bonus and commission are reported exclusively among those who received each form of compensation. In prior years, these averages were calculated on a per capita basis, using a "0" value for those not receiving each form of compensation, thus suppressing the overall averages.
‡ Percentage of facilities reporting a value for this form of compensation

Administrative
Human Resources Director

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

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

Copyright © 2026 | All rights reserved, for the confidential use of the National Golf Course Owners Association and its members only. No part of this report may be reproduced in whole or part without the written permission of the National Golf Course Owners Association, 291 Seven Farms Drive, 2nd Fl., Charleston, SC 29492. The NGCOA Golf Industry Compensation and Benefits Report was compiled and tabulated by National Golf Foundation, Inc. in cooperation with the National Golf Course Owners Association and key industry executives.
† Figures for average annual bonus and commission are reported exclusively among those who received each form of compensation. In prior years, these averages were calculated on a per capita basis, using a "0" value for those not receiving each form of compensation, thus suppressing the overall averages.
‡ Percentage of facilities reporting a value for this form of compensation

Administrative
Accounting Manager/Controller

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

	Reporting Facilities	Total Compensation				Average Base Salary	Average Annual Bonus†	Average Annual Commission†
		Average	Median	25th Percentile	75th Percentile			
							32%‡	3%‡
ALL FACILITIES	316	$83,426	$72,800	$58,350	$101,000	$81,061	$7,398	$3,825
BY NUMBER OF GOLF HOLES								
9 holes	14	$65,443	$68,000	$50,000	$88,000	$61,354	$6,065	$5,498
18 holes	246	$81,107	$72,000	$58,350	$97,500	$79,102	$7,253	$2,690
27 holes	27	$96,734	$90,250	$65,000	$120,753	$93,657	$6,782	*
36 holes	24	$97,370	$84,133	$55,000	$115,000	$94,015	$8,915	$7,831
More than 36 holes	6	$106,835	$117,500	$95,000	$120,000	$100,581	$12,701	*
BY FACILITY TYPE								
Daily Fee	54	$64,304	$60,000	$40,000	$84,831	$63,523	$3,984	$2,500
Semi-private	60	$53,657	$50,000	$40,000	$70,000	$51,926	$5,550	$9,000
Private - member owned	91	$114,057	$104,600	$74,263	$145,000	$109,645	$9,614	$4,336
Private - investor owned	88	$81,946	$72,800	$60,000	$90,000	$80,083	$7,933	$1,000
Resort	6	$74,400	$65,520	$52,000	$95,000	$72,827	$5,777	*
Muni/Military (owned by muni)	7	$68,516	$62,500	$57,431	$84,133	$66,887	$6,378	$260
Muni/Military (self-managed)	9	$119,639	$100,000	$90,250	$158,000	$119,301	$622	*
BY FACILITY CLASSIFICATION								
Private	179	$98,277	$83,000	$65,000	$122,000	$95,085	$9,076	$3,900
Public	137	$64,089	$60,000	$43,000	$85,000	$62,842	$4,490	$3,453
BY GROSS REVENUE OF FACILITY								
Less than $1 million	26	$60,725	$40,000	$10,000	$90,000	$60,725	*	*
$1 to $2 million	44	$60,306	$50,000	$43,000	$80,000	$59,013	$3,292	*
$2 to 3.5 million	59	$69,390	$60,000	$50,000	$77,500	$67,683	$5,940	$2,500
$3.5 to 5 million	42	$81,824	$75,000	$60,000	$88,000	$79,621	$5,737	$2,600
$5 to $7.5 million	50	$83,346	$73,109	$63,099	$100,000	$80,556	$6,661	$5,000
More than $7.5 million	54	$112,530	$110,403	$75,000	$137,500	$106,143	$11,567	$5,757
BY GOLF-ONLY GROSS REVENUE OF FACILITY								
Less than $1 million	97	$68,535	$64,418	$45,000	$90,000	$66,460	$5,593	$2,770
$1 to $2 million	103	$82,753	$70,000	$58,916	$97,500	$79,523	$8,787	$5,396
$2 to 3.5 million	42	$92,648	$85,000	$60,000	$120,000	$90,051	$6,073	$6,816
$3.5 to 5 million	17	$89,332	$72,800	$60,000	$110,000	$86,806	$11,022	$260
More than $5 million	14	$89,541	$95,000	$59,000	$115,000	$85,368	$8,063	$1,000
BY GEOGRAPHIC REGION								
Northeast	44	$88,488	$75,000	$65,000	$100,000	$85,588	$7,137	$3,200
East North Central	35	$59,916	$58,916	$30,000	$82,640	$58,771	$3,046	$2,500
West North Central	16	$72,066	$59,420	$55,000	$70,000	$70,368	$6,523	$5,734
South Atlantic	82	$90,029	$71,332	$50,000	$123,000	$87,052	$7,449	$3,159
South Central	57	$67,756	$65,000	$50,000	$77,550	$66,690	$7,132	$2,500
Mountain	46	$96,282	$91,844	$71,124	$115,000	$92,936	$9,645	$5,000
Pacific	36	$98,523	$85,000	$70,000	$120,000	$95,752	$10,650	$7,130

Copyright © 2026 | All rights reserved, for the confidential use of the National Golf Course Owners Association and its members only. No part of this report may be reproduced in whole or part without the written permission of the National Golf Course Owners Association, 291 Seven Farms Drive, 2nd Fl., Charleston, SC 29492. The NGCOA Golf Industry Compensation and Benefits Report was compiled and tabulated by National Golf Foundation, Inc. in cooperation with the National Golf Course Owners Association and key industry executives.
† Figures for average annual bonus and commission are reported exclusively among those who received each form of compensation. In prior years, these averages were calculated on a per capita basis, using a "0" value for those not receiving each form of compensation, thus suppressing the overall averages.
‡ Percentage of facilities reporting a value for this form of compensation

Maintenance and Agronomics
Lead Agronomic Manager (over multiple courses)

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

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

Copyright © 2026 | All rights reserved, for the confidential use of the National Golf Course Owners Association and its members only. No part of this report may be reproduced in whole or part without the written permission of the National Golf Course Owners Association, 291 Seven Farms Drive, 2nd Fl., Charleston, SC 29492. The NGCOA Golf Industry Compensation and Benefits Report was compiled and tabulated by National Golf Foundation, Inc. in cooperation with the National Golf Course Owners Association and key industry executives.
† Figures for average annual bonus and commission are reported exclusively among those who received each form of compensation. In prior years, these averages were calculated on a per capita basis, using a "0" value for those not receiving each form of compensation, thus suppressing the overall averages.
‡ Percentage of facilities reporting a value for this form of compensation

Maintenance and Agronomics
Superintendent (over one course)

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

	Reporting Facilities	Total Compensation				Average Base Salary	Average Annual Bonus†	Average Annual Commission†
		Average	Median	25th Percentile	75th Percentile			
							38%‡	1%‡
ALL FACILITIES	871	$95,456	$85,800	$71,878	$108,000	$92,466	$7,936	$18,406
BY NUMBER OF GOLF HOLES								
9 holes	59	$73,934	$72,000	$56,000	$90,000	$71,714	$8,294	$20,526
18 holes	693	$96,607	$87,000	$72,000	$110,000	$93,517	$7,978	$11,000
27 holes	57	$100,158	$95,000	$80,000	$113,300	$96,961	$7,989	*
36 holes	50	$98,487	$82,250	$71,500	$110,000	$95,742	$7,141	*
More than 36 holes	13	$100,646	$91,052	$79,000	$105,000	$96,975	$7,317	*
BY FACILITY TYPE								
Daily Fee	260	$85,191	$81,000	$68,000	$102,000	$82,752	$8,110	$11,000
Semi-private	124	$76,185	$77,500	$67,250	$87,500	$73,996	$5,511	*
Private - member owned	118	$132,949	$119,000	$90,000	$152,500	$126,740	$11,852	$20,526
Private - investor owned	195	$105,723	$98,750	$80,750	$120,000	$101,387	$7,516	$11,000
Resort	17	$98,246	$92,000	$82,500	$100,000	$96,181	$9,041	*
Muni/Military (owned by muni)	100	$89,450	$85,696	$73,130	$101,725	$88,539	$6,495	*
Muni/Military (self-managed)	56	$81,139	$80,000	$65,000	$90,000	$80,997	$1,113	*
BY FACILITY CLASSIFICATION								
Private	313	$115,968	$103,500	$82,000	$135,969	$110,927	$8,946	$18,895
Public	558	$83,955	$81,250	$69,500	$97,000	$82,086	$6,936	$11,000
BY GROSS REVENUE OF FACILITY								
Less than $1 million	123	$65,293	$65,000	$50,000	$80,000	$63,820	$8,420	$30,000
$1 to $2 million	218	$80,382	$78,000	$70,000	$86,000	$78,574	$5,186	*
$2 to 3.5 million	139	$90,842	$85,000	$72,000	$99,300	$87,567	$7,145	*
$3.5 to 5 million	61	$110,159	$100,000	$92,000	$125,000	$105,005	$8,258	$4,500
$5 to $7.5 million	79	$117,839	$102,000	$84,494	$144,990	$111,717	$8,300	$11,000
More than $7.5 million	91	$123,589	$105,813	$83,000	$141,965	$115,091	$11,584	$11,000
BY GOLF-ONLY GROSS REVENUE OF FACILITY								
Less than $1 million	257	$78,741	$72,000	$60,000	$86,635	$76,079	$7,347	$20,526
$1 to $2 million	302	$94,553	$85,000	$74,000	$102,500	$90,504	$7,888	$11,000
$2 to 3.5 million	101	$105,554	$95,000	$80,000	$119,500	$101,715	$8,746	*
$3.5 to 5 million	28	$122,912	$106,078	$90,000	$145,000	$116,290	$11,015	$11,000
More than $5 million	19	$113,894	$100,650	$83,000	$115,000	$108,742	$8,581	*
BY GEOGRAPHIC REGION								
Northeast	100	$108,209	$95,000	$75,000	$124,475	$104,683	$9,667	$4,500
East North Central	145	$76,971	$73,130	$63,000	$85,000	$75,587	$4,181	$11,000
West North Central	97	$85,153	$82,000	$70,000	$100,000	$83,173	$5,129	*
South Atlantic	260	$98,276	$88,374	$75,000	$110,000	$94,355	$9,712	*
South Central	106	$85,544	$81,250	$70,000	$96,800	$81,250	$6,784	$25,301
Mountain	82	$111,022	$100,000	$85,000	$120,000	$109,974	$10,231	*
Pacific	82	$113,211	$108,000	$88,000	$137,000	$109,863	$9,314	*

Copyright © 2026 | All rights reserved, for the confidential use of the National Golf Course Owners Association and its members only. No part of this report may be reproduced in whole or part without the written permission of the National Golf Course Owners Association, 291 Seven Farms Drive, 2nd Fl., Charleston, SC 29492. The NGCOA Golf Industry Compensation and Benefits Report was compiled and tabulated by National Golf Foundation, Inc. in cooperation with the National Golf Course Owners Association and key industry executives.
† Figures for average annual bonus and commission are reported exclusively among those who received each form of compensation. In prior years, these averages were calculated on a per capita basis, using a "0" value for those not receiving each form of compensation, thus suppressing the overall averages.
‡ Percentage of facilities reporting a value for this form of compensation

Maintenance and Agronomics
Assistant Superintendent

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

	Reporting Facilities	Total Compensation				Average Base Salary	Average Annual Bonus†	Average Annual Commission†
		Average	Median	25th Percentile	75th Percentile		20%‡	1%‡
ALL FACILITIES	674	$58,028	$56,160	$48,410	$67,000	$57,480	$3,075	$1,893
BY NUMBER OF GOLF HOLES								
9 holes	29	$53,843	$54,080	$40,000	$63,000	$52,843	$3,018	$2,300
18 holes	539	$57,578	$55,000	$47,840	$65,800	$57,076	$3,005	$1,793
27 holes	55	$61,031	$60,500	$53,000	$70,000	$60,320	$3,688	*
36 holes	41	$62,542	$63,606	$52,500	$70,000	$62,098	$3,252	$1,445
More than 36 holes	11	$59,519	$58,000	$50,000	$70,000	$58,333	$3,229	*
BY FACILITY TYPE								
Daily Fee	196	$56,285	$55,000	$46,000	$65,000	$55,740	$2,581	$1,793
Semi-private	85	$51,258	$50,000	$45,000	$58,000	$50,685	$2,279	$500
Private - member owned	106	$66,375	$65,000	$55,000	$73,640	$65,450	$4,284	$2,343
Private - investor owned	160	$58,437	$56,650	$47,000	$68,080	$58,005	$3,434	*
Resort	18	$61,479	$60,000	$52,500	$70,000	$60,712	$3,774	*
Muni/Military (owned by muni)	69	$57,110	$56,160	$50,000	$63,440	$56,797	$2,397	*
Muni/Military (self-managed)	42	$57,209	$55,000	$48,000	$70,000	$57,109	$819	*
BY FACILITY CLASSIFICATION								
Private	266	$61,595	$60,000	$50,000	$71,394	$60,950	$3,983	$2,343
Public	409	$55,709	$55,000	$46,800	$64,491	$55,233	$2,420	$1,577
BY GROSS REVENUE OF FACILITY								
Less than $1 million	48	$45,443	$46,580	$34,000	$53,800	$45,157	$1,438	*
$1 to $2 million	153	$52,113	$50,000	$45,000	$58,000	$51,742	$2,510	$350
$2 to 3.5 million	127	$56,463	$55,000	$48,880	$62,727	$55,664	$2,668	$5,000
$3.5 to 5 million	71	$60,922	$60,000	$50,000	$68,987	$59,874	$3,014	$2,300
$5 to $7.5 million	70	$64,181	$65,021	$54,080	$72,200	$63,408	$2,747	*
More than $7.5 million	71	$65,378	$65,000	$54,340	$77,000	$64,508	$5,375	$1,445
BY GOLF-ONLY GROSS REVENUE OF FACILITY								
Less than $1 million	161	$51,130	$50,000	$41,600	$58,000	$50,564	$2,337	$1,307
$1 to $2 million	228	$57,995	$55,000	$48,000	$65,021	$57,383	$3,212	*
$2 to 3.5 million	97	$59,626	$60,000	$48,000	$70,000	$58,812	$3,353	$4,082
$3.5 to 5 million	29	$66,952	$66,950	$56,000	$79,310	$65,484	$4,476	*
More than $5 million	22	$64,519	$66,463	$57,000	$75,000	$63,783	$3,315	$500
BY GEOGRAPHIC REGION								
Northeast	80	$62,746	$60,758	$50,050	$72,200	$61,887	$4,147	$2,300
East North Central	94	$53,220	$55,000	$45,760	$60,487	$52,810	$1,746	$1,793
West North Central	77	$53,598	$52,500	$46,000	$57,904	$52,890	$2,731	$2,500
South Atlantic	181	$57,552	$55,000	$47,500	$67,000	$57,119	$3,380	*
South Central	100	$53,393	$50,000	$42,000	$59,453	$52,971	$2,798	*
Mountain	86	$63,417	$64,194	$58,000	$70,000	$62,898	$3,249	$500
Pacific	56	$67,024	$68,250	$57,750	$73,000	$66,301	$3,164	*

Copyright © 2026| All rights reserved, for the confidential use of the National Golf Course Owners Association and its members only. No part of this report may be reproduced in whole or part without the written permission of the National Golf Course Owners Association, 291 Seven Farms Drive, 2nd Fl., Charleston, SC 29492. The NGCOA Golf Industry Compensation and Benefits Report was compiled and tabulated by National Golf Foundation, Inc. in cooperation with the National Golf Course Owners Association and key industry executives.
† Figures for average annual bonus and commission are reported exclusively among those who received each form of compensation. In prior years, these averages were calculated on a per capita basis, using a "0" value for those not receiving each form of compensation, thus suppressing the overall averages.
‡ Percentage of facilities reporting a value for this form of compensation

Maintenance and Agronomics
Head Mechanic/Equipment Manager

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

	Reporting Facilities	Total Compensation				Average Base Salary	Average Annual Bonus†	Average Annual Commission†
		Average	Median	25th Percentile	75th Percentile			
							15%‡	0%‡
ALL FACILITIES	690	$55,884	$54,747	$45,000	$65,000	$55,509	$2,848	*
BY NUMBER OF GOLF HOLES								
9 holes	14	$58,173	$56,932	$49,920	$62,400	$57,638	$2,208	*
18 holes	552	$54,915	$54,000	$43,860	$64,480	$54,556	$2,779	*
27 holes	54	$60,672	$60,000	$47,090	$70,000	$60,263	$2,815	*
36 holes	57	$58,294	$57,980	$46,000	$65,173	$57,937	$3,805	*
More than 36 holes	13	$64,199	$65,627	$52,750	$70,000	$63,319	$3,835	*
BY FACILITY TYPE								
Daily Fee	185	$53,247	$52,000	$44,218	$62,000	$52,862	$2,492	*
Semi-private	85	$47,315	$48,000	$38,000	$55,000	$46,904	$2,550	*
Private - member owned	96	$66,531	$65,000	$54,747	$73,900	$65,662	$3,787	*
Private - investor owned	187	$55,568	$54,000	$45,000	$64,480	$55,296	$2,936	*
Resort	19	$61,283	$63,440	$52,000	$69,139	$61,029	$2,528	*
Muni/Military (owned by muni)	75	$57,472	$55,910	$49,920	$64,480	$57,397	$1,594	*
Muni/Military (self-managed)	44	$56,841	$55,000	$44,500	$67,000	$56,770	$606	*
BY FACILITY CLASSIFICATION								
Private	283	$59,275	$57,373	$47,000	$68,640	$58,788	$3,482	*
Public	408	$53,533	$52,550	$43,680	$62,400	$53,239	$2,267	*
BY GROSS REVENUE OF FACILITY								
Less than $1 million	53	$44,875	$45,000	$35,000	$52,000	$44,875	*	*
$1 to $2 million	164	$48,396	$47,000	$40,000	$55,000	$48,131	$2,006	*
$2 to 3.5 million	114	$53,439	$54,000	$45,000	$62,000	$53,057	$2,300	*
$3.5 to 5 million	62	$61,262	$57,500	$51,333	$72,500	$60,244	$2,997	*
$5 to $7.5 million	71	$62,455	$60,000	$50,000	$73,000	$61,817	$2,474	*
More than $7.5 million	90	$63,807	$60,000	$51,000	$72,500	$63,155	$4,536	*
BY GOLF-ONLY GROSS REVENUE OF FACILITY								
Less than $1 million	154	$47,923	$45,000	$39,000	$55,000	$47,589	$2,236	*
$1 to $2 million	253	$55,657	$55,000	$44,000	$65,000	$55,266	$2,841	*
$2 to 3.5 million	97	$59,122	$56,784	$49,920	$69,000	$58,473	$3,099	*
$3.5 to 5 million	30	$62,438	$58,537	$52,750	$73,500	$61,494	$3,741	*
More than $5 million	19	$65,651	$62,400	$56,000	$73,073	$64,722	$3,838	*
BY GEOGRAPHIC REGION								
Northeast	81	$62,521	$61,650	$50,000	$72,800	$61,711	$3,584	*
East North Central	101	$53,315	$53,000	$42,000	$64,900	$52,961	$1,860	*
West North Central	40	$56,271	$55,000	$49,440	$64,480	$55,906	$2,942	*
South Atlantic	208	$54,518	$53,000	$45,000	$64,000	$54,267	$2,894	*
South Central	108	$49,624	$45,000	$39,520	$55,120	$49,389	$2,124	*
Mountain	78	$59,149	$58,000	$51,333	$65,790	$58,598	$4,722	*
Pacific	75	$61,369	$59,280	$50,000	$72,500	$61,062	$2,360	*

Copyright © 2026 | All rights reserved, for the confidential use of the National Golf Course Owners Association and its members only. No part of this report may be reproduced in whole or part without the written permission of the National Golf Course Owners Association, 291 Seven Farms Drive, 2nd Fl., Charleston, SC 29492. The NGCOA Golf Industry Compensation and Benefits Report was compiled and tabulated by National Golf Foundation, Inc. in cooperation with the National Golf Course Owners Association and key industry executives.
† Figures for average annual bonus and commission are reported exclusively among those who received each form of compensation. In prior years, these averages were calculated on a per capita basis, using a "0" value for those not receiving each form of compensation, thus suppressing the overall averages.
‡ Percentage of facilities reporting a value for this form of compensation

Maintenance and Agronomics
Spray Technician

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

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

Copyright © 2026 | All rights reserved, for the confidential use of the National Golf Course Owners Association and its members only. No part of this report may be reproduced in whole or part without the written permission of the National Golf Course Owners Association, 291 Seven Farms Drive, 2nd Fl., Charleston, SC 29492. The NGCOA Golf Industry Compensation and Benefits Report was compiled and tabulated by National Golf Foundation, Inc. in cooperation with the National Golf Course Owners Association and key industry executives.
† Figures for average annual bonus and commission are reported exclusively among those who received each form of compensation. In prior years, these averages were calculated on a per capita basis, using a "0" value for those not receiving each form of compensation, thus suppressing the overall averages.
‡ Percentage of facilities reporting a value for this form of compensation

Maintenance and Agronomics
Irrigation Technician

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

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

Copyright © 2026 | All rights reserved, for the confidential use of the National Golf Course Owners Association and its members only. No part of this report may be reproduced in whole or part without the written permission of the National Golf Course Owners Association, 291 Seven Farms Drive, 2nd Fl., Charleston, SC 29492. The NGCOA Golf Industry Compensation and Benefits Report was compiled and tabulated by National Golf Foundation, Inc. in cooperation with the National Golf Course Owners Association and key industry executives.
† Figures for average annual bonus and commission are reported exclusively among those who received each form of compensation. In prior years, these averages were calculated on a per capita basis, using a "0" value for those not receiving each form of compensation, thus suppressing the overall averages.
‡ Percentage of facilities reporting a value for this form of compensation

Maintenance and Agronomics
Clubhouse and Grounds Maintenance Supervisor

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

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

Copyright © 2026 | All rights reserved, for the confidential use of the National Golf Course Owners Association and its members only. No part of this report may be reproduced in whole or part without the written permission of the National Golf Course Owners Association, 291 Seven Farms Drive, 2nd Fl., Charleston, SC 29492. The NGCOA Golf Industry Compensation and Benefits Report was compiled and tabulated by National Golf Foundation, Inc. in cooperation with the National Golf Course Owners Association and key industry executives.
† Figures for average annual bonus and commission are reported exclusively among those who received each form of compensation. In prior years, these averages were calculated on a per capita basis, using a "0" value for those not receiving each form of compensation, thus suppressing the overall averages.
‡ Percentage of facilities reporting a value for this form of compensation

Game Administration
Director of Golf

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

	Reporting Facilities	Total Compensation				Average Base Salary	Average Annual Bonus†	Average Annual Commission†
		Average	Median	25th Percentile	75th Percentile		30%‡	20%‡
ALL FACILITIES	332	$100,289	$93,600	$75,000	$121,712	$96,060	$9,105	$9,105
BY NUMBER OF GOLF HOLES								
9 holes	11	$78,443	$57,500	$52,000	$117,700	$71,824	$7,683	$7,683
18 holes	241	$96,583	$90,000	$73,458	$120,000	$93,261	$7,785	$7,785
27 holes	32	$104,245	$100,000	$80,000	$120,000	$100,168	$11,440	$11,440
36 holes	39	$118,645	$117,316	$91,450	$137,500	$110,218	$11,524	$11,524
More than 36 holes	8	$134,755	$123,750	$105,000	$170,032	$126,019	$13,659	$13,659
BY FACILITY TYPE								
Daily Fee	91	$82,108	$82,500	$66,000	$98,345	$79,461	$6,549	$6,549
Semi-private	37	$76,064	$70,000	$64,500	$80,000	$70,213	$5,860	$5,860
Private - member owned	68	$115,885	$109,980	$80,543	$141,672	$112,102	$11,327	$11,327
Private - investor owned	82	$122,311	$120,439	$98,583	$137,500	$115,146	$11,181	$11,181
Resort	11	$104,860	$100,000	$89,100	$120,000	$102,581	$11,913	$11,913
Muni/Military (owned by muni)	27	$87,861	$78,000	$70,298	$110,000	$86,442	$6,156	$6,156
Muni/Military (self-managed)	16	$98,074	$82,500	$80,000	$120,000	$96,668	$2,500	$2,500
BY FACILITY CLASSIFICATION								
Private	150	$119,411	$117,166	$91,450	$141,672	$113,785	$11,227	$11,227
Public	182	$84,591	$80,000	$67,689	$100,000	$81,621	$6,359	$6,359
BY GROSS REVENUE OF FACILITY								
Less than $1 million	28	$73,667	$78,255	$52,000	$80,000	$70,745	$5,000	$5,000
$1 to $2 million	61	$83,893	$82,500	$67,000	$103,000	$81,282	$4,871	$4,871
$2 to 3.5 million	49	$93,139	$87,150	$75,000	$110,000	$87,855	$7,571	$7,571
$3.5 to 5 million	25	$109,552	$105,000	$80,000	$135,000	$105,127	$8,125	$8,125
$5 to $7.5 million	25	$101,389	$99,000	$83,204	$125,000	$95,296	$8,000	$8,000
More than $7.5 million	50	$141,437	$141,672	$118,800	$177,500	$129,912	$12,331	$12,331
BY GOLF-ONLY GROSS REVENUE OF FACILITY								
Less than $1 million	65	$81,145	$78,255	$67,000	$90,000	$76,648	$7,294	$7,294
$1 to $2 million	88	$103,543	$99,000	$75,000	$130,000	$97,154	$8,883	$8,883
$2 to 3.5 million	54	$109,655	$106,000	$80,000	$130,000	$104,809	$9,280	$9,280
$3.5 to 5 million	14	$127,396	$120,000	$102,500	$154,241	$119,411	$9,609	$9,609
More than $5 million	14	$121,069	$117,000	$95,000	$140,000	$111,321	$12,995	$12,995
BY GEOGRAPHIC REGION								
Northeast	37	$89,971	$78,255	$70,000	$105,000	$85,535	$9,890	$9,890
East North Central	46	$85,432	$80,543	$60,000	$109,980	$81,738	$7,120	$7,120
West North Central	27	$83,823	$77,000	$65,568	$100,000	$78,539	$5,100	$5,100
South Atlantic	86	$101,192	$91,450	$80,000	$123,725	$97,848	$9,003	$9,003
South Central	45	$108,100	$105,000	$72,100	$130,000	$100,809	$11,142	$11,142
Mountain	51	$112,827	$100,000	$85,000	$135,000	$109,725	$12,102	$12,102
Pacific	40	$111,106	$105,000	$89,100	$130,000	$107,265	$8,282	$8,282

Copyright © 2026 | All rights reserved, for the confidential use of the National Golf Course Owners Association and its members only. No part of this report may be reproduced in whole or part without the written permission of the National Golf Course Owners Association, 291 Seven Farms Drive, 2nd Fl., Charleston, SC 29492. The NGCOA Golf Industry Compensation and Benefits Report was compiled and tabulated by National Golf Foundation, Inc. in cooperation with the National Golf Course Owners Association and key industry executives.
† Figures for average annual bonus and commission are reported exclusively among those who received each form of compensation. In prior years, these averages were calculated on a per capita basis, using a "0" value for those not receiving each form of compensation, thus suppressing the overall averages.
‡ Percentage of facilities reporting a value for this form of compensation

Game Administration
Head Professional

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

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

Copyright © 2026 | All rights reserved, for the confidential use of the National Golf Course Owners Association and its members only. No part of this report may be reproduced in whole or part without the written permission of the National Golf Course Owners Association, 291 Seven Farms Drive, 2nd Fl., Charleston, SC 29492. The NGCOA Golf Industry Compensation and Benefits Report was compiled and tabulated by National Golf Foundation, Inc. in cooperation with the National Golf Course Owners Association and key industry executives.
† Figures for average annual bonus and commission are reported exclusively among those who received each form of compensation. In prior years, these averages were calculated on a per capita basis, using a "0" value for those not receiving each form of compensation, thus suppressing the overall averages.
‡ Percentage of facilities reporting a value for this form of compensation

Game Administration
Assistant Professional

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

	Reporting Facilities	Total Compensation Average	Median	25th Percentile	75th Percentile	Average Base Salary	Average Annual Bonus†	Average Annual Commission†
							17%‡	26%‡
ALL FACILITIES	590	$45,575	$44,346	$38,609	$50,668	$43,778	$2,835	$5,093
BY NUMBER OF GOLF HOLES								
9 holes	14	$54,362	$50,000	$45,760	$60,000	$48,356	$3,894	$40,000
18 holes	467	$45,303	$44,200	$38,480	$50,148	$43,821	$2,671	$4,500
27 holes	53	$46,498	$45,240	$39,902	$52,092	$43,467	$3,126	$6,544
36 holes	47	$44,709	$43,200	$37,808	$48,880	$42,569	$3,188	$4,196
More than 36 holes	9	$45,056	$41,000	$39,499	$45,851	$42,566	$2,307	$6,386
BY FACILITY TYPE								
Daily Fee	112	$43,143	$42,500	$38,000	$47,888	$41,359	$2,943	$9,442
Semi-private	51	$42,288	$43,680	$37,000	$47,000	$40,706	$2,208	$3,931
Private - member owned	103	$53,044	$50,000	$45,000	$60,000	$49,747	$3,541	$10,322
Private - investor owned	223	$43,350	$41,600	$36,839	$48,114	$41,720	$2,285	$3,352
Resort	13	$47,291	$45,851	$40,502	$52,250	$46,678	$2,513	$5,211
Muni/Military (owned by muni)	62	$45,327	$44,720	$39,520	$50,470	$44,737	$3,908	$3,793
Muni/Military (self-managed)	25	$52,215	$54,000	$45,000	$55,750	$50,951	$250	$7,500
BY FACILITY CLASSIFICATION								
Private	326	$46,407	$45,000	$38,720	$52,000	$44,255	$2,994	$4,656
Public	263	$44,545	$44,000	$38,480	$50,000	$43,188	$2,674	$6,709
BY GROSS REVENUE OF FACILITY								
Less than $1 million	22	$48,989	$48,000	$41,328	$54,000	$48,889	$1,500	*
$1 to $2 million	94	$42,132	$42,000	$36,839	$47,000	$40,185	$2,674	$4,961
$2 to 3.5 million	98	$43,459	$44,300	$38,654	$48,110	$42,220	$2,497	$3,578
$3.5 to 5 million	64	$45,632	$44,500	$37,960	$52,000	$43,847	$3,242	$2,297
$5 to $7.5 million	85	$48,415	$45,760	$40,000	$52,092	$45,437	$2,185	$6,209
More than $7.5 million	98	$48,222	$45,500	$39,009	$55,785	$44,276	$3,906	$5,979
BY GOLF-ONLY GROSS REVENUE OF FACILITY								
Less than $1 million	118	$45,623	$42,943	$37,960	$52,000	$43,136	$3,035	$5,663
$1 to $2 million	202	$45,266	$44,000	$38,133	$50,000	$42,884	$2,710	$4,578
$2 to 3.5 million	87	$45,316	$45,000	$38,654	$50,668	$43,554	$3,173	$3,915
$3.5 to 5 million	29	$49,064	$48,000	$40,617	$56,000	$46,089	$2,466	$9,220
More than $5 million	21	$46,274	$44,000	$38,480	$56,350	$44,272	$3,073	$5,353
BY GEOGRAPHIC REGION								
Northeast	54	$50,114	$47,000	$39,520	$60,000	$47,845	$3,477	$5,900
East North Central	67	$45,242	$44,720	$37,960	$50,470	$43,673	$1,655	$6,548
West North Central	40	$44,427	$45,485	$43,680	$48,500	$43,196	$1,920	$3,599
South Atlantic	177	$44,551	$44,000	$38,000	$50,000	$43,238	$2,758	$3,851
South Central	103	$41,961	$40,000	$36,224	$45,380	$38,713	$4,457	$5,238
Mountain	86	$47,384	$45,026	$40,000	$53,303	$45,752	$3,028	$8,009
Pacific	64	$49,072	$48,880	$44,000	$54,000	$47,839	$2,477	$4,540

Copyright © 2026 | All rights reserved, for the confidential use of the National Golf Course Owners Association and its members only. No part of this report may be reproduced in whole or part without the written permission of the National Golf Course Owners Association, 291 Seven Farms Drive, 2nd Fl., Charleston, SC 29492. The NGCOA Golf Industry Compensation and Benefits Report was compiled and tabulated by National Golf Foundation, Inc. in cooperation with the National Golf Course Owners Association and key industry executives.
† Figures for average annual bonus and commission are reported exclusively among those who received each form of compensation. In prior years, these averages were calculated on a per capita basis, using a "0" value for those not receiving each form of compensation, thus suppressing the overall averages.
‡ Percentage of facilities reporting a value for this form of compensation

Game Administration
Golf Shop Merchandiser

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

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

Copyright © 2026 | All rights reserved, for the confidential use of the National Golf Course Owners Association and its members only. No part of this report may be reproduced in whole or part without the written permission of the National Golf Course Owners Association, 291 Seven Farms Drive, 2nd Fl., Charleston, SC 29492. The NGCOA Golf Industry Compensation and Benefits Report was compiled and tabulated by National Golf Foundation, Inc. in cooperation with the National Golf Course Owners Association and key industry executives.
† Figures for average annual bonus and commission are reported exclusively among those who received each form of compensation. In prior years, these averages were calculated on a per capita basis, using a "0" value for those not receiving each form of compensation, thus suppressing the overall averages.
‡ Percentage of facilities reporting a value for this form of compensation

Game Administration
Golf Shop Salesperson

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

	Reporting Facilities	Total Compensation				Average Base Salary	Average Annual Bonus†	Average Annual Commission†
		Average	Median	25th Percentile	75th Percentile			
							4%‡	1%‡
ALL FACILITIES	515	$30,910	$31,200	$26,095	$35,360	$30,847	$1,097	$2,285
BY NUMBER OF GOLF HOLES								
9 holes	32	$26,602	$29,380	$22,369	$33,280	$26,555	$496	*
18 holes	403	$31,189	$31,200	$27,000	$35,500	$31,121	$1,172	$2,857
27 holes	35	$34,140	$31,772	$27,196	$39,936	$34,131	$1,000	*
36 holes	37	$28,396	$29,120	$21,000	$33,250	$28,305	$1,476	$500
More than 36 holes	7	$31,497	$33,115	$24,500	$36,000	$31,497	*	*
BY FACILITY TYPE								
Daily Fee	148	$29,729	$30,576	$25,307	$34,580	$29,649	$492	$2,999
Semi-private	39	$29,488	$29,000	$25,000	$33,626	$29,466	$500	$500
Private - member owned	47	$35,859	$36,000	$29,640	$42,000	$35,572	$2,069	$3,211
Private - investor owned	167	$30,350	$29,668	$26,000	$34,960	$30,343	$250	$2,000
Resort	14	$33,061	$33,384	$29,120	$36,364	$33,022	$537	$993
Muni/Military (owned by muni)	84	$30,820	$31,200	$26,000	$36,660	$30,762	$1,680	*
Muni/Military (self-managed)	16	$35,183	$34,000	$31,200	$36,000	$35,183	*	*
BY FACILITY CLASSIFICATION								
Private	213	$31,559	$31,200	$26,667	$36,000	$31,490	$1,737	$2,537
Public	301	$30,450	$31,200	$25,792	$35,000	$30,391	$750	$2,229
BY GROSS REVENUE OF FACILITY								
Less than $1 million	56	$28,369	$31,200	$24,267	$34,320	$28,355	$157	*
$1 to $2 million	98	$27,941	$28,500	$22,137	$33,626	$27,905	$1,499	*
$2 to 3.5 million	70	$30,108	$30,000	$23,920	$34,320	$30,002	$500	$3,854
$3.5 to 5 million	37	$31,636	$30,113	$26,000	$36,712	$31,598	$604	$500
$5 to $7.5 million	67	$32,774	$32,000	$27,040	$36,000	$32,573	$1,958	$890
More than $7.5 million	67	$32,277	$31,600	$27,410	$36,000	$32,208	$953	$2,478
BY GOLF-ONLY GROSS REVENUE OF FACILITY								
Less than $1 million	134	$28,376	$29,588	$23,491	$34,528	$28,304	$1,309	*
$1 to $2 million	172	$30,485	$30,000	$25,307	$35,000	$30,407	$923	$3,854
$2 to 3.5 million	58	$32,932	$31,843	$27,514	$37,440	$32,839	$1,190	$1,180
$3.5 to 5 million	16	$33,401	$33,280	$28,667	$38,000	$33,287	$684	$2,000
More than $5 million	13	$30,525	$29,668	$25,272	$35,360	$30,453	$250	$1,000
BY GEOGRAPHIC REGION								
Northeast	28	$30,918	$33,000	$25,000	$38,000	$30,918	*	*
East North Central	74	$28,532	$31,200	$24,066	$33,280	$28,517	$500	*
West North Central	41	$28,323	$29,380	$24,960	$33,626	$28,255	$407	*
South Atlantic	160	$30,019	$29,400	$26,000	$34,000	$29,996	$767	$500
South Central	86	$26,994	$26,500	$22,880	$30,000	$26,969	$2,338	*
Mountain	63	$35,829	$34,500	$30,576	$41,600	$35,552	$2,270	$3,026
Pacific	63	$38,097	$37,662	$34,667	$41,600	$38,007	$1,680	$2,000

Copyright © 2026 | All rights reserved, for the confidential use of the National Golf Course Owners Association and its members only. No part of this report may be reproduced in whole or part without the written permission of the National Golf Course Owners Association, 291 Seven Farms Drive, 2nd Fl., Charleston, SC 29492. The NGCOA Golf Industry Compensation and Benefits Report was compiled and tabulated by National Golf Foundation, Inc. in cooperation with the National Golf Course Owners Association and key industry executives.
† Figures for average annual bonus and commission are reported exclusively among those who received each form of compensation. In prior years, these averages were calculated on a per capita basis, using a "0" value for those not receiving each form of compensation, thus suppressing the overall averages.
‡ Percentage of facilities reporting a value for this form of compensation

Game Administration
Head Golf Instructor

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

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

Copyright © 2026 | All rights reserved, for the confidential use of the National Golf Course Owners Association and its members only. No part of this report may be reproduced in whole or part without the written permission of the National Golf Course Owners Association, 291 Seven Farms Drive, 2nd Fl., Charleston, SC 29492. The NGCOA Golf Industry Compensation and Benefits Report was compiled and tabulated by National Golf Foundation, Inc. in cooperation with the National Golf Course Owners Association and key industry executives.
† Figures for average annual bonus and commission are reported exclusively among those who received each form of compensation. In prior years, these averages were calculated on a per capita basis, using a "0" value for those not receiving each form of compensation, thus suppressing the overall averages.
‡ Percentage of facilities reporting a value for this form of compensation

Game Administration
Director of Tennis

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

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

Copyright © 2026 | All rights reserved, for the confidential use of the National Golf Course Owners Association and its members only. No part of this report may be reproduced in whole or part without the written permission of the National Golf Course Owners Association, 291 Seven Farms Drive, 2nd Fl., Charleston, SC 29492. The NGCOA Golf Industry Compensation and Benefits Report was compiled and tabulated by National Golf Foundation, Inc. in cooperation with the National Golf Course Owners Association and key industry executives.
† Figures for average annual bonus and commission are reported exclusively among those who received each form of compensation. In prior years, these averages were calculated on a per capita basis, using a "0" value for those not receiving each form of compensation, thus suppressing the overall averages.
‡ Percentage of facilities reporting a value for this form of compensation

Game Administration
Head Tennis Professional

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

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

Copyright © 2026 | All rights reserved, for the confidential use of the National Golf Course Owners Association and its members only. No part of this report may be reproduced in whole or part without the written permission of the National Golf Course Owners Association, 291 Seven Farms Drive, 2nd Fl., Charleston, SC 29492. The NGCOA Golf Industry Compensation and Benefits Report was compiled and tabulated by National Golf Foundation, Inc. in cooperation with the National Golf Course Owners Association and key industry executives.
† Figures for average annual bonus and commission are reported exclusively among those who received each form of compensation. In prior years, these averages were calculated on a per capita basis, using a "0" value for those not receiving each form of compensation, thus suppressing the overall averages.
‡ Percentage of facilities reporting a value for this form of compensation

Game Administration
Head Tennis Instructor

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

	Reporting Facilities	Total Compensation				Average Base Salary	Average Annual Bonus†	Average Annual Commission†
		Average	Median	25th Percentile	75th Percentile			
							11%‡	27%‡
ALL FACILITIES	22	$43,275	$34,320	$30,576	$58,160	$35,769	$1,440	$27,430
BY NUMBER OF GOLF HOLES								
9 holes	0	*	*	*	*	*	*	*
18 holes	15	$41,065	$34,320	$30,000	$41,600	$34,848	$1,816	$25,446
27 holes	3	*	*	*	*	*	*	*
36 holes	3	*	*	*	*	*	*	*
More than 36 holes	0	*	*	*	*	*	*	*
BY FACILITY TYPE								
Daily Fee	0	*	*	*	*	*	*	*
Semi-private	1	*	*	*	*	*	*	*
Private - member owned	16	$42,918	$35,709	$33,280	$62,500	$36,634	$1,440	$21,025
Private - investor owned	4	$42,071	$34,320	$26,000	$41,600	$35,302	*	$55,000
Resort	1	*	*	*	*	*	*	*
Muni/Military (owned by muni)	0	*	*	*	*	*	*	*
Muni/Military (self-managed)	0	*	*	*	*	*	*	*
BY FACILITY CLASSIFICATION								
Private	20	$42,743	$34,320	$30,000	$50,000	$36,359	$1,440	$24,431
Public	2	*	*	*	*	*	*	*
BY GROSS REVENUE OF FACILITY								
Less than $1 million	4	*	*	*	*	*	*	*
$1 to $2 million	0	*	*	*	*	*	*	*
$2 to 3.5 million	3	*	*	*	*	*	*	*
$3.5 to 5 million	3	*	*	*	*	*	*	*
$5 to $7.5 million	2	*	*	*	*	*	*	*
More than $7.5 million	5	$55,440	$40,000	$39,000	$70,000	$36,951	$1,867	$25,555
BY GOLF-ONLY GROSS REVENUE OF FACILITY								
Less than $1 million	5	$31,370	$33,800	$23,785	$33,800	$27,935	*	$14,000
$1 to $2 million	5	$43,564	$40,000	$26,000	$68,771	$33,445	$1,320	$20,624
$2 to 3.5 million	5	$50,828	$41,600	$36,400	$62,500	$40,089	$1,755	$39,167
$3.5 to 5 million	1	*	*	*	*	*	*	*
More than $5 million	0	*	*	*	*	*	*	*
BY GEOGRAPHIC REGION								
Northeast	1	*	*	*	*	*	*	*
East North Central	2	*	*	*	*	*	*	*
West North Central	1	*	*	*	*	*	*	*
South Atlantic	10	$46,605	$35,709	$33,280	$62,500	$37,621	$1,755	$44,720
South Central	3	*	*	*	*	*	*	*
Mountain	2	*	*	*	*	*	*	*
Pacific	3	*	*	*	*	*	*	*

Copyright © 2026 | All rights reserved, for the confidential use of the National Golf Course Owners Association and its members only. No part of this report may be reproduced in whole or part without the written permission of the National Golf Course Owners Association, 291 Seven Farms Drive, 2nd Fl., Charleston, SC 29492. The NGCOA Golf Industry Compensation and Benefits Report was compiled and tabulated by National Golf Foundation, Inc. in cooperation with the National Golf Course Owners Association and key industry executives.
† Figures for average annual bonus and commission are reported exclusively among those who received each form of compensation. In prior years, these averages were calculated on a per capita basis, using a "0" value for those not receiving each form of compensation, thus suppressing the overall averages.
‡ Percentage of facilities reporting a value for this form of compensation

Game Administration
Athletic Director

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

	Reporting Facilities	Total Compensation				Average Base Salary	Average Annual Bonus†	Average Annual Commission†
		Average	Median	25th Percentile	75th Percentile		26%‡	30%‡
ALL FACILITIES	42	$76,472	$76,110	$63,000	$91,283	$70,603	$7,723	$15,745
BY NUMBER OF GOLF HOLES								
9 holes	0	*	*	*	*	*	*	*
18 holes	33	$73,038	$69,300	$61,800	$87,360	$67,738	$7,078	$12,948
27 holes	5	$91,154	$80,000	$75,000	$106,488	$82,355	$10,180	$27,946
36 holes	2	*	*	*	*	*	*	*
More than 36 holes	1	*	*	*	*	*	*	*
BY FACILITY TYPE								
Daily Fee	1	*	*	*	*	*	*	*
Semi-private	2	*	*	*	*	*	*	*
Private - member owned	14	$84,132	$80,000	$65,000	$104,325	$76,427	$9,126	$46,158
Private - investor owned	22	$71,201	$73,720	$56,000	$82,000	$65,524	$7,260	$7,713
Resort	3	*	*	*	*	*	*	*
Muni/Military (owned by muni)	0	*	*	*	*	*	*	*
Muni/Military (self-managed)	0	*	*	*	*	*	*	*
BY FACILITY CLASSIFICATION								
Private	36	$76,270	$76,110	$63,000	$91,000	$69,695	$7,841	$16,152
Public	6	$77,730	$75,000	$62,525	$91,936	$76,188	$4,000	$9,580
BY GROSS REVENUE OF FACILITY								
Less than $1 million	5	$67,291	$67,500	$66,947	$67,500	$67,291	*	*
$1 to $2 million	0	*	*	*	*	*	*	*
$2 to 3.5 million	4	*	*	*	*	*	*	*
$3.5 to 5 million	3	*	*	*	*	*	*	*
$5 to $7.5 million	8	$56,300	$60,261	$56,000	$76,481	$52,232	$6,353	$2,372
More than $7.5 million	13	$86,507	$90,000	$63,000	$98,059	$71,016	$7,656	$23,889
BY GOLF-ONLY GROSS REVENUE OF FACILITY								
Less than $1 million	8	$69,033	$67,500	$66,947	$76,481	$67,002	$6,864	$977
$1 to $2 million	12	$74,586	$80,000	$56,000	$106,488	$61,168	$8,388	$19,193
$2 to 3.5 million	9	$89,931	$91,283	$78,000	$100,000	$83,925	$6,467	$14,125
$3.5 to 5 million	4	*	*	*	*	*	*	*
More than $5 million	1	*	*	*	*	*	*	*
BY GEOGRAPHIC REGION								
Northeast	1	*	*	*	*	*	*	*
East North Central	0	*	*	*	*	*	*	*
West North Central	3	*	*	*	*	*	*	*
South Atlantic	15	$78,466	$76,110	$66,947	$87,360	$73,164	$5,208	$24,585
South Central	9	$61,944	$63,000	$38,000	$93,918	$57,045	$8,470	$8,118
Mountain	12	$83,840	$73,710	$67,500	$91,936	$77,441	$9,612	$34,975
Pacific	3	*	*	*	*	*	*	*

Copyright © 2026 | All rights reserved, for the confidential use of the National Golf Course Owners Association and its members only. No part of this report may be reproduced in whole or part without the written permission of the National Golf Course Owners Association, 291 Seven Farms Drive, 2nd Fl., Charleston, SC 29492. The NGCOA Golf Industry Compensation and Benefits Report was compiled and tabulated by National Golf Foundation, Inc. in cooperation with the National Golf Course Owners Association and key industry executives.
† Figures for average annual bonus and commission are reported exclusively among those who received each form of compensation. In prior years, these averages were calculated on a per capita basis, using a "0" value for those not receiving each form of compensation, thus suppressing the overall averages.
‡ Percentage of facilities reporting a value for this form of compensation

Sales & Marketing
Sales and Marketing Director

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

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

Copyright © 2026 | All rights reserved, for the confidential use of the National Golf Course Owners Association and its members only. No part of this report may be reproduced in whole or part without the written permission of the National Golf Course Owners Association, 291 Seven Farms Drive, 2nd Fl., Charleston, SC 29492. The NGCOA Golf Industry Compensation and Benefits Report was compiled and tabulated by National Golf Foundation, Inc. in cooperation with the National Golf Course Owners Association and key industry executives.
† Figures for average annual bonus and commission are reported exclusively among those who received each form of compensation. In prior years, these averages were calculated on a per capita basis, using a "0" value for those not receiving each form of compensation, thus suppressing the overall averages.
‡ Percentage of facilities reporting a value for this form of compensation

Sales & Marketing
Membership Director

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

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

Copyright © 2026 | All rights reserved, for the confidential use of the National Golf Course Owners Association and its members only. No part of this report may be reproduced in whole or part without the written permission of the National Golf Course Owners Association, 291 Seven Farms Drive, 2nd Fl., Charleston, SC 29492. The NGCOA Golf Industry Compensation and Benefits Report was compiled and tabulated by National Golf Foundation, Inc. in cooperation with the National Golf Course Owners Association and key industry executives.
† Figures for average annual bonus and commission are reported exclusively among those who received each form of compensation. In prior years, these averages were calculated on a per capita basis, using a "0" value for those not receiving each form of compensation, thus suppressing the overall averages.
‡ Percentage of facilities reporting a value for this form of compensation

Sales & Marketing
Communications Manager

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

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

Copyright © 2026 | All rights reserved, for the confidential use of the National Golf Course Owners Association and its members only. No part of this report may be reproduced in whole or part without the written permission of the National Golf Course Owners Association, 291 Seven Farms Drive, 2nd Fl., Charleston, SC 29492. The NGCOA Golf Industry Compensation and Benefits Report was compiled and tabulated by National Golf Foundation, Inc. in cooperation with the National Golf Course Owners Association and key industry executives.
† Figures for average annual bonus and commission are reported exclusively among those who received each form of compensation. In prior years, these averages were calculated on a per capita basis, using a "0" value for those not receiving each form of compensation, thus suppressing the overall averages.
‡ Percentage of facilities reporting a value for this form of compensation

Food & Beverage
Lead Food & Beverage Manager

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

	Reporting Facilities	Total Compensation				Average Base Salary	Average Annual Bonus†	Average Annual Commission†
		Average	Median	25th Percentile	75th Percentile			
							42%‡	6%‡
ALL FACILITIES	510	$74,604	$75,000	$55,000	$92,000	$71,545	$6,443	$7,806
BY NUMBER OF GOLF HOLES								
9 holes	5	$81,197	$77,968	$52,000	$101,000	$77,441	$7,544	*
18 holes	407	$73,544	$74,438	$55,000	$90,550	$70,695	$6,057	$7,426
27 holes	43	$79,165	$77,968	$60,000	$95,000	$75,643	$7,869	*
36 holes	45	$78,665	$74,000	$60,000	$99,000	$74,679	$7,873	$10,067
More than 36 holes	8	$75,923	$73,228	$60,950	$104,500	$70,507	$7,339	$6,200
BY FACILITY TYPE								
Daily Fee	110	$60,802	$60,000	$44,000	$75,000	$58,411	$5,001	$9,935
Semi-private	58	$59,206	$50,000	$45,000	$68,000	$56,227	$5,231	$6,131
Private - member owned	92	$86,793	$85,000	$68,000	$102,500	$83,550	$6,638	$2,541
Private - investor owned	184	$85,820	$85,800	$73,150	$99,000	$81,612	$7,468	$4,072
Resort	10	$71,587	$75,000	$65,000	$83,400	$70,292	$4,849	$4,297
Muni/Military (owned by muni)	43	$63,850	$60,000	$50,000	$77,968	$62,861	$3,405	$32,597
Muni/Military (self-managed)	14	$52,432	$49,920	$49,920	$55,000	$52,035	$10,300	*
BY FACILITY CLASSIFICATION								
Private	276	$86,145	$85,030	$70,000	$99,000	$82,259	$7,214	$3,619
Public	233	$60,928	$58,000	$46,250	$75,000	$58,800	$4,895	$10,022
BY GROSS REVENUE OF FACILITY								
Less than $1 million	24	$56,973	$49,920	$26,600	$73,167	$55,583	$4,023	$5,000
$1 to $2 million	78	$55,477	$52,500	$45,000	$62,315	$53,697	$4,636	$500
$2 to 3.5 million	90	$65,398	$60,000	$50,000	$78,750	$62,769	$4,836	$13,078
$3.5 to 5 million	56	$76,946	$75,000	$60,000	$90,000	$73,541	$6,309	$6,631
$5 to $7.5 million	79	$81,435	$83,200	$68,000	$94,000	$76,769	$6,505	$3,589
More than $7.5 million	83	$99,076	$97,266	$83,000	$112,000	$92,344	$8,515	$7,790
BY GOLF-ONLY GROSS REVENUE OF FACILITY								
Less than $1 million	93	$71,748	$73,167	$50,000	$93,501	$68,221	$6,653	$5,000
$1 to $2 million	185	$73,047	$73,150	$52,500	$93,500	$69,093	$6,333	$6,438
$2 to 3.5 million	90	$74,050	$72,000	$55,000	$91,728	$71,172	$5,647	$12,206
$3.5 to 5 million	23	$92,853	$92,500	$70,000	$110,000	$87,687	$8,319	$4,865
More than $5 million	15	$83,209	$78,400	$60,000	$92,500	$77,756	$8,961	$6,487
BY GEOGRAPHIC REGION								
Northeast	37	$83,260	$88,000	$64,000	$99,000	$79,208	$6,667	$2,206
East North Central	66	$63,622	$63,438	$46,000	$83,200	$61,556	$4,620	$16,692
West North Central	45	$65,101	$60,789	$54,000	$70,000	$63,181	$5,044	$5,011
South Atlantic	150	$71,807	$71,372	$53,000	$87,250	$68,307	$6,673	$6,875
South Central	81	$75,071	$75,000	$55,000	$93,500	$71,020	$7,160	$6,692
Mountain	75	$81,597	$80,030	$63,860	$95,667	$79,229	$7,086	$6,667
Pacific	55	$87,296	$90,000	$75,000	$103,523	$84,450	$7,368	$15,223

Copyright © 2026 | All rights reserved, for the confidential use of the National Golf Course Owners Association and its members only. No part of this report may be reproduced in whole or part without the written permission of the National Golf Course Owners Association, 291 Seven Farms Drive, 2nd Fl., Charleston, SC 29492. The NGCOA Golf Industry Compensation and Benefits Report was compiled and tabulated by National Golf Foundation, Inc. in cooperation with the National Golf Course Owners Association and key industry executives.
† Figures for average annual bonus and commission are reported exclusively among those who received each form of compensation. In prior years, these averages were calculated on a per capita basis, using a "0" value for those not receiving each form of compensation, thus suppressing the overall averages.
‡ Percentage of facilities reporting a value for this form of compensation

Food & Beverage
Assistant Food & Beverage Manager

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

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

Copyright © 2026 | All rights reserved, for the confidential use of the National Golf Course Owners Association and its members only. No part of this report may be reproduced in whole or part without the written permission of the National Golf Course Owners Association, 291 Seven Farms Drive, 2nd Fl., Charleston, SC 29492. The NGCOA Golf Industry Compensation and Benefits Report was compiled and tabulated by National Golf Foundation, Inc. in cooperation with the National Golf Course Owners Association and key industry executives.
† Figures for average annual bonus and commission are reported exclusively among those who received each form of compensation. In prior years, these averages were calculated on a per capita basis, using a "0" value for those not receiving each form of compensation, thus suppressing the overall averages.
‡ Percentage of facilities reporting a value for this form of compensation

Food & Beverage
Head Chef

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

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

Copyright © 2026 | All rights reserved, for the confidential use of the National Golf Course Owners Association and its members only. No part of this report may be reproduced in whole or part without the written permission of the National Golf Course Owners Association, 291 Seven Farms Drive, 2nd Fl., Charleston, SC 29492. The NGCOA Golf Industry Compensation and Benefits Report was compiled and tabulated by National Golf Foundation, Inc. in cooperation with the National Golf Course Owners Association and key industry executives.
† Figures for average annual bonus and commission are reported exclusively among those who received each form of compensation. In prior years, these averages were calculated on a per capita basis, using a "0" value for those not receiving each form of compensation, thus suppressing the overall averages.
‡ Percentage of facilities reporting a value for this form of compensation

Food & Beverage
Lead Cook

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

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

Copyright © 2026 | All rights reserved, for the confidential use of the National Golf Course Owners Association and its members only. No part of this report may be reproduced in whole or part without the written permission of the National Golf Course Owners Association, 291 Seven Farms Drive, 2nd Fl., Charleston, SC 29492. The NGCOA Golf Industry Compensation and Benefits Report was compiled and tabulated by National Golf Foundation, Inc. in cooperation with the National Golf Course Owners Association and key industry executives.
† Figures for average annual bonus and commission are reported exclusively among those who received each form of compensation. In prior years, these averages were calculated on a per capita basis, using a "0" value for those not receiving each form of compensation, thus suppressing the overall averages.
‡ Percentage of facilities reporting a value for this form of compensation

Food & Beverage
Catering Manager

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

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

Copyright © 2026 | All rights reserved, for the confidential use of the National Golf Course Owners Association and its members only. No part of this report may be reproduced in whole or part without the written permission of the National Golf Course Owners Association, 291 Seven Farms Drive, 2nd Fl., Charleston, SC 29492. The NGCOA Golf Industry Compensation and Benefits Report was compiled and tabulated by National Golf Foundation, Inc. in cooperation with the National Golf Course Owners Association and key industry executives.
† Figures for average annual bonus and commission are reported exclusively among those who received each form of compensation. In prior years, these averages were calculated on a per capita basis, using a "0" value for those not receiving each form of compensation, thus suppressing the overall averages.
‡ Percentage of facilities reporting a value for this form of compensation

NGCOA

2025 Compensation Data **Detailed Results**

Facility Profile Information 40

Employees

Number of Employees & Independent Contractors 41

Benefits & Policies

Health Benefits & Policies 42

Retirement Benefits 44

Other Benefits 46

Wage Increase Factors 47

H-2B and Minimum Wage Impacts 48

Detailed Results
Facility Profile Information

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

Copyright © 2026 | All rights reserved, for the confidential use of the National Golf Course Owners Association and its members only. No part of this report may be reproduced in whole or part without the written permission of the National Golf Course Owners Association, 291 Seven Farms Drive, 2nd Fl., Charleston, SC 29492. The NGCOA Golf Industry Compensation and Benefits Report was compiled and tabulated by National Golf Foundation, Inc. in cooperation with the National Golf Course Owners Association and key industry executives.

Detailed Results
Employees & Independent Contractors

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

Copyright © 2026 | All rights reserved, for the confidential use of the National Golf Course Owners Association and its members only. No part of this report may be reproduced in whole or part without the written permission of the National Golf Course Owners Association, 291 Seven Farms Drive, 2nd Fl., Charleston, SC 29492. The NGCOA Golf Industry Compensation and Benefits Report was compiled and tabulated by National Golf Foundation, Inc. in cooperation with the National Golf Course Owners Association and key industry executives.

Detailed Results
Health Benefits & Policies (1 of 2)

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

Copyright © 2026 | All rights reserved, for the confidential use of the National Golf Course Owners Association and its members only. No part of this report may be reproduced in whole or part without the written permission of the National Golf Course Owners Association, 291 Seven Farms Drive, 2nd Fl., Charleston, SC 29492. The NGCOA Golf Industry Compensation and Benefits Report was compiled and tabulated by National Golf Foundation, Inc. in cooperation with the National Golf Course Owners Association and key industry executives.

Detailed Results
Health Benefits & Policies (2 of 2)

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

Copyright © 2026 | All rights reserved, for the confidential use of the National Golf Course Owners Association and its members only. No part of this report may be reproduced in whole or part without the written permission of the National Golf Course Owners Association, 291 Seven Farms Drive, 2nd Fl., Charleston, SC 29492. The NGCOA Golf Industry Compensation and Benefits Report was compiled and tabulated by National Golf Foundation, Inc. in cooperation with the National Golf Course Owners Association and key industry executives.

Detailed Results
Retirement Benefits (1 of 2)

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

Copyright © 2026 | All rights reserved, for the confidential use of the National Golf Course Owners Association and its members only. No part of this report may be reproduced in whole or part without the written permission of the National Golf Course Owners Association, 291 Seven Farms Drive, 2nd Fl., Charleston, SC 29492. The NGCOA Golf Industry Compensation and Benefits Report was compiled and tabulated by National Golf Foundation, Inc. in cooperation with the National Golf Course Owners Association and key industry executives.

Detailed Results
Retirement Benefits (2 of 2)

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

Copyright © 2026 | All rights reserved, for the confidential use of the National Golf Course Owners Association and its members only. No part of this report may be reproduced in whole or part without the written permission of the National Golf Course Owners Association, 291 Seven Farms Drive, 2nd Fl., Charleston, SC 29492. The NGCOA Golf Industry Compensation and Benefits Report was compiled and tabulated by National Golf Foundation, Inc. in cooperation with the National Golf Course Owners Association and key industry executives.

Detailed Results
Other Benefits

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

Copyright © 2026 | All rights reserved, for the confidential use of the National Golf Course Owners Association and its members only. No part of this report may be reproduced in whole or part without the written permission of the National Golf Course Owners Association, 291 Seven Farms Drive, 2nd Fl., Charleston, SC 29492. The NGCOA Golf Industry Compensation and Benefits Report was compiled and tabulated by National Golf Foundation, Inc. in cooperation with the National Golf Course Owners Association and key industry executives.

Detailed Results
Wage Increase Factors

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

Copyright © 2026 | All rights reserved, for the confidential use of the National Golf Course Owners Association and its members only. No part of this report may be reproduced in whole or part without the written permission of the National Golf Course Owners Association, 291 Seven Farms Drive, 2nd Fl., Charleston, SC 29492. The NGCOA Golf Industry Compensation and Benefits Report was compiled and tabulated by National Golf Foundation, Inc. in cooperation with the National Golf Course Owners Association and key industry executives.

Detailed Results
H-2B and Minimum Wage Impacts

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

Copyright © 2026 | All rights reserved, for the confidential use of the National Golf Course Owners Association and its members only. No part of this report may be reproduced in whole or part without the written permission of the National Golf Course Owners Association, 291 Seven Farms Drive, 2nd Fl., Charleston, SC 29492. The NGCOA Golf Industry Compensation and Benefits Report was compiled and tabulated by National Golf Foundation, Inc. in cooperation with the National Golf Course Owners Association and key industry executives.