

Table of Contents



About the Author	ix
Acknowledgments	xi
Foreword	xiii
Chapter 1.	Introduction1
	A Brief History of Golf Courses in the United States4
	Golf in the Future7
Chapter 2.	The Market: Golf Property Segmentation11
	Types of Golf Properties.....11
	Market Analysis18
Chapter 3.	Ownership, Management, and Governance Structure33
	Daily-Fee Courses33
	Private Clubs34
Chapter 4.	Subject Property Analysis39
	The Site39
	The Golf Course42
	Site Selection46
	Design and Purpose.....48
	Golf Course Improvements.....55
	Sustainability63
	Course Rating and Course Ranking66
	Clubhouses68
	Maintenance Facilities.....70
	Golf Cart Storage71
	Other Facilities71
	Personal Property72
	Common Errors in Golf Property Analysis.....73
	SWOT Analysis.....73

Chapter 5.	Highest and Best Use	75
	Marketability and Segmentation	75
	Alternative Use (as if Vacant)	76
Chapter 6.	Marketability and Marketing Golf Properties	79
	Marketability	79
	Marketing Golf Properties	81
	Due Diligence Checklists for Golf Properties	84
	Financing	92
	Membership Refund Liability	93
Chapter 7.	Development and Renovation	97
	Site Selection	97
	Renovation, Restoration, and Remodeling	97
Chapter 8.	Application of the Approaches to Value	101
	Income Capitalization Approach	103
	Sales Comparison Approach	122
	Cost Approach	130
	Reconciliation	137
Chapter 9.	Allocation of Real, Personal, and Intangible Property	141
	Personal Property (FF&E)	143
	Intangible Property	144
Chapter 10.	Golf Course Valuation Issues	153
	Comments on the Different Types of Golf Courses	153
Chapter 11.	Unique Considerations in Golf Property Valuation	155
	Inefficiencies	155
	Food and Beverage Revenue	155
	Management	156
	Clubhouses	156
	Weather and Climate	156
	Refund Liability	156
	Ad Valorem Tax Assessment, Conservation Easements, and Litigation Valuation	157
	Golf Communities	162
	Consulting Issues	164



Chapter 12.	Common Mistakes in Golf Property Analysis	167
	Comparing Courses of Different Types	167
	Poorly Supported Highest and Best Use	167
	Use of Outdated Market Data	168
	Use of Inadequate Market Data	168
	Use of Irrelevant Units of Comparison	168
	Use of Inappropriate Approaches	168
	Use of Unrealistic Income/Expense Estimates	169
	Omission of Management and Capital Reserve Expense	169
	Using Incorrect Capitalization Rates	169
	Not Visiting the Competition	169
Chapter 13.	Conclusions and Takeaways	171
Additional Resources	175
Glossary of Golf Terms	177

