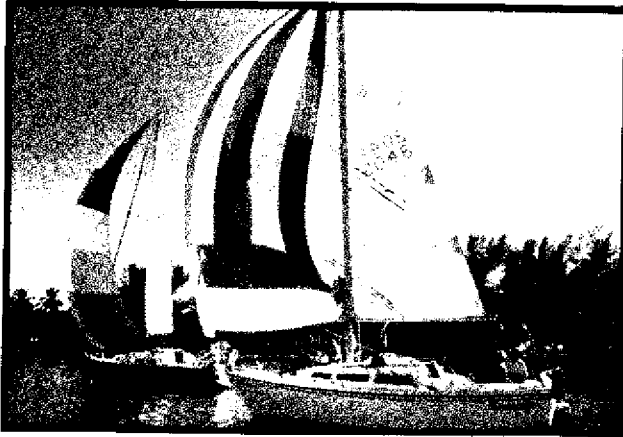
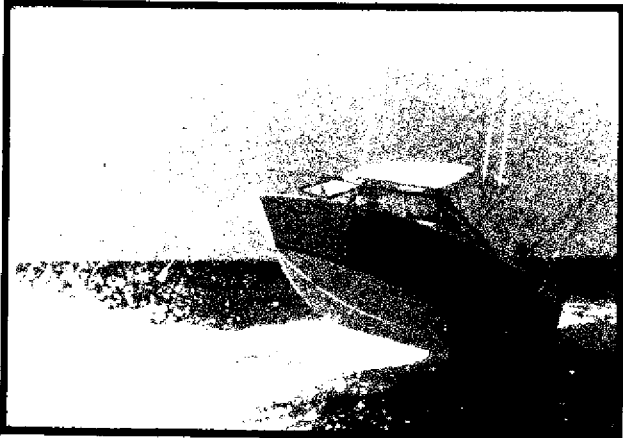


FINANCIAL STRUCTURE AND PERFORMANCE OF FLORIDA'S RECREATIONAL MARINAS AND BOATYARDS



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March 1983



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A Report on Financial and Operating Ratios
for 1979 through 1981

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PREFACE

This is the second in a series of reports from a research project on Florida's marine recreational boating industry funded under a grant from the U.S. Oceanic and Atmospheric Administration through the Florida Sea Grant Program (NA 80AA-D-00038-R/CD-3). The research project examined the economic characteristics of five sectors in the recreational boating industry:

- Boat manufacturing
- Marine equipment manufacturing
- Marinas and boatyards
- Marine trade
- Marine services

The first report "Employment and Sales Characteristics of the Recreational Boating Industry in Florida" (Florida Sea Grant Report Number 52) presented information on sales and labor market trends in pleasure boat manufacturing and retailing. This report describes the results from a survey on the financial structure and performance of Florida's recreational marinas and boatyards. The survey was conducted from June, 1981 to March, 1982 and includes financial results for firms with fiscal years ending in 1979, 1980, and 1981. The final report from this project will present information on the direct and indirect impact of the total recreational boating industry on the Florida economy ("The Economic Impact of Marine Recreation on the Florida Economy," Florida Sea Grant Report Number 54).

This report was written principally for the use of marina and boatyard operators and for banking officials involved in marine credit. We hope that others involved in the marine recreation industry and government officials will find some useful insights into the operation of marinas and boatyards.

ACKNOWLEDGEMENTS

Cooperation is essential in making an industry survey project a success. As researchers we were very fortunate to have many individuals in the marina and boatyard industry who were willing to share their most confidential information with us. Space limitations and our agreement to maintain confidentiality prevent us from thanking these individuals directly, however, our gratitude is extended to all of them for their interest in improving our understanding of the marine recreation industry.

Many people assisted us in putting this project together and in establishing contacts with the industry. Specifically, we sincerely thank Fred Smith of Oregon State University; Dennis Callaghan of the University of Rhode Island; Marion Clarke and Jim Cato of the Florida Sea Grant Program; Joe Halusky, Northeast Florida Marine Extension Agent; and Jess Moore and Doug Crane, past presidents of the Marine Industries Association of Florida.

Finally, but certainly not last in order of importance, we thank the secretaries Jann Jones, Alice Bliss, Bobbie Stewart, and Millie Pfeifler, who typed numerous letters, requests, pleadings, and, of course, the final drafts of the manuscript.

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FINANCIAL STRUCTURE AND PERFORMANCE OF
FLORIDA'S RECREATIONAL MARINAS AND BOATYARDS

EXECUTIVE SUMMARY

This report presents the results of a survey of Florida private and public marinas conducted during June, 1981 to March, 1982. In 1981 there were 482 private marinas and 27 public marinas in Florida which represented approximately 24,141 wet slips and 20,000 dry storage spaces. The researchers contacted 283 marinas and 71 questionnaires were returned with sufficient information to be included in this report.

On a statewide basis, the average age of private marinas was 19 years and had been under present ownership for 11 years. Private marinas had an average of 80 dry stack spaces and 58 wet slips and covered 171,800 square feet of dry land and 97,272 square feet of submerged land. The average private marina had 19.8 employees. Over 33 percent of private marina business was from tourists. The average ratio of market to book value of marina assets was 3.82 and the average market price of marina land was \$7.35 per square foot in 1981. Marinas with total annual revenues under \$1,000,000 reported an average revenue of \$444,854 and marinas over \$1,000,000 in annual revenue reported an average of \$2,494,173.

Public marinas on a statewide basis had an average age of 29 years and had been under present ownership for 22 years. Public marinas had an average of 146 wet slips and 1 dry stack space and covered 155,747 square feet of dry land and 607,035 square feet of submerged land. The average public marina had

4.1 employees. The average total annual revenue for public marinas was \$382,618; about 14 percent of public marina business was due to tourists.

The data indicated considerable regional diversity among marinas. In terms of annual revenues and number of employees, the largest marinas were on the Southeast Florida coast. However, in physical terms (acres), the largest marinas were on the Southwest coast. Similar regional diversity was apparent in the age, size, utilization, revenue, and market value versus book value of marinas.

Financial ratio analysis provides a useful tool for marina managers and creditors to appraise the financial performance of the business. Financial ratios are reported for private marinas according to two groups: annual total revenues under \$1,000,000 and revenues over \$1,000,000. In general, smaller marinas performed as well as or better in terms of liquidity ratios (current, quick, interest coverage) as the larger marinas. However, in terms of return on investment, the higher revenue marinas reported a median return of 15.1 percent compared to a median return of 9.2 percent for the lower revenue group in 1981. The median return on investment for all Florida marinas sampled was 10.2 percent. Comparative financial ratios for U.S. boat dealers and Southern New England marinas are also provided. The comparison indicates that although Florida marinas use less leverage, the median return on investment for all Florida marinas of 10.2 percent was virtually the same as the other groups.

A complete listing of county level boat registrations by length and the number of wet slips and dry stack spaces is provided in an appendix.

FINANCIAL STRUCTURE AND PERFORMANCE OF FLORIDA'S RECREATIONAL MARINAS AND BOATYARDS

INTRODUCTION

Successful management of a small business can be promoted by a clear understanding of various indicators of the business's performance. Financial ratio analysis is one of the most widely used and accepted methods of performance evaluation both for internal management and credit appraisal by lending institutions. While several business information services research and report on financial ratios for many national industries, unfortunately there has been little research on financial ratios for marinas and boatyards. As a result, marina and boatyard managers have had few benchmarks to compare with their operations and lending institutions have resorted to methods of appraising creditworthiness other than conventional financial ratio analysis. A notable exception to this information void is the study by Callaghan, Comerford, and Schwarzbach [3] of financial performance by marinas and boatyards in Southern New England during 1976-1978. Some results from their survey will be discussed in the following sections.

On a purely definitional basis, a marina is any small harbor or basin providing dockage and services for small pleasure craft. This includes marinas and boatyards operated for profit, public marinas, yacht clubs, and marinas exclusively for use of hotel or condominium residents. Because yacht clubs and hotel or condominium marinas are typically operated on a non-profit basis or not as a primary activity, these facilities are not included in this report. The marinas and boatyards evaluated here are profit oriented enterprises operated either by private entities or municipalities; these businesses derive a major portion of their revenues from recreational boat services (dockage, repairs, marine sales, etc.).

Data were collected for this report during the period June, 1981 to March, 1982. In the process of data collection several major problems were encountered. First, many Florida marinas have absentee owners and the managers could not release financial data without owners' approval. This caused considerable delays in some cases but most often the absentee owner refused to cooperate when contacted. Second, even though marina owners or managers agreed to provide their financial data, there was often a considerable delay in fulfilling the commitment despite the repeated calls and letters from the researchers. Third, in some cases the marinas did not have adequate financial records to complete the survey questionnaire. As a result, these operations are not included in the sample and the results should be interpreted accordingly. Fourth, turnover of marina owners is very high in some regions of Florida. In many cases the new owners were willing to participate in the survey but they did not have the requisite two years of financial data to complete the form. Fifth, condominium and dockminium conversions of marinas have been occurring throughout the State; these operations could not be included in the sample because they are not operated on the same basis as private, profit oriented marinas. Finally, among the marinas that did participate in the survey there was no common fiscal reporting period. In order to encompass these different reporting periods, two fiscal "years" were created: January 1, 1979 through June 30, 1980 and July 1, 1980 through December 31, 1981. Marinas with fiscal years ending during these periods are included in the report as either "Fiscal Years Ending On or Before June 30, 1980" or "Fiscal Years Ending On or Before December 31, 1981." Because of this overlap it is possible for two fiscal years of a marina's operation to be reported in a single fiscal year. For example, XYZ Marina's fiscal year ends

September 30. If XYZ provided data for the survey for fiscal years 1980 and 1981, both of these fiscal years would be reported in the category "Fiscal Years Ending On or Before December 31, 1981." For this reason, the reader should not try to identify trends in the year to year statistics since the fiscal year categories used in the report do not represent the same group of marinas on a year to year basis.

There are no universally accepted procedures for reporting financial structure and ratios and each of the major reporting firms follows their own procedure. It was decided that since the New England study adopted the format used in the Annual Statement Studies by Robert Morris Associates [5] it would be most useful to follow suit and provide a common basis for comparison. Therefore financial ratios will be ordered as follows:

	STRONGEST
xx.x	Upper Quartile
xx.x	Median
xx.x	Lower Quartile
	WEAKEST

The median represents the midpoint of the distribution of financial ratios for marinas included in the relevant group. The ratio which falls halfway between the median and the strongest ratio is the upper quartile; the ratio halfway between the median and the weakest ratio is the lower quartile. The range between the upper and lower quartiles represents the middle 50 percent of all firms in a sample. Ratio values greater than the upper or less than the lower quartiles could be considered "unusual" values. Note that the "strongest" ratio is not always the highest numerical value. For example, consider the following set of current ratios (current assets ÷ current liabilities):

2.1	Upper Quartile
1.5	Median
1.2	Lower Quartile

The strongest ratio is 2.1 indicating superior coverage of current liabilities by current assets. On the other hand, consider the set of Debt to Worth ratios (long term debt ÷ net worth):

1.1	Upper Quartile
2.4	Median
4.4	Lower Quartile

In this case the strongest ratio is 1.1 indicating less debt relative to net worth. The ordering of ratios in this report is based on criteria used by Robert Morris Associates and general banking guidelines.

Descriptive data on the marinas in the sample is also reported. In the data tables the mean or average is used unless otherwise noted on the table.

The one major distinction between this report and the reporting procedures used by Robert Morris Associates and the Southern New England report is that financial structure data and financial ratios are reported only on the basis of total revenues earned by the marinas. These other reports used both total revenue and total asset breakdowns. While this could have been done, the authors felt that reporting on the basis of total assets was very misleading. The book value of assets reported by Florida marinas was considerably below the estimated market value (an average of 6.5 times lower). Therefore, any grouping on the basis of the book value of total assets would be very sensitive to the length of time under current ownership and could yield results that are not representative of the industry.

The remainder of this report is organized as follows: The next section "SURVEY METHODOLOGY," explains the survey procedures and presents a descriptive analysis of the marinas included in the sample by region and statewide. Descriptive factors such as age of the marina, number of slips, slip rental rates, and asset values are provided. The following section, "FINANCIAL RATIO ANALYSIS," gives an introduction to the basic principles and purpose of ratio analysis. The formulas for calculating the ratios reported are presented and briefly evaluated to give the reader a basic understanding of each ratio's usefulness for financial management. The reader who is familiar with financial ratio analysis may want to skip over this section.

The next section, "REVENUE AND EXPENSE ANALYSIS," provides a percentage breakdown of average revenue and expense data for the reporting marinas. In addition, 100 percent income statements and income statement ratios are presented. Median and quartile data are used for the ratios as described earlier. Comparisons are provided with ratios for boat dealers in the U.S.

The following section, "BALANCE SHEET ANALYSIS," provides 100 percent balance sheets and balance sheet ratios. Median and quartile data are presented as well as comparisons to U.S. boat dealers and marinas in Southern New England. A complete tabular presentation of the key financial ratios is presented in the final section. The appendices contain a copy of the survey questionnaire and a county level comparison of pleasure boat registrations and the availability of marina wet slips and dry stacks in Florida.

SURVEY METHODOLOGY

Sample Design

At the present time there is some uncertainty about the number of private marinas in Florida. An accurate count is nearly impossible due to conversion of marinas into condominiums, name changes due to sale of the marina, and development of new marinas. An earlier survey by Rao et al. [4] established a master list of Florida marinas in 1979, developed an overall picture of the types of marinas on Florida's coast, and assessed their available facilities. Two other publications on Florida marinas are the Boating Almanac [1] and the Waterway Guide [6]. Both give information about marinas such as location, type of boat the marina caters to, whether or not repairs are made, types of supplies which are sold, etc. Using these three publications, it was estimated there were 482 private marinas, 27 public marinas and 52 yacht clubs in Florida. This estimate applies to marinas in operation in 1981.

A sample selection procedure was used to identify a subset of the total marina population for interviews, but a decision was made to contact as many as possible since a low response rate was expected due to the complexity of the survey form and sensitive nature of the information requested. Since Florida has a diverse coastline with some regions catering to tourists and others to local residents, it was decided to collect the information on a regional basis. The number of marinas in each region are:

Northwest Florida (Pensacola to Tarpon Springs) -- 73
private and 3 public;

Southwest Florida (Clearwater to Marco Island) -- 124
private and 9 public;

Southeast Florida (Key West to Jupiter) -- 168 private
and 10 public; and

Northeast Florida (Stuart to Jacksonville) -- 117 private
and 5 public.

Because of the complexity of the financial data requested and to assure marina and boatyard operators confidentiality, personal interviews were conducted during the period June, 1981 to March, 1982. In the early stages of data collection, letters were mailed to a randomly selected sample of marinas and boatyards with a brief letter of explanation about the study with a return postcard asking for the name of the firm, the person who would be responsible for providing the information, and the most convenient time for an interview. Personal interviews were then scheduled and the questionnaire (Appendix A) along with an explanatory cover letter and a letter of support from the Marine Industries Association of Florida were delivered to the marina or boatyard.

After a period of poor response and several appointments in which the contact person was not available when the researcher arrived at the scheduled time, the idea of scheduled appointments was abandoned. It was then decided that it would be more effective to simply drop in and ask to see the owner, or in their absence, the dockmaster or other responsible person and at that time conduct the interview.

Approximately one week after the interview a personal letter was sent to the person who would be responsible for completing the questionnaire thanking them for agreeing to participate. Approximately one month after the interview, the marinas and boatyards were telephoned to remind them about the survey and ask if they had any questions concerning the questionnaire. If two or three months passed and the form was not returned, a second copy of the questionnaire was sent along with a personal letter reminding them to return the completed questionnaire as soon as possible. The letter included a sug-

gestion that if they couldn't fill out the questionnaire, they could send copies of their financial statements and the research team would fill it out for them and return their financial statements.

Response Rate

A total of 283 marinas and boatyards were contacted by the research team during the course of the project. A total of 71 usable responses for the state as a whole was obtained representing 54 privately owned marinas and 17 publicly owned marinas (Table 1). An additional 24 questionnaires were returned but could not be used due to incomplete information.

Table 1. Sample profile of marinas and boatyards contacted, number of completed public and private questionnaires returned, and response rate by region of Florida.

	Region				Total
	Northwest	Southwest	Southeast	Northeast	
Number contacted	38	70	113	62	283
Number returned	9	17	23	22	71
Private	8	12	14	20	54
Public	1	5	9	2	17
Response rate	24%	24%	20%	35%	25%

Unusable returns: 24

The reader should be aware that the sample data reported here should not be interpreted as based on a scientifically selected sample within prescribed margins of error. Because of the complexity and sensitive nature of the data requested, many marinas and boatyards chose not to participate. Similarly, several operations were excluded because two years of financial data could not

be obtained due to changes in ownership or in the accounting system, or because the accounting system used could not provide the detailed revenue and expense figures required. These limitations preclude any assessment of the accuracy of the sample data but they also indicate the difficulties inherent in compiling a data set of this nature. The average, median, and ranges of data reported here should be considered as representative of marina and boatyard operations in Florida but it should be recognized that wide differences exist between marina and boatyard operations across and within regions of the state.

In addition, the reader should note that the majority of financial data reported here were taken from unaudited financial statements. Most marina and boatyard operations are not public stock corporations and thus their owners generally avoid the costly process of review by a certified public accountant. As a result, the account definitions and figures reported are not necessarily consistent with generally accepted accounting principles.

Descriptive Analysis of Sample

The most frequently reported type of business organization for private marina and boatyard operations included in the sample was incorporation (92 percent) followed by sole proprietorship (4 percent) and the partnership (4 percent). In some instances, a single marina was organized into more than one corporation and it was necessary to consolidate the financial statements.

The average, minimum and maximum ages of the marinas and length of ownership in the sample by region are presented in Table 2. Some variation in the average age of the marinas by region is evident, with the statewide averages as 19 years for private marinas and 29 years for public marinas. However, the average length of present ownership does exhibit more variation across

regions. Generally, marinas on the east coast that were included in the sample have been operated by the present owners longer than marinas on the west coast. Public marinas have, for the most part, been in existence and under the same ownership longer than private marinas.

Table 2. Average age and length of present ownership of public and private marinas, by region and statewide, 1981.

Region	Age of marina			Years under present ownership		
	Minimum	Average	Maximum	Minimum	Average	Maximum
<u>Northwest</u>						
Public (1)	2	2	2	2	2	2
Private (8)	3	15	25	2	7	25
<u>Southwest</u>						
Public (5)	18	35	50	8	28	50
Private (12)	4	16	30	1	8	25
<u>Southeast</u>						
Public (9)	20	26	50	6	16	25
Private (14)	2	20	33	2	15	33
<u>Northeast</u>						
Public (2)	33	42	50	33	42	50
Private (20)	3	21	60	2	11	60
<u>Statewide</u>						
Public (17)	2	29	50	2	22	2
Private (54)	2	19	60	1	11	60

Numbers in parentheses indicate number of respondents to survey question.

The statewide average number of employees on a full-time equivalent basis for private marinas in the sample was 19.8 and for public marinas the number of employees was 4.1 (Table 3). In all regions public marinas have fewer employees than private marinas. In some instances public marinas reported virtually no employees since various departments in local government were

responsible for bookkeeping, maintenance, etc. Public marinas generally did not report any employees involved in sales or mechanical work. Both public and private marinas in south Florida had more employees than those in the north.

Table 3. Average number of employees on a full-time equivalent basis for public and private marinas by region and statewide, 1981.

Region	Number of Employees				
	Total	Administrative	Sales	Mechanical	General
<u>Northwest</u>					
Public (1)	1.5	1.0	0.0	0.0	0.5
Private (8)	5.3	1.5	1.0	1.8	1.0
<u>Southwest</u>					
Public (5)	5.2	1.8	0.8	0.4	2.2
Private (12)	24.6	3.2	2.3	4.8	14.3
<u>Southeast</u>					
Public (9)	4.0	2.0	0.0	0.0	2.0
Private (14)	31.5	4.9	4.3	10.8	11.5
<u>Northeast</u>					
Public (2)	3.4	0.7	0.0	0.0	2.7
Private (20)	14.7	2.5	1.5	6.2	4.5
<u>Statewide</u>					
Public (17)	4.1	1.7	0.2	0.1	2.1
Private (54)	19.8	3.1	2.3	6.4	8.8

Numbers in parentheses indicate number of respondents to survey question.

The regional location of a marina had an influence on the capacity of the marina and whether wet slips or dry storage were used (Table 4). Total storage capacity of private marinas in the sample is highest in the southwest region (161) followed by the southeast region (149), northeast region (139) and the northwest region (85). Total storage capacity of public marinas is

highest in the southwest region (269), followed by the northeast region (154), southeast region (113) and the northwest region (19). In all regions except the northeast private marinas have a greater number of dry stack spaces than wet slips while public marinas in all regions had a greater number of wet slips than dry stacks. Use of moorings by public or private marinas in Florida is very low.

Table 4. Average number of dry stacks, wet slips and moorings for public and private marinas by region and statewide, 1981.

Region	Dry stack	Wet slips	Moorings	Total
Northwest				
Public (1)	0	19	0	19
Private (5)	58	26	1	85
Southwest				
Public (5)	0	269	0	269
Private (12)	122	39	0	161
Southeast				
Public (9)	17	90	6	113
Private (14)	103	46	*	149
Northeast				
Public (2)	0	154	0	154
Private (20)	47	90	2	139
Statewide				
Public (17)	1	146	*	147
Private (54)	80	58	*	138

*Less than 1

Numbers in parentheses indicate number of respondents to survey question.

In all regions of Florida in which a public and private marina offers similar types of storage (dry stack, wet slip, or mooring), the public marinas had a higher percentage utilization. Wet slips at private marinas were more

fully utilized than dry stacks in all four regions. The lowest percentage utilization for dry stack storage at private marinas occurred during the off-season in southeast Florida. The lowest percentage utilization of slips at private marinas also occurred during the off-season at marinas in southeast Florida. Statewide average public marina wet slip utilization was 97 percent during peak season and 95 percent for the off-peak season; the comparable peak and off-peak rates were 96 and 87 percent at private marinas.

Table 5. Average percent utilization of dry stack, wet slip, and mooring for public and private marinas by region and statewide, 1981.

Region	Dry stack		Wet slips		Moorings	
	Peak Season	Off-Season	Peak Season	Off-Season	Peak Season	Off-Season
Northwest						
Public (1)	--	--	100%	100%	--	--
Private (8)	95%	84%	98%	98%	88%	42%
Southwest						
Public (5)	--	--	99%	95%	--	--
Private (12)	87%	84%	95%	83%	--	--
Southeast						
Public (9)	100%	100%	96%	93%	100%	100%
Private (14)	90%	73%	96%	78%	--	--
Northeast						
Public (2)	--	--	98%	98%	--	--
Private (20)	89%	83%	95%	91%	66%	60%
Statewide						
Public (17)	100%	100%	97%	95%	100%	100%
Private (54)	90%	81%	96%	87%	72%	55%

Numbers in parentheses indicate number of respondents to survey question.

Rental rates charged by private marinas for permanent (annual) wet slip storage are greater in the southwest and northeast regions than those charged

by public marinas. In the northwest and southeast public marinas charge more for permanent storage. The highest average rates charged by private marinas for permanent wet slip storage are on the southeast Florida coast (16 cents per foot per day) followed by southwest Florida (12 cents), northeast Florida (9 cents) and northwest Florida (8 cents).

Table 6. Average weekly, monthly and permanent slip rates for public and private marinas by region and statewide, 1981.

Region	Weekly	Monthly	Permanent
	Cents per foot per day		
<u>Northwest</u>			
Public	48 (1)	15 (1)	15 (1)
Private	30 (1)	8 (8)	8 (3)
<u>Southwest</u>			
Public	18 (2)	10 (4)	8 (1)
Private	24 (3)	9 (11)	12 (5)
<u>Southeast</u>			
Public	34 (1)	12 (8)	21 (1)
Private	29 (4)	19 (14)	16 (7)
<u>Northeast</u>			
Public	30 (1)	19 (2)	7 (1)
Private	27 (7)	10 (19)	9 (8)
<u>Statewide</u>			
Public	30 (5)	13 (15)	13 (4)
Private	27 (15)	12 (52)	12 (23)

Numbers in parentheses indicate number of respondents to survey question.

The dry land covered by marinas in the sample varies considerably (Table 7). Private marinas range in size from 7,650 square feet (less than 1/5 of an acre) to 440,000 square feet (over 10 acres). Some public marinas reported no dry land was used while one reported 924,000 square feet (over 20 acres) were used by the marina.

Table 7. Minimum, maximum and average dry land covered by marina for public and private marinas by region and statewide, 1981.

Region	Dry land covered by marina		
	Minimum	Average (in square feet) (one acre equals 43,560 sq. ft.)	Maximum
<u>Northwest</u>			
Public (1)	9,078	9,078	9,078
Private (8)	7,650	145,521	396,000
<u>Southwest</u>			
Public (5)	0	319,000	924,000
Private (12)	40,500	182,918	440,000
<u>Southeast</u>			
Public (9)	0	60,275	120,550
Private (14)	39,000	204,538	440,000
<u>Northeast</u>			
Public (2)	22,000	250,580	479,160
Private (20)	37,500	152,722	440,000
<u>Statewide</u>			
Public (17)	0	155,747	924,000
Private (54)	7,650	171,800	440,000

Numbers in parentheses indicate number of respondents to survey question.

The submerged land covered by private marinas in Florida ranged from 0 to 352,000 square feet (8 acres (Table 8)). Submerged land covered by the marina is the amount of bottomland over which the marina is located. This includes bottomland under docks and slips and perhaps the area between docks and in some cases a turning basin. Some respondents to the survey were unsure about how much submerged land was covered by the marina and could only make an estimate.

Table 8. Minimum, maximum and average submerged lands covered by marina and presently under lease from State of Florida for public and private marinas by region and statewide, 1981.

Region	Submerged land covered by marina			Submerged land under lease		
	Minimum	Average	Maximum	Minimum	Average	Maximum
<u>Northwest</u>						
Public (1)	40,356	40,356	40,356	25,241	25,241	25,241
Private (8)	0	52,375	150,000	0	19,117	75,000
<u>Southwest</u>						
Public (5)	0	1,124,600	5,100,000	0	0	0
Private (12)	0	87,390	242,000	0	6,750	60,000
<u>Southeast</u>						
Public (9)	0	499,160	958,320	0	0	0
Private (14)	0	120,805	352,000	0	16,867	125,000
<u>Northeast</u>						
Public (2)	0	81,900	81,900	0	0	0
Private (20)	19,000	104,689	300,000	0	15,689	93,636
<u>Statewide</u>						
Public (2)	0	607,035	5,100,000	0	1,485	25,241
Private (54)	0	97,272	352,000	0	14,515	125,000

Numbers in parentheses indicate number of respondents to survey question.

Table 8 also presents the submerged lands presently under lease from the State of Florida for the sample marinas. It is not completely clear how marina owners interpreted the survey question: "How many square feet of submerged lands are leased from the state by the marina?" Generally the State of Florida owns all submerged land, however, there are some exceptions. Some submerged land has been deeded to local governments who have in turn leased it to individuals. Other submerged land was written into property deeds which individuals hold. In some cases submerged land was created by dredging off dry land which was owned and deeded to an individual. Under current rules all submerged land owned by the state and used for income producing activities is

required to have a lease arrangement with the state and pay a lease fee. However, any structure on submerged lands constructed prior to March 10, 1970 was "grandfathered" into the program and the lease fee exempted until January 1, 1998. Because of this, it is not clear how much submerged land is actually owned by the State but is exempt from lease fees due to the grandfather clause.* The respondents to the survey may have interpreted "presently leased from the state" to only apply to those submerged lands where the lease fee is presently being paid or may have included submerged lands which are technically under lease but grandfathered in. The responses (Table 8) show that only a small portion of the total submerged lands covered by marinas were reported as presently under lease from the state.

A considerable amount of business activity at Florida marinas is generated by persons from outside Florida (Table 9). In all areas except the northeast area of Florida, private marinas have more non-resident business activity than do public marinas. Private slip rental to non-residents is highest in southeast Florida (50 percent), followed by northwest Florida (41 percent), southwest Florida (34 percent), and northeast Florida (11 percent). On a statewide basis, 31 percent of slip rentals and 34 percent of all other business at private marinas were to tourists.

Both the book value and current market value of assets owned by private marinas varies considerably across the state (Table 10). Generally, marinas in the Southeast region had the highest average current market value of assets

*At the time of this study the Florida submerged lands leasing program was under review by the Governor and Cabinet. These rules may now be different.

Table 9. Average percentage of slip rental and other marina business to non-Florida residents for public and private marinas by region and statewide, 1981.

Region	Percentage of slip rentals to non-Florida residents	Percentage of all other marina business to non-Florida residents
	- % -	- % -
<u>Northwest</u>		
Public (1)	10	--
Private (8)	41	46
<u>Southwest</u>		
Public (5)	17	23
Private (12)	34	43
<u>Southeast</u>		
Public (9)	12	6
Private (14)	50	50
<u>Northeast</u>		
Public (2)	18	26
Private (20)	11	12
<u>Statewide</u>		
Public	14	14
Private	31	34

Numbers in parentheses indicate number of respondents to survey question.

Table 10. Average book value of assets, current market value of assets, and current price per square foot of land for private marinas by region and statewide, 1981.

Region	Book value of assets	Current market value of assets	Current price of land (\$/sq. ft.)
Northwest (8)	\$181,217	\$ 935,237	\$ 3.81
Southwest (11)	\$333,301	\$1,221,000	\$ 4.17
Southeast (13)	\$403,899	\$3,858,332	\$14.37
Northeast (20)	\$774,885	\$1,626,378	\$ 6.24
Statewide (52)	\$494,934	\$1,893,534	\$ 7.35

Numbers in parentheses indicate number of respondents to survey question.

(\$3,858,332) and the highest current market price of land (\$14.37/sq. ft.). Statewide the average current market value of assets (\$1,895,534) was significantly larger than the average book value (\$494,934). The statewide average price for marina dry land was \$7.35 per square foot or \$319,725 per acre.

FINANCIAL RATIO ANALYSES

Introduction

Financial ratio analysis is a commonly used technique for assessing an individual firm's financial health. By comparing itself to other firms engaged in a similar line of business, a firm can identify its strengths and weaknesses and learn more about its operation than is revealed by the numbers on the financial statements alone. A few ratios derived from logically related accounts can quickly give a clear indication of a firm's financial health. If historical data exists for a firm, financial ratios for previous years can be calculated and management's policies can be evaluated relative to other firms in the market. Similarly, financial ratios are a convenient tool for lenders to assess the financial strength and stability of a potential borrower.

There are several sources of published industry financial ratios. The major ones are Dunn and Bradstreet's Key Business Ratios and Robert Morris Associates' Annual Statement Studies. An assessment of a firm's financial condition can be made by comparing financial ratios of companies in similar lines of business. For this reason financial ratios are reported according to the Standard Industrial Classification (SIC) code. Firms are classified in a given SIC code based on their primary activity. If the number of firms engaged in a particular type of business is small and does not generate a

significant volume of business or the number of employees is low, that type of business may be given a "not elsewhere classified" SIC code. Marinas fall under SIC code 4469 (Water Transportation Services, Not Elsewhere Classified) for which no published data exists. However, Robert Morris Associates' Annual Statement Studies (hereafter RMA) reports financial ratios for SIC code 5551 (Boat Dealers). Since a majority of private marinas sell boats and, in many instances this is a significant percentage of total sales, the 1981 national ratios for boat dealers offer a useful comparison and will be used in this discussion to illustrate the concepts of financial ratio analysis.

Income and Expense Statement Ratios

These ratios can be calculated using a firm's year end income statement.

$$\text{Gross Profit Margin} = \frac{\text{Net Revenue From Sales} - \text{Cost of Goods Sold}}{\text{Net Revenue From Sales}} \times 100$$

This ratio, which is expressed as a percentage, expresses the additional revenue (net of sales discounts and extraordinary income) collected over the amount paid for the goods sold; it is commonly called "mark-up." It is a gross profit since other operating expenses as well as taxes have not been deducted. For example, boat dealers reported to RMA a median gross profit of 24.9 percent. This means that for each \$100 of goods sold by the firm, \$75.10 was paid for the goods. If an individual marina has a gross profit margin greater than 24.9 percent, then, in general, that marina has a higher mark-up than the average boat dealer. It should be noted that not all goods carry the same mark-up. Some factors which influence the mark-up on a product are the selling expenses associated with the product, the amount of competition among local sellers of the product, and the importance of the product to the firm's overall profitability.

$$\text{Net Profit Margin (Before Taxes)} = \frac{\text{Net Profit}}{\text{Net Revenue From Sales}} \times 100$$

This ratio, also expressed as a percentage, is similar to the gross profit margin except both the cost of goods sold and operating expenses (depreciation, rent, utilities, insurance, and wages, etc.) are deducted from net revenue. The actual profit is expressed as a percentage of net sales revenue. The median net profit margin for boat dealers was 1.2 percent. This net profit margin is calculated before income tax. Reporting net profit margin before taxes eliminates the variability of the tax rate due to the form of business organization (sole proprietor, partnership, or corporation) and also negates the effect of accounting provisions for prior year tax adjustments.

$$\begin{aligned} \text{Operating Expense Ratios} &= \frac{\text{Cost of Goods Sold}}{\text{Net Revenue From Sales}} \times 100 \\ &= \frac{\text{Operating Expenses}}{\text{Net Revenue From Sales}} \times 100 \end{aligned}$$

These two ratios, expressed as percentages, allocate the net revenue from sales received by the firm to two categories--the amount paid for goods sold (CGS) and the operating costs of the firm. These are similar to the two previous ratios. The first ratio expresses the percentage of total revenue that was used to purchase the goods sold by the firm. The median for boat dealers was 75.1 percent. The second ratio expresses how much of total revenue was used for operating expenses. The median for boat dealers was 21.8 percent. The remaining portion of net revenue is available for miscellaneous expenses, and income taxes.

Balance Sheet Ratios

These ratios can be calculated from a firm's year end statements. All are expressed as simple ratios and not as percentages.

$$\text{Current Ratio} = \frac{\text{Current Assets}}{\text{Current Liabilities}}$$

The current ratio identifies the relationship between the liquid assets of the firm and what it expects to pay out to creditors and suppliers within the next fiscal year. Current assets include cash and equivalents, inventory and accounts receivable. Current liabilities include accounts payable, accrued expenses, short term (less than one year) notes and the current portion of the long-term debt. The median current ratio for boat dealers was 1.5; this implies that for each dollar of current liabilities, \$1.50 of current assets are available to cover the liability. This ratio is important in that it reflects a firm's ability to meet its current obligations. If the firm's revenues decline or loans were called in by creditors, firms with a higher current ratio would have a larger cushion to fall back on. Caution should be used when examining current assets because even though they are supposed to be easily converted to cash, some problems may arise in collecting accounts receivable and liquidating a firm's inventory.

$$\text{Quick Ratio} = \frac{\text{Cash + Receivables}}{\text{Current Liabilities}}$$

This ratio is a more conservative measure of a firm's ability to meet short term obligations. By excluding inventory, the firm's liquidity position is tied to assets with a more certain present value. The quick ratio is important to certain retail firms such as boat dealers because their specialized inventories may face a limited resale market. The industry average quick

ratio for boat dealers was .2 which implies a weak position for repaying loans and obligations. Generally firms try to maintain a quick ratio of 1.0 or higher so that, if the need arises, enough cash is available to meet current obligations without additional borrowing.

$$\text{Debt to Worth} = \frac{\text{Total Liabilities}}{\text{Net Worth}}$$

This ratio expresses the relationship between the value of the firm held by creditors relative to the value held by owners (leverage). Total liabilities include both long and short term liabilities while net worth is total assets minus total liabilities. Net worth reflects the book value of the firm to its owners and is not necessarily the same as the current market value of the firm. A high debt to net worth ratio (high leverage) indicates that the firm's creditors are assuming a greater share of the risk involved in lending to a firm while a low debt to net worth ratio (low leverage) indicates the owners have a larger financial interest in the firm. The median ratio for boat dealers was 2.7 indicating that, for each \$1.00 of net worth held by the owners of the firm, \$2.70 was owed to the firm's creditors. In general, highly leveraged firms are more vulnerable to weakening business conditions.

$$\text{Fixed Assets to Net Worth} = \frac{\text{Net Fixed Assets}}{\text{Net Worth}}$$

This ratio expresses the extent to which net worth has been invested in fixed assets (net of accumulated depreciation). A higher ratio indicates that more of the owner's capital is dedicated to facilities and equipment; this is desirable if the assets are productive and the firm has no liquidity problem. A high ratio may not be desirable if liquidity problems occur and the market value of the fixed assets is declining. A large amount of leased

fixed assets which would not be included on the balance sheet may deceptively lower this ratio. The median ratio for boat dealers was 0.5 meaning that one-half of net worth was invested in fixed assets.

Combined Statement Ratios

The following ratios can be calculated using accounts from the income and expense statement as well as the balance sheet.

$$\text{Sales to Total Assets} = \frac{\text{Total Revenue}}{\text{Total Assets}}$$

This ratio indicates whether the firm is generating sufficient sales based on the amount of assets it employs. If the sales to total assets ratio is low relative to other firms in the industry, then the firm may not be using its assets efficiently. The median ratio for boat dealers was 2.2; for each \$1.00 of assets, a typical firm should generate \$2.20 of sales.

$$\text{Return on Investment} = \frac{\text{Net Income Before Taxes}}{\text{Net Worth}} \times 100.$$

This ratio, reported as a percentage, measures the return to the firm's owners relative to invested capital. This ratio can be misleading since net worth is calculated using assets net of depreciation and not current market price. A firm in business for many years may have fully depreciated its assets which would be reflected in a low net worth relative to the actual value of the assets at current market prices. The median return on investment for boat dealers was 10.8 percent.

$$\text{Return on Total Assets} = \frac{\text{Net Income Before Taxes}}{\text{Total Assets}} \times 100.$$

This ratio, reported as a percentage, measures the profitability of a firm relative to the book value of assets. Again, fully depreciated fixed assets could yield a misleading ratio and indicate the firm was more profitable than it would have been if the assets were valued at current market prices. Also, if the firm had a large amount of intangible assets which were not accounted for (i.e., goodwill), the return on total assets may be distorted. The median ratio for boat dealers was 2.2 percent.

$$\text{Inventory Turnover} = \frac{\text{Cost of Goods Sold}}{\text{Inventory}}$$

This ratio measures the number of times a firm's inventory is turned over during the course of the year. The inventory turnover ratio can vary greatly depending on the type of goods sold by a firm. Some goods such as gasoline are sold quickly and stocks quickly replaced where other products such as a replacement propeller for an older model outboard may be in stock for several years before being sold. The median inventory turnover ratio for boat dealers was 2.9 meaning that during the year the firm sold 2.9 times as much inventory as it had on hand at the end of the fiscal year. If large variations in inventory occur during the year, a monthly average of inventory should be calculated and used instead of the end of the year value.

$$\text{Receivables Turnover} = \frac{\text{Net Revenue from Sales}}{\text{Accounts Receivable}}$$

This ratio expresses the number of times accounts receivable turn over during the course of the business year. Since accounts receivable are an unproductive asset, it is desirable to keep them at a minimum. The higher the turnover the less time between sale and actual collection of the revenue. The median receivables turnover ratio for boat dealers was 54.3. There are two

problems in calculating the receivables turnover ratio. The first is in deciding what value to use as accounts receivables since seasonal variations may occur. If the end of the fiscal year occurs during a particularly slow sales season and accounts receivable are unusually low, then the receivable turnover ratio may be misleadingly high. The second problem arises when a firm has unusually high or low cash sales. If the firm has higher than average cash sales, the receivable turnover ratio may incorrectly indicate a receivables problem, yet a large receivables balance may accumulate over time. It should be noted that a bank financed boat sale is considered a cash sale in this analysis.

$$\text{Interest Coverage} = \frac{\text{Net Income} + \text{Interest} + \text{All Taxes}}{\text{Interest Expense}}$$

This ratio indicates the firm's ability to meet interest payments to creditors. The ratio also serves as an indicator of whether the firm could assume additional debt. A higher interest coverage ratio may indicate the firm is having little difficulty in meeting interest payments on loans and may possibly be able to assume more debt. A low interest coverage ratio may indicate the firm has borrowed too heavily and may experience problems repaying the debt. The median for boat dealers was 1.5.

REVENUE AND EXPENSE ANALYSIS

Sources of Revenue

Marinas and boatyards in Florida generate revenue from a wide variety of sources. The major categories are sales of new and used boats, fuel, hardware, food and drink, slip and dry stack rental, and charges for repairs and maintenance. The distribution of total sales to each revenue category depends on whether it is a public or private marina and the total volume of sales.

To present a representative picture of Florida marinas, the financial data are divided into three categories--private marinas with total yearly sales under \$1,000,000, private marinas with total yearly sales over \$1,000,000, and public marinas. In each of these three categories the data are subdivided into two fiscal years: "most recent fiscal year" and "next most recent fiscal year." The most recent fiscal year contains data for the fiscal years beginning after June 30, 1980 and ending before December 31, 1981. The next most recent fiscal year includes data for fiscal years ending on or before June 30, 1980.

The percentages reported in each revenue and expense category represent an average marina in the sample. Not all marinas generate revenue in all categories; when comparing a specific marina to the average, differences are bound to occur. For example, a marina which serves primarily sailboaters may have a lower percent of sales attributable to fuel and oil than the average marina in the sample. In addition, the reader should be aware that differences between fiscal years or between the three marina categories may exist but the difference between these average values may not be statistically significant. The reader should interpret these statistics with an understanding of the problems inherent in data averages.

Private marinas with total yearly sales under \$1,000,000 in the sample are quite diverse in generating revenue. During the fiscal year ending June 30, 1980, no category of sales accounts for more than 17 percent of the total sales (Table 11). Boat, engine, fuel and oil, marine hardware and maintenance and repair sales account for more than 60 percent of total yearly sales. Slip and dry stack rentals account for 15.0 percent and 16.5 percent of total yearly revenue in the two fiscal years. The most recent fiscal years data reveal a similar pattern of widely dispersed revenues.

Table 11. Percent of total sales by category for two fiscal years for private marinas with total revenue under \$1,000,000, 1980-81.

Sales Category	Fiscal Years Ending On or Before December 31, 1981	Fiscal Years Ending On or Before June 30, 1980
	- % -	- % -
New boat sales	21.0	13.8
Slips/dry stack/moorings	15.0	16.5
Engine sales	14.1	6.2
Repairs and maintenance	13.3	17.0
Marine hardware	11.8	16.9
Fuel and oil	11.2	10.4
Commissions and other		
rental fees	4.7	2.5
Used boat sales	2.8	1.7
Electronics	1.3	0.6
Gift shop	1.2	2.1
Bait and tackle	1.1	1.0
Boat rentals	0.9	0.4
Wine, beer and spirits	0.2	2.3
Groceries and seafood	0.1	0.9
Recreational boat services	0.1	0.1
Lodging	0.1	0.0
Restaurant	0.0	4.6
Other	1.3	3.3
	100.0	100.0
Number of observations	13	47

The average private marina in the sample with sales over \$1,000,000 has more than one third of total sales in new boat sales (Table 12). The next largest sales category is restaurant or repairs and maintenance depending on the fiscal year. After these three sales categories no other category accounts for more than 10 percent of total yearly sales. Slip and dry stack revenues account for 5.1 percent and 6.8 percent of total yearly sales depending on the fiscal year.

Table 12. Percent of total sales by category for two fiscal years for private marinas with total revenues over \$1,000,000, 1980-81.

Sales Category	Fiscal Years	Fiscal Years
	Ending On or Before December 31, 1981	Ending On or Before June 30, 1980
	- % -	- % -
New boat sales	36.6	37.5
Restaurant	16.0	0.8
Repairs and maintenance	9.8	15.4
Marine hardware	7.2	7.2
Engine sales	7.2	4.0
Fuel and oil	6.8	9.1
Slips/dry stack/moorings	5.1	6.8
Used boat sales	4.8	4.0
Electronics	2.2	0.6
Gift shop	1.0	2.9
Commissions and other rental fees	0.7	3.9
Groceries and seafood	0.7	1.4
Boat rentals	0.7	0.4
Bait and tackle	0.6	0.7
Wine, beer and spirits	0.5	0.1
Lodging	0.4	1.7
Recreational boat services	0.0	2.6
Other	0.3	0.9
	100.0	100.0
Number of observations	10	29

The revenue category with the highest percentage of annual sales for public marinas in Florida was slip and dry stack rental (Table 13). Fuel and oil and marine hardware are the next two largest categories. These three categories account for over 80 percent of total sales. None of the public marinas in the sample reported boat or engine sales; these are a fairly large

percentage of total sales for the private marinas in the sample. As a result no public marina reported more than \$1,000,000 in total yearly sales despite the fact that some public marinas are quite large (over 600 slips).

Table 13. Percent of total sales by category for two fiscal years for public marinas, 1980-81.

Sales Category	Fiscal Years	Fiscal Years
	Ending On or Before December 31, 1981	Ending On or Before June 30, 1980
	- % -	- % -
Slips/dry stack/moorings	36.3	50.5
Fuel and oil	36.2	29.8
Marine hardware	12.1	8.6
Bait and tackle	6.2	3.2
Gift shop	6.2	4.3
Commissions and other		
rental fees	1.4	1.9
Recreational boat services	1.2	0.7
Groceries and seafood	0.3	0.1
Boat rentals	0.1	0.0
Other	0.1	1.0
	<u>100.0</u>	<u>100.0</u>
Number of observations	8	24

Cost of Goods Sold and Operating Expenses

Expenses are divided into three main categories: (1) wages, salaries, commissions for owners and employees, (2) operating expenses, and (3) cost of goods sold. The largest expense category for private marinas with sales under \$1,000,000 was cost of goods sold with 53.3 percent and 47.4 percent depending on the fiscal year (Table 14). Operating expenses account for almost one third of total costs while wages, salaries and commissions for owners and

Table 14. Percent of total expenses by category for two fiscal years for private marinas with total revenue under \$1,000,000, 1980-81.

Expense Category	Fiscal Years Ending On or Before December 31, 1981	Fiscal Years Ending On or Before June 30, 1980
WAGES, SALARIES AND COMMISSIONS FOR OWNERS AND EMPLOYEES (TOTAL)	16.1%	20.5%
OPERATING EXPENSES		
Interest expense	8.4	4.4
Depreciation	5.9	5.1
Administrative overhead	5.2	5.7
Facilities maintenance	2.5	3.7
Taxes except income	2.4	2.6
Insurance	2.3	3.0
Utilities	1.9	2.5
Building & equipment rentals	1.2	3.6
Advertising, boat shows, etc.	0.7	0.8
Total Operating Expenses	30.5%	31.4%
COST OF GOODS SOLD		
New Boats	16.0	10.1
Hardware & repair materials	13.3	15.3
Engines	10.8	5.0
Fuel and oil	9.1	9.2
Used boats	2.1	1.8
Gift shop	0.8	0.8
Electronics	0.6	0.5
Bait and tackle	0.3	0.8
Beer, wine and spirits	0.2	1.4
Groceries	0.1	0.7
Restaurant	0.0	1.7
Total Cost of Goods Sold	53.3%	47.4%
OTHER	0.0%	0.0%
TOTAL EXPENSES	100.0%	100.0%
Number of observations	13	47

Percentages may not sum to 100% due to rounding.

employees account for 16.1 percent and 20.5 percent depending on the fiscal year.

Private marinas with total yearly sales over \$1,000,000 incurred over 60 percent of total expense in cost of goods sold. Of this, almost one half is attributable to new boat expense (Table 15). Some respondents to the survey did not always separate new engine sales when reporting new boat sales. Because of this the percent of cost of goods sold attributable to engine sales may be misleadingly low.

Wages, salaries and commissions for owners and employees of the marinas with sales over \$1,000,000 account for approximately the same percentage of total expenses (16 to 20 percent) as marinas with sales under \$1,000,000. Total operating expenses were significantly less for the higher sales volume marinas (17 to 19 percent of total expenses) than for the smaller marinas (30 to 32 percent).

Public marinas have approximately the same percentage of total expenses incurred as wages, salaries and commissions for employees (17 to 19 percent) as do both sizes of private marinas (Table 16). Approximately two-thirds of the expenses incurred in the cost of goods sold category were used to purchase fuel and oil. The total cost of goods sold accounted for 59.1 percent or 44.3 percent depending on the fiscal year.

Operating expenses accounted for 23.4 percent and 36.1 percent of total expenses depending on the fiscal year. This large change between the two fiscal years was primarily due to the fact that all of the public marinas in the sample that reported interest charges ended their fiscal year on or before June 30, 1980. When this one item was removed from the expenses, the percentages for the two years were approximately the same.

Table 15. Percent of total expenses by category for two fiscal years for private marinas with total revenue over \$1,000,000, 1980-81.

Expense Category	Fiscal Years Ending On or Before December 31, 1981	Fiscal Years Ending On or Before June 30, 1980
WAGES, SALARIES AND COMMISSIONS FOR OWNERS AND EMPLOYEES (TOTAL)	18.7%	17.7%
OPERATING EXPENSES		
Administrative overhead	3.7	3.7
Insurance	2.6	2.3
Interest expense	2.5	2.3
Building & equipment rentals	2.0	1.4
Depreciation	1.8	1.8
Taxes except income	1.5	1.5
Facilities maintenance	1.3	3.1
Utilities	1.1	1.9
Advertising, boat shows, etc.	0.9	1.0
Total Operating Expenses	17.4%	19.0%
COST OF GOODS SOLD		
New Boats	27.2	29.8
Hardware & repair materials	7.9	14.3
Restaurant	7.6	0.4
Engines	6.6	3.4
Fuel and oil	5.7	7.8
Used boats	4.4	3.6
Electronics	1.9	0.5
Gift shop	1.3	1.6
Groceries	0.5	1.0
Bait and tackle	0.4	0.4
Beer, wine and spirits	0.4	0.1
Lodging	0.1	0.0
Total Cost of Goods Sold	64.0%	62.9%
OTHER	0.1%	0.5%
TOTAL EXPENSES	100.0%	100.0%
Number of observations	10	29

Percentages may not sum to 100% due to rounding.

Table 16. Percent of total expenses by category for two fiscal years for private marinas with total revenue under \$1,000,000, 1980-81.

Expense Category	Fiscal Years Ending On or Before December 31, 1981	Fiscal Years Ending On or Before June 30, 1980
WAGES, SALARIES AND COMMISSIONS FOR OWNERS AND EMPLOYEES (TOTAL)	17.5%	18.6%
OPERATING EXPENSES		
Administrative overhead	7.8	8.2
Utilities	6.5	8.5
Facilities maintenance	3.6	5.3
Depreciation	2.9	1.6
Insurance	1.4	1.5
Taxes except income	0.8	2.0
Building & equipment rentals	0.3	0.2
Advertising, boat shows, etc.	0.1	0.1
Interest expense	<u>0.0</u>	<u>8.7</u>
Total Operating Expenses	23.4%	36.1%
COST OF GOODS SOLD		
Fuel and oil	38.2	31.0
Hardware & repair materials	10.4	6.7
Gift shop	5.3	3.7
Bait and tackle	5.2	2.6
Other	<u>0.0</u>	<u>0.3</u>
Total Cost of Goods Sold	59.1%	44.3%
OTHER	0.0%	0.8%
TOTAL EXPENSES	100.0%	100.0%
Number of observations	8	24

Percentages may not sum to 100% due to rounding.

100 Percent Income Statements

In the 100 percent income statement, expenses and profits before taxes are expressed as a percentage of net revenue from sales (total sales less discounts, refunds, etc.). Expenses are categorized as cost of goods sold, operating expenses, and wages, salaries and commissions to owners and employees. Revenue and expenses due to extraordinary items (sales of assets, property damage, etc.) are reported in the "All other expenses and revenues (net)" category.

Data from the sample are separated into the same three categories as before, private marinas with total yearly sales under \$1,000,000, private marinas with total yearly sales over \$1,000,000 and public marinas. The results are compared to Robert Morris Associates 81 Annual Statement Studies (RMA) for boat dealers. The RMA statistics included wages, salaries, and commissions for owners and employees in the operating expenses account while this study reports wages, salaries and commissions as a separate account.

Marinas with total yearly sales under \$1,000,000 reported cost of goods sold as a percent of total net revenue from sales as 55.4 and 48.5 percent depending on the fiscal year (Table 17). RMA reported cost of goods sold as 75.1 percent of net sales for boat dealers. While the apparent difference between the two groups may seem large, it should be noted that marinas earn revenues from slip and dry stack rental which have no direct cost of goods sold component but they do have an operating expense component.

Operating expenses combined with wages, salaries and commissions for owners and employees (Table 17) are 48.6 and 53.8 percent of net sales for the two fiscal years. RMA reported operating expenses, which include wages, salaries and commissions for owners and employees as 21.8 percent of net

sales. Again the difference is partially due to revenue from sources that do not involve direct merchandise sales such as slip and dry stack rental and commissions. Profits before taxes for marinas with total yearly sales under \$100,000,000 are -2.7 and 0.6 percent of total revenue for the two fiscal years. RMA reported 1.2 percent profit for boat dealers in 1981.

Table 17. 100 percent income statement for two fiscal years for private marinas with total revenue under \$1,000,000, 1980-81.

Expense Category	Fiscal Years Ending On or Before December 31, 1981		Fiscal Years Ending On or Before June 30, 1980	
NET REVENUE FROM SALES	\$444,854	100.0%	\$408,612	100.0%
Cost of Goods Sold	246,314	55.4%	197,983	48.5%
GROSS PROFIT	198,540	44.6%	210,629	51.5%
Operating Expenses	141,839	31.9%	133,502	32.7%
Wages, Salaries, Commissions	74,416	16.7%	86,145	21.1%
OPERATING PROFIT	-17,715	-4.0%	-9,018	-2.2%
All Other Expenses & Revenues (Net)	5,672	1.3%	11,548	2.8%
PROFIT BEFORE INCOME TAX	\$-12,043	-2.7%	\$ 2,530	0.6%
Number of observations	13		47	

Percentages may not sum to 100% due to rounding.

Cost of goods sold for marinas with total yearly sales over \$1,000,000 were 63.6 and 61.8 percent for the two fiscal years (Table 18). This compares to the previously discussed 55.4 and 48.5 percent reported for marinas with total yearly sales under \$1,000,000. In general, higher sales volume marinas had a higher percentage of revenue generated by merchandise sales than lower volume marinas. Operating expenses plus wages, salaries and commissions for owners and employees were 35.7 and 36.1 percent of total sales for the two

fiscal years. Profits before taxes were 0.8 and 2.6 percent for marinas with total yearly sales over \$1,000,000 for the two fiscal years. Thus, for the two periods reported, the average marina with sales over \$1,000,000 earned a higher profit as a percent of total revenue than the average marina with sales under \$1,000,000.

Table 18. 100 percent income statement for two fiscal years for private marinas with total revenue over \$1,000,000, 1980-81.

Expense Category	Fiscal Years Ending On or Before December 31, 1981		Fiscal Years Ending On or Before June 30, 1980	
NET REVENUE FROM SALES	\$2,494,173	100.0%	\$2,635,618	100.0%
Cost of Goods Sold	<u>1,585,888</u>	<u>63.6%</u>	<u>1,627,814</u>	<u>61.8%</u>
GROSS PROFIT	908,285	36.4%	1,007,804	38.2%
Operating Expenses	430,147	17.2%	492,553	18.7%
Wages, Salaries, Commissions	<u>463,844</u>	<u>18.6%</u>	<u>458,089</u>	<u>17.3%</u>
OPERATING PROFIT	14,294	0.6%	57,162	2.2%
All Other Expenses & Revenues (Net)	<u>5,530</u>	<u>0.2%</u>	<u>11,113</u>	<u>0.4%</u>
PROFIT BEFORE INCOME TAX	\$ 19,824	0.8%	\$ 68,275	2.6%
Number of observations	10		29	

Percentages may not sum to 100% due to rounding.

Public marinas in the sample reported cost of goods sold of 49.3 and 38.0 percent of net revenue from sales for the two fiscal years (Table 19). Public marinas do not sell boats and virtually all of the non-slip revenues at public marinas are from fuel, oil, hardware, gift shop and/or bait and tackle sales. Public marinas reported operating expenses and wages, salaries and commissions for owners and employees as 34.0 and 47.1 percent of net revenue for the two fiscal years. Profit before taxes was 16.8 and 15.2 percent for

public marinas in the sample compared to the profit percentages of -2.7 and 0.6 for marinas with sales under \$1,000,000 and 0.8 and 2.6 for marinas with sales over \$1,000,000. One explanation for the higher profit margin is that generally public marinas do not incur capital charges. In most cases, the municipality purchased or constructed the facility in previous years using tax revenues. As a result, the municipality has no interest or depreciation expenses. In addition, public marinas are often assisted by the general staff of the municipality in handling business affairs (accounting, legal, etc.); these services are rarely charged to the marina. Private marinas, on the other hand, do include these expenses.

Table 19. 100 percent income statement for two fiscal years for public marinas, 1980-81.

Expense Category	Fiscal Years Ending On or Before December 31, 1981		Fiscal Years Ending On or Before June 30, 1980	
NET REVENUE FROM SALES	\$382,618	100.0%	\$235,994	100.0%
Cost of Goods Sold	<u>188,541</u>	<u>49.3%</u>	<u>89,776</u>	<u>38.0%</u>
GROSS PROFIT	194,077	50.7%	146,218	62.0%
Operating Expenses	74,288	19.4%	73,480	31.1%
Wages, Salaries, Commissions	<u>55,943</u>	<u>14.6%</u>	<u>37,570</u>	<u>15.9%</u>
OPERATING PROFIT	63,846	16.7%	35,168	14.9%
All Other Expenses & Revenues (Net)	<u>456</u>	<u>0.1%</u>	<u>680</u>	<u>0.3%</u>
PROFIT BEFORE INCOME TAX	\$ 64,302	16.8%	\$ 35,848	15.2%
Number of observations	8		24	

Percentages may not sum to 100% due to rounding.

Income Statement Ratios

Income statement ratios provide a method of comparing cost of goods sold, operating expenses and net income to net revenue from sales. These ratios are expressed on a percentage basis. Median ratios plus the upper and lower quartile ratios are presented to illustrate the variability of performance within the sample groups. As before, ratios for private marinas with total revenue over and under \$1,000,000 and public marinas are compared to the 1981 national ratios for boat dealers from RMA.

Private marinas with total revenue under \$1,000,000 reported a median gross profit margin of 48.3 or 56.1 percent depending on the fiscal year (Table 20). There was considerable variation, however, with upper quartiles of 59.9 and 64.5 percent and lower quartiles of 31.8 and 45.5 percent for the two fiscal years. RMA reported a median gross profit of 24.9 percent for boat dealers. The median net profit margin for marinas in the sample with total revenue under \$1,000,000 was 1.9 and 0.5 percent for the two fiscal years (Table 20), but the range was from highs of 8.3 and 5.9 to lows of -12.8 and -1.3. RMA reported a median net profit margin of 1.2 percent for boat dealers nationwide. Operating expense ratios express the percent of net revenue from sales which is used to purchase goods and operate the marina (wages, salaries, maintenance, utilities, etc.). The percentages of net revenue from sales in cost of goods sold were 51.7 and 43.9 percent for the two fiscal years. RMA reported that 75.1 percent of boat dealers net revenue from sales was in cost of goods sold. The median percentage of net revenue from sales used for operating expenses was 48.5 and 55.0 percent for the two fiscal years. RMA reported 21.0 percent of boat dealer sales revenues were used for operating expenses.

Table 20. Income statement ratios (upper quartile, median, and lower quartile) for private marinas with total revenue under \$1,000,000, 1980-81.

Category	Fiscal Years	Fiscal Years
	Ending On or Before December 31, 1981	Ending On or Before June 30, 1980
	- % -	- % -
GROSS PROFIT MARGIN		
<u>Net Revenue from Sales-Cost of Goods Sold</u>	59.9	64.5
Net Revenue from sales	48.3	56.1
	31.8	45.5
NET PROFIT MARGIN		
<u>Net Profit Before Taxes</u>	8.3	5.9
Total Revenue	1.9	0.9
	-12.8	-1.3
OPERATING EXPENSE RATIOS		
<u>Cost of Goods Sold</u>	68.2	54.5
Net Revenue from Sales	51.7	43.9
	40.1	35.5
<u>Operating Expense</u>	68.4	61.8
Net Revenue from Sales	48.5	55.0
	25.9	33.6
Number of observations	13	47

Marinas in the sample with total revenue over \$1,000,000 reported a gross profit margin of 31.5 and 40.9 percent for the two fiscal years (Table 21) with upper quartiles of 52.3 and 57.5 percent and lower quartiles of 24.1 and 31.3 percent. This compares to the 48.3 and 56.1 percent reported for private marinas with total revenue under \$1,000,000. These difference in the gross profit margin reflect the fact that higher volume marinas depend more on merchandise sales than slip rentals to generate revenue.

Table 21. Income statement ratios (upper quartile, median, and lower quartile) for private marinas with total revenue over \$1,000,000, 1980-81.

Category	Fiscal Years	Fiscal Years
	Ending On or Before December 31, 1981	Ending On or Before June 30, 1980
	- % -	- % -
GROSS PROFIT MARGIN		
<u>Net Revenue from Sales-Cost of Goods Sold</u>	52.3	57.5
Net Revenue from sales	31.5	40.9
	24.1	31.3
NET PROFIT MARGIN		
<u>Net Profit Before Taxes</u>	5.3	5.9
Total Revenue	0.1	1.1
	-2.7	-2.2
OPERATING EXPENSE RATIOS		
<u>Cost of Goods Sold</u>	75.9	68.7
Net Revenue from Sales	68.5	59.1
	47.4	42.5
<u>Operating Expense</u>	54.6	54.3
Net Revenue from Sales	28.9	41.3
	22.3	28.1
Number of observations	10	29

The median net profit margins before taxes for marinas with total revenue over \$1,000,000 were 0.1 and 1.1 percent for the two fiscal years (Table 21). These median profit margins are similar to those for lower volume marinas but the range of values for both groups indicate that there is considerable variability. The median percentages of total revenue in cost of goods sold for marinas with total sales over \$1,000,000 were 68.5 and 59.1 percent for the two fiscal years. The percentages of total revenue in operating expenses for marinas with total revenue over \$1,000,000 were 28.9 and 41.3 percent for the two fiscal years. Generally, these percentages indicate that high volume marinas have lower operating expenses as a percentage of net revenues than low volume marinas but again there is considerable variability within both groups.

Public marinas reported median gross profit margins of 47.5 and 48.6 percent for the two fiscal years (Table 22). These are higher than the profit margins for high volume marinas but similar to the low volume marina margins. This reflects the fact that public marinas derive the lowest percentage of total revenue from merchandise sales of the three categories of marinas. The median net profit margins of public marinas were 17.2 and 14.3 for the two fiscal years. These are considerably higher than even the upper quartile ranges for both groups of private marinas. Public marinas used 52.5 and 51.4 percent of net revenue from sales to purchase goods for resale during the two fiscal years. These percentages are closer to the marinas with total revenue under \$1,000,000 than to the higher volume marinas. The percents of total revenues used for operating expenses were reported as 33.4 and 34.7 percent for the two fiscal years. These percentages may not fully reflect the

Table 22. Income statement ratios (upper quartile, median, and lower quartile) for public marinas, 1980-81.

Category	Fiscal Years Ending On or Before December 31, 1981	Fiscal Years Ending On or Before June 30, 1980
	- % -	- % -
GROSS PROFIT MARGIN		
<u>Net Revenue from Sales-Cost of Goods Sold</u>	49.8	67.3
Net Revenue from sales	47.5	48.6
	38.8	37.3
NET PROFIT MARGIN		
<u>Net Profit Before Taxes</u>	26.8	26.8
Total Revenue	17.2	14.3
	3.7	6.7
OPERATING EXPENSE RATIOS		
<u>Cost of Goods Sold</u>	61.2	62.7
Net Revenue from Sales	52.5	51.4
	50.2	32.7
<u>Operating Expense</u>	40.3	84.8
Net Revenue from Sales	33.4	34.7
	30.6	25.5
Number of observations	8	24

true operating expenses since some administrative functions of the marina may be performed by the municipality and not charged directly to the marina. This may also partially explain the significantly higher net profit margins for public marinas.

BALANCE SHEET ANALYSIS

Balance sheet ratios indicate how a firm has structured its assets, liabilities and net worth. While the balance sheet ratios may not give a direct indication of a firm's profitability, they do provide some insight into whether a firm can handle an unexpected downturn in business or assume additional debt. As before, the median and quartile ratios reported by the Florida marinas will be compared to the ratios reported by the RMA for boat dealers nationwide; in this section they will also be compared to ratios reported by Callaghan et al. for marinas and boat yards in Southern New England for 1977-78. Public marinas are not considered in this analysis because they do not report balance sheet data.

100 Percent Balance Sheets

Private marinas with total revenue under \$1,000,000 had average current assets that were 10.8 and 23.4 percent of average total assets during the two fiscal years (Table 23). The majority of assets, 87.1 and 71.9 percent, were fixed assets net of depreciation. Lower volume private marinas had only 6.1 and 12.5 percent of total assets as inventory reflecting the relatively low proportion of merchandise sales. By comparison, Southern New England marinas had fixed assets of 43.5 percent and current assets of 53.4 percent, 25.6 percent of current assets was inventory.

Table 23. 100 percent balance sheet for private marinas with total revenue under \$1,000,000, 1980-81.

Category	Fiscal Years Ending On or Before December 31, 1981		Fiscal Years Ending On or Before June 30, 1980	
		- % -		- % -
ASSETS				
<u>Current Assets</u>				
Cash and equivalents	\$ 28,599	2.8	\$ 32,365	5.9
Inventory	63,325	6.1	68,570	12.2
Accounts receivable	18,385	1.8	27,428	5.0
TOTAL CURRENT ASSETS	\$ 110,309	10.8	\$128,363	23.4
<u>Fixed Assets</u>				
Fixed assets of net depreciation	\$ 889,619	87.1	\$ 394,412	71.9
Intangible assets	4,086	0.4	10,971	2.0
Other assets not listed	17,363	1.7	14,811	2.7
TOTAL ASSETS	\$1,021,377	100.0	\$548,557	100.0
LIABILITIES				
<u>Current Liabilities</u>				
Accounts payable	\$ 13,278	1.3	\$ 27,428	5.0
Accrued expenses	4,086	0.4	12,617	2.3
Current portion long term debt	18,385	1.8	8,777	1.6
Short term notes payable	38,812	3.8	12,068	2.2
TOTAL CURRENT LIABILITIES	\$ 74,561	7.3	\$ 60,890	11.1
TOTAL LONG TERM DEBT	\$ 442,256	43.3	\$221,068	40.3
TOTAL LIABILITIES	\$ 516,817	50.6	\$281,958	51.4
NET WORTH	\$ 504,560	49.4	\$266,599	48.6
Number of observations		13		43

Total current liabilities on average account for 7.3 and 11.1 percent of total liabilities and net worth for the two fiscal years for marinas with total revenue under \$1,000,000. Long term debt as a percentage of total liabilities and net worth was 43.3 and 40.3 percent for marinas under \$1,000,000 in total revenue. These percentages are less than the RMA boat dealers averages of 51.5 percent in total current liabilities and 14.9 percent in long term debt. They are also less than the Southern New England marinas which had 30.4 percent in current liabilities and 36.7 percent in long term debt.

Marinas with total revenue under \$1,000,000 reported net worth as 49.4 and 51.4 percent of total liabilities and net worth for the two fiscal years. RMA reported net worth as 30.5 percent for boat dealers and marinas in Southern New England reported net worth as 32.8 percent.

Total current assets for marinas with total revenue over \$1,000,000 are 45.3 and 58.7 percent of total assets for the two fiscal years (Table 24). These are significantly higher than the 10.8 and 23.4 percent reported by the marinas with total revenue under \$1,000,000 and closer to the RMA and Southern New England statistics. Inventory was 33.8 and 40.3 percent of total assets. Again this is partially explained by a higher merchandise volume in marinas over \$1,000,000 in revenue and the corresponding need to maintain a larger inventory.

Marinas with total revenue over \$1,000,000 report average total current liabilities to be 26.0 and 34.1 percent of average total liabilities and net worth for the two fiscal years. The percentages for long term debt were 50.6 and 45.8 and net worth were 23.3 and 20.1 for the two fiscal years.

Table 24. 100 percent balance sheet for private marinas with total revenue over \$1,000,000, 1980-81.

Category	Fiscal Years Ending On or Before December 31, 1981		Fiscal Years Ending On or Before June 30, 1980	
		- % -		- % -
ASSETS				
<u>Current Assets</u>				
Cash and equivalents	\$ 66,547	5.8	\$ 134,147	11.0
Inventory	387,807	33.8	491,465	40.3
Accounts receivable	65,399	5.7	90,244	7.4
TOTAL CURRENT ASSETS	\$ 519,753	45.3	\$ 715,856	58.7
<u>Fixed Assets</u>				
Fixed assets of net depreciation	\$ 581,710	50.7	\$ 441,464	36.2
Intangible assets	21,800	1.9	28,049	2.3
Other assets not listed	24,094	2.1	34,146	2.8
TOTAL ASSETS	\$1,147,357	100.0	\$1,219,515	100.0
LIABILITIES				
<u>Current Liabilities</u>				
Accounts payable	\$ 61,957	5.4	\$ 195,122	16.0
Accrued expenses	44,747	3.9	76,829	6.3
Current portion long term debt	118,178	10.3	59,756	4.9
Short term notes payable	74,578	6.5	84,147	6.9
TOTAL CURRENT LIABILITIES	\$ 299,460	26.1	\$ 415,854	34.1
TOTAL LONG TERM DEBT	\$ 580,563	50.6	\$ 558,538	45.8
TOTAL LIABILITIES	\$ 880,023	76.7	\$ 974,392	79.9
NET WORTH	\$ 267,334	23.3	\$ 245,123	20.1
Number of observations		10		27

Balance Sheet Ratios

The median current ratio for Florida marinas with total revenue under \$1,000,000 was 1.7 and 3.2 for the two fiscal years (Table 25).^{*} The current ratio for boat dealers reported by RMA was 1.5 and Southern New England marinas reported a ratio of 1.8. The more conservative quick ratio for Florida marinas with total revenue under \$1,000,000 was 0.7 and 1.1 for the two fiscal years. Southern New England marinas reported 0.9 for a quick ratio while RMA reported a 0.2 quick ratio.

Debt to net worth for Florida marinas with total revenue under \$1,000,000 was 2.2 and 0.9 for the two fiscal years. Both the RMA survey of boat dealers and the survey of Southern New England marinas and boat yards reported a debt to worth ratio of 2.7. These ratios indicate that Florida marinas with total revenue under \$1,000,000 are not as leveraged as the RMA boat dealers or New England marinas.

Marinas with total revenue under \$1,000,000 report a fixed assets to net worth ratio of 1.2 and 1.1 for the two fiscal years. These ratios compare to a 1.6 ratio reported by marinas in Southern New England and a .5 ratio reported by RMA boat dealers. While these differences may seem large, it should be noted that boat dealers generally do not have large investments in fixed assets such as docks and dry stack buildings.

The median current ratios for marinas with total revenue over \$1,000,000 were 2.8 and 1.6 for the two fiscal years (Table 26). This compares to the 1.7 and 3.2 for marinas with total revenue under \$1,000,000. Marinas with

^{*}The upper and lower quartile are also reported. For a more detailed discussion refer to the introduction, page 3.

Table 25. Balance sheet ratios (upper quartile, median, and lower quartile) for private marinas with total revenue under \$1,000,000, 1980-81.

Category	Fiscal Years Ending On or Before December 31, 1981	Fiscal Years Ending On or Before June 30, 1980
CURRENT RATIO		
Current Assets	4.7	4.0
<u>Current Liabilities</u>	1.7 (13)	3.2 (43)
	1.1	1.6
QUICK RATIO		
Cash and Receivables	1.6	2.0
<u>Current Liabilities</u>	0.7 (13)	1.1 (43)
	0.2	0.5
DEBT TO NET WORTH		
Total Liabilities	5.6	3.6
<u>Net Worth</u>	2.2 (10)	0.9 (37)
	0.3	0.3
FIXED ASSETS TO NET WORTH		
Net Fixed Assets	3.7	1.7
<u>Net Worth</u>	1.2 (10)	1.1 (37)
	0.8	0.9

Numbers in parentheses indicate number of respondents in grouping.

total revenue over \$1,000,000 reported a quick ratio of 0.6 for both fiscal years. This compares to the Southern New England marinas reported ratio of 0.9 and the RMA quick ratio of 0.2.

Table 26. Balance sheet ratios (upper quartile, median, and lower quartile) for private marinas with total revenue over \$1,000,000, 1980-81.

Category	Fiscal Years Ending On or Before December 31, 1981	Fiscal Years Ending On or Before June 30, 1980
CURRENT RATIO	3.1	2.9
<u>Current Assets</u>	2.8 (10)	1.6 (27)
<u>Current Liabilities</u>	1.3	1.4
QUICK RATIO	1.7	1.4
<u>Cash and Receivables</u>	0.6 (10)	0.6 (27)
<u>Current Liabilities</u>	0.2	0.3
DEBT TO NET WORTH	8.3	3.2
<u>Total Liabilities</u>	1.7 (9)	1.5 (19)
<u>Net Worth</u>	0.8	0.5
FIXED ASSETS TO NET WORTH	2.8	1.0
<u>Net Fixed Assets</u>	1.4 (9)	0.4 (19)
<u>Net Worth</u>	0.8	0.2

Numbers in parentheses indicate number of respondents in grouping.

The median debt to net worth ratios for marinas with total revenue over \$1,000,000 were 1.7 and 1.5 for the two fiscal years. Fixed asset to net worth ratios of 1.4 and 0.4 were reported for the two fiscal years.

Combined Statement Ratios

The median sales to total assets ratio for marinas with total revenue under \$1,000,000 were 1.1 and 1.6 for the two fiscal years (Table 27). Marinas with total revenue over \$1,000,000 reported sales to total assets ratios of 2.7 and 2.4 (Table 28) for the two fiscal years. These compare to the RMA boat dealers' ratio of 2.2 and the Southern New England ratio of 1.6.

Florida marinas with total revenue under \$1,000,000 reported a median return on investment of 9.2 and 7.4 percent for the two fiscal years (Table 27). RMA reported a 10.8 percent return for boat dealers nationwide while the Southern New England marinas reported a return on investment of 10.2 percent for all marinas. Florida marinas with total revenue over \$1,000,000 reported a return on investment of 15.1 and 23.0 percent for the two fiscal years (Table 28). While the return on investment in this latter category may seem unusually high, it should be considered that return on investment is calculated using tangible net worth as reported on the balance sheet. Net worth may present an artificially low estimate of the market value of the investment since it is based on the book value of fixed assets net of depreciation. Since marinas with total revenue over \$1,000,000 had an average age of ownership of 15.9 years versus 8.6 years for marinas with total revenue under \$1,000,000, the fixed assets of the former group may be more fully depreciated causing the net worth of a company to be relatively low and inflating the return on investment. The upper and lower quartiles for marinas with total revenue over \$1,000,000 indicates the ranges for rates of return within the group.

To illustrate the difference between asset market value and asset book value, the return on investment was recalculated using net worth based on the

Table 27. Combined statement ratio analysis (upper quartile, median, and lower quartile) for private marinas with total revenue under \$1,000,000, 1980-81.

Category	Fiscal Years Ending On or Before December 31, 1981	Fiscal Years Ending On or Before June 30, 1980
SALES TO ASSETS	1.9	2.1
<u>Total Revenue</u>	1.1 (13)	1.6 (43)
<u>Total Assets</u>	0.8	0.9
RETURN ON INVESTMENT	17.1	18.0
<u>Net Income Before Taxes</u>	9.2 (10)	7.4 (37)
<u>Net Worth</u>	-26.3	-1.6
RETURN ON TOTAL ASSETS	7.1	8.2
<u>Net Income Before Taxes</u>	3.5 (13)	1.9 (43)
<u>Total Assets</u>	-12.0	-1.2
INVENTORY TURNOVER	8.8	7.5
<u>Cost of Goods Sold</u>	5.0 (13)	3.7 (43)
<u>Inventory</u>	2.3	2.2
RECEIVABLE TURNOVER	123.0	40.1
<u>Total Revenue</u>	47.2 (13)	25.1 (41)
<u>Accounts Receivable</u>	18.1	15.6
INTEREST COVERAGE	5.8	3.7
<u>Net Income + Interest + All Taxes</u>	1.9 (13)	1.4 (43)
<u>Interest Expense</u>	<0.1	0.5

Numbers in parentheses indicate number of respondents in grouping.

Table 28. Combined statement ratio analysis (upper quartile, median, and lower quartile) for private marinas with total revenue over \$1,000,000, 1980-81.

Category	Fiscal Years Ending On or Before December 31, 1981	Fiscal Years Ending On or Before June 30, 1980
SALES TO ASSETS		
	3.3	3.3
<u>Total Revenue</u>	2.7 (10)	2.4 (27)
<u>Total Assets</u>	2.0	1.9
RETURN ON INVESTMENT		
	54.8	51.0
<u>Net Income Before Taxes</u>	15.1 (9)	23.0 (19)
<u>Net Worth</u>	-4.8	0.2
RETURN ON TOTAL ASSETS		
	19.1	15.1
<u>Net Income Before Taxes</u>	0.2 (10)	3.7 (27)
<u>Total Assets</u>	-7.3	-5.6
INVENTORY TURNOVER		
	7.3	6.2
<u>Cost of Goods Sold</u>	4.5 (10)	3.5 (27)
<u>Inventory</u>	2.8	2.8
RECEIVABLE TURNOVER		
	73.4	85.6
<u>Total Revenue</u>	35.8 (9)	40.0 (25)
<u>Accounts Receivable</u>	23.3	15.0
INTEREST COVERAGE		
	10.8	24.7
<u>Net Income + Interest + All Taxes</u>	1.5 (9)	1.9 (27)
<u>Interest Expense</u>	1.1	1.0

Numbers in parentheses indicate number of respondents in grouping.

estimated market value of fixed assets. The market values were reported by survey respondents and were not necessarily based on appraisals by professional appraisers. Marinas with total revenue under \$1,000,000 reported median returns on investment (market value) of 1.4 and 0.6 percent for the two fiscal years. The upper quartiles were 4.7 and 3.4 percent while the lower quartiles were -4.3 and -0.4 percent for the two fiscal years respectively. Marinas with total revenue over \$1,000,000 reported median returns on investment (market value) of 0.1 and 0.6 percent for the two fiscal years. The upper quartiles were 11.7 and 6.8 percent while the lower quartiles were -7.0 and -2.7 percent for the two fiscal years respectively. The lower returns on investment using the market value of assets clearly indicate that the book value method overstates the current period return to marina owners. Neither method, however, includes the potential capital gains from appreciation of the property.

The median returns on total assets for Florida marinas with total revenue under \$1,000,000 were 3.5 and 1.9 percent for the two fiscal years (Table 27). Southern New England marinas reported a 2.5 percent return on total assets and RMA reported a 3.4 percent return on total assets. Florida marinas with total revenue over \$1,000,000 reported median returns on total assets of 0.2 and 3.7 percent. Again the quartile ranges indicate the considerable variability within the groups.

Florida marinas with total revenue under \$1,000,000 reported a median inventory turnover ratio of 5.0 and 3.7 for the two fiscal years (Table 27). This compares to the 2.9 reported by RMA for boat dealers nationwide and the Southern New England marinas ratio of 3.3. Florida marinas with total revenue over \$1,000,000 reported an inventory turnover ratio of 4.5 and 3.5 for the two fiscal years (Table 28).

The receivables turnover ratio for Florida marinas with total revenue under \$1,000,000 was 47.2 and 25.1 for the two fiscal years. This compares to a ratio of 10.2 for the Southern New England marinas and a 54.3 ratio reported by RMA. Florida marinas with total revenue over \$1,000,000 reported a receivables turnover ratio of 35.8 and 40.0 for the two fiscal years (Table 28).

Florida marinas with total revenue under \$1,000,000 reported a median interest coverage ratio of 1.9 and 1.4 for the two fiscal years (Table 27). The Florida marinas with total revenue over \$1,000,000 reported interest coverage ratios of 1.5 and 1.9. RMA and the Southern New England marinas reported 1.5 and 1.4 respectively for the interest coverage ratio.

SUMMARY AND CONCLUSIONS

Recapping the results of the marina and boatyard survey, it is clear that considerable diversity exists within the marina industry. By modern American business standards all Florida marinas could be classified as "small businesses," but this one commonality obscures numerous differences in the physical characteristics of marinas, the types of management, the types of products offered, and the financial structures.

Regional differences in marina facilities are perhaps the most striking. Southeast Florida marinas, on average, had the largest dollar volume and the largest number of employees but their physical facilities (dry land, slips, stacks, etc.) were not always the largest. Southwest Florida marinas were typically the largest in physical terms and Northwest marinas were the smallest. Marinas on the Northeast and Southeast coasts had the largest volume of non-resident business due to the Intercoastal Waterway. Marina land prices displayed similar variation with the highest prices on the Southeast coast and the lowest on the Northwest coast.

Differences between public and private marinas are also apparent. On a statewide average basis, public marinas provided mostly wet slip and fuel services to Florida residents while private marinas provided both wet slip and dry stack facilities and a wide variety of boating related services to residents and tourists alike. As a result, public marinas generally earned lower revenues and employed fewer personnel than private marinas. However, because public marinas did not directly incur interest expenses for capital and some management functions were provided by the municipality at no cost, the average net profit as a percent of total revenue was significantly higher for public marinas.

There were also differences in the operating performance of private marinas. A summary of the key financial ratios for the low and high volume sales groups for the two fiscal years is provided on Table 29. The liquidity ratios (current, quick, and interest coverage) are relatively similar for the two groups but the higher sales volume marinas had a significantly better median return on investment (15.5 and 23.0 percent versus 9.2 and 7.4 percent). One clue to this superior performance may be provided by the sales to total assets ratio which indicates that the larger marinas handled a larger volume of business relative to their asset base (2.7 and 2.4 versus 1.1 and 1.6). Higher sales volume marinas had a higher percentage of total revenues in boat sales (Table 12) but the major difference seems to be that the high volume group had lower operating expenses as a percentage of total sales and consequently higher operating profit (Tables 17 and 18) than lower volume marinas.

Finally, a summary comparison of key financial ratios between all Florida marinas (private marinas responding for 1981 regardless of size) and U.S. boat

Table 29. Comparison of financial ratios (upper quartile, median, and lower quartile) for Florida marinas with under \$1,000,000 in annual revenue and over \$1,000,000 in annual revenue (1980-81).

Ratio	Revenue Under \$1,000,000		Revenue Over \$1,000,000	
	1981	1980	1981	1980
Current	4.7	4.0	3.1	2.9
	1.7	3.2	2.8	1.6
	1.1	1.6	1.3	1.4
Quick	1.6	2.0	1.7	1.4
	0.7	1.1	0.6	0.6
	0.2	0.5	0.2	0.3
Receivables Turnover	123.0	40.1	73.4	85.6
	47.2	25.1	35.8	40.0
	18.1	15.6	23.3	15.0
Inventory Turnover	8.8	7.5	7.3	6.2
	5.0	3.7	4.5	3.5
	2.3	2.2	2.8	2.8
Interest Coverage	5.8	3.7	10.8	24.7
	1.9	1.4	1.5	1.9
	0.1	0.5	1.1	1.0
Fixed Assets/Net Worth	0.8	0.9	0.8	0.2
	1.2	1.1	1.4	0.4
	3.7	1.7	2.8	1.0
Debt/Net Worth	0.3	0.3	0.8	0.5
	2.2	0.9	1.7	1.5
	5.6	3.6	8.3	3.2
Return on Investment (%)	17.1	18.0	54.8	51.0
	9.2	7.4	15.1	23.0
	-26.3	-1.6	-4.8	0.2
Return on Total Assets (%)	7.1	8.2	19.1	15.1
	3.5	1.9	0.2	3.7
	-12.0	-1.2	-7.3	-5.6
Sales/Total Assets	1.9	2.1	3.3	3.3
	1.1	1.6	2.7	2.4
	0.8	0.9	2.0	1.9

dealers from RMA and Southern New England marinas is provided on Table 30. Perhaps the most striking characteristic is the similarity between the median return on investment across the three groups. Although the debt to net worth ratio indicates that Florida marinas are not as highly leveraged, the overall operating returns are quite consistent. The relatively low return on total assets for Florida marinas (0.3) indicates that the Florida group performed poorly in generating profits from their asset base, however, the reader should be cautious in interpreting this statistic.*

One last word on interpreting the financial performance statistics is that the returns do not include nonpecuniary compensation to the owners of the business such as complimentary slip space, fuel, or supplies. These forms of compensation increase the overall returns to the owners. Similarly, the operating returns do not include the capital gains from appreciation of the land and/or buildings. As indicated in previous sections, these potential capital gains have been sizable in most regions of Florida and have a considerable bearing on the investment and operating decisions of marina owners.

*The 0.3 percent is the median for the reporting group. The mean or average return on total assets was 2.6 percent and the median plus one statistic was 3.5 percent. These other figures are more comparable to the boat dealer and New England marina medians.

Table 30. Comparison of financial ratios (upper quartile, median, and lower quartile) for all Florida marinas with boat dealers nationwide and Southern New England marinas.

Ratio	All Florida Marinas (1981)	U.S. Boat Dealers (1980-81)	Southern New England Marinas (1977-78)
Current	3.6	2.1	3.3
	2.6	1.5	1.8
	1.2	1.2	1.3
Quick	1.6	0.5	1.9
	0.6	0.2	0.9
	0.2	0.1	0.5
Receivables Turnover	103.6	183.0	22.1
	38.6	54.3	10.2
	19.6	24.3	6.0
Inventory Turnover	7.5	4.0	6.3
	4.8	2.9	3.3
	2.7	2.1	2.4
Interest Coverage	7.3	2.5	4.0
	1.6	1.5	1.4
	0.5	0.8	0.8
Fixed Assets/Net Worth	0.8	0.2	0.7
	1.4	0.5	1.6
	3.1	1.2	4.0
Debt/Net Worth	0.5	1.2	1.1
	1.7	2.7	2.7
	6.0	6.2	7.8
Return on Investment (%)	24.7	26.8	35.0
	10.2	10.8	10.2
	-7.7	-1.6	1.1
Return on Total Assets (%)	7.4	8.1	6.7
	0.3	3.4	2.5
	-7.5	-1.4	-0.7
Sales/Total Assets	3.0	3.1	2.1
	1.9	2.2	1.6
	1.0	1.8	1.1

REFERENCES

- [1] Boating Almanac Co., Inc. Boating Almanac Volume 6, 1982, Saverna Park, MD 21146, 1982.
- [2] Bureau of License and Motorboat Registration, Department of Natural Resources, Tallahassee, FL.
- [3] Callaghan, D.W., R.A. Comerford, and H. Schwarzbach. Marina and Boatyard Financial Structure and Performance, Marine Technical Report 76, University of Rhode Island, Kingston, RI (November 1979).
- [4] Rao, P.V., J.J. Einerson, J.A. Einerson, and A.J. Mehta. A Survey of Small-Craft Recreational Marinas in Florida, Technical Report No. 151, Department of Statistics, University of Florida, Gainesville, FL (June 1980).
- [5] Robert Morris Associates. Annual Statement Studies, Philadelphia, PA, 1981.
- [6] Waterway Guide, Inc. Waterway Guide 1982 - Southern Edition, Vol. 35, No. 1, Annapolis, MD, 1982.

APPENDIX A

FLORIDA MARINA SURVEY

General Information

Since many of you marina operators, bookkeepers, or accountants who may be filling out this form will have questions, we are enclosing some comments and suggestions to help you understand the type of information we need about your operation.

First, please be assured that this is not an audit requiring exact precision and many hours of work. We hope that our requested information can be obtained easily from your bookkeeping system. However, we recognize that there may be difficulties at times. Therefore we welcome your best estimates and approximations when more accurate information isn't available or when providing this information would require an unreasonable amount of time.

Page 1

The information on page 1 is needed to understand the characteristics of each marina and some of its impact on employment and income from both within and outside the state. This information can be supplied from your records or based on your own experience. Please use the most recent fiscal year as the basis for your response.

Page 2-4

The information on these pages is broken down into detailed revenue and expense categories so we can trace the impact of marinas back into other sectors of the economy and thereby measure the total importance of the marina sector. All data should be based on your fiscal year period, which should be indicated by month and year in the space provided near the top of each page. Page 2 is for reporting sales revenue and income for the two most recent fiscal years. If it is not possible to provide the figures for the different revenue categories listed, please try at least to provide the totals and sub-totals, as this information will be very useful by itself. An estimate of the percent of total sales from each activity is acceptable if a more detailed breakdown is not available. Pages 3 and 4 are for reporting expenses during the two most recent fiscal years. Many marinas will not have data for all the specific expense categories listed. In these cases, please identify the most important categories or those with a few large expense items, while estimating the smaller categories. Where some of the categories are combined in your records, please provide the combined total expenses and a percentage estimate of the split between the various expense categories. Please report all labor expenses for your employees (both full and part-time) in the item "Wages/Salaries/Commissions for Owners and Employees." "Operating Expenses" and "Cost of Goods Sold" should not include any labor charges for owners or employees but should include any contractual labor charges in the appropriate expense category.

Page 5

The balance sheet information on page 5 is needed to develop average industry performance measures such as debt-equity ratios, quick ratios, return on investment, etc. The requested information can be taken directly from year-end balance sheet statements for the two most recent fiscal years.

PLEASE RETURN COMPLETED QUESTIONNAIRE TO: J. Walter Milon, Marina
Project Manager, G155E McCarty Hall, University of Florida, Gainesville,
Florida 32611.

1. Is your marina a:

() Sole Proprietorship? () Corporation
() Partnership? () Publicly Owned?

2. How long has this marina been in operation? _____ years

3. How long have the present owners operated this marina? _____ years

4. When does your accounting year end? _____ Date

5. On which basis are your financial statements prepared

() Cash () Accrual

6. How many people by category are employed on a full-time or equivalent basis by this marina, including part time help and working owners (Someone working full time for 6 mos. or 4 hrs. per day all year would be considered as 1/2 a full-time employee).

Number

Administrative

Sales

Mechanical

General

7. What is the capacity of this marina and how much of this capacity was utilized during the past year?

Percent Utilized

Number Peak Season Off-Season

Dry Stacks

Wet Slips

Moorings

8. What is the marina's rate schedule for slip rentals (not including utilities)?

Rate per foot per day (or attach fee schedule)

Daily

Weekly

Monthly

Permanent

9. What is the dry land area covered by the marina? (1 acre=44,000 sq. ft.)

_____ sq. ft.

10. How many square feet of submerged land are covered by the marina? _____ sq. ft.

11. How many square feet of submerged lands are leased from the state by the marina?

_____ sq. ft.

12. Approximately what percentage of the marina's slip rentals are to customers from out-of-state? (live outside Florida for six months or more) _____ % estimate.

13. Approximately what percentage of all other business for the marina is due to customers from out-of-state? _____ % estimate.

Income Statement Information

Please fill in the dollar amount of sales revenue earned during the past two fiscal years for the categories listed below (where applicable). If dollar amounts are not available by category, please provide the dollar total and estimate the percentage of the total for each item.

	<u>Most Recent Year</u>			<u>Next Most Recent Year</u>		
	<u>19</u>	to	<u>19</u>	<u>19</u>	to	<u>19</u>
	<u>\$ Amount</u>	<u>OR</u>	<u>Est'd. %</u>	<u>\$ Amount</u>	<u>OR</u>	<u>Est'd %</u>
Slips/Moorings/Storage	_____	_____	_____	_____	_____	_____
Fuel and Oil	_____	_____	_____	_____	_____	_____
Repairs and Maintenance	_____	_____	_____	_____	_____	_____
New Boat Sales	_____	_____	_____	_____	_____	_____
Used Boat Sales	_____	_____	_____	_____	_____	_____
Engine Sales	_____	_____	_____	_____	_____	_____
Marine Hardware Sales	_____	_____	_____	_____	_____	_____
Electronics Sales	_____	_____	_____	_____	_____	_____
Bait and Tackle	_____	_____	_____	_____	_____	_____
Boat Rentals	_____	_____	_____	_____	_____	_____
Recreational Boat Services (charter, head, tour, ski, etc.)	_____	_____	_____	_____	_____	_____
Groceries & Seafood	_____	_____	_____	_____	_____	_____
Lodging	_____	_____	_____	_____	_____	_____
Restaurant	_____	_____	_____	_____	_____	_____
Wine, Beer and Spirits	_____	_____	_____	_____	_____	_____
Commissions & other rental fees (e.g. from leased space for restaurant, charter office, etc.)	_____	_____	_____	_____	_____	_____
Other Sales Revenue (list below)	_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____	_____
TOTAL REVENUE	\$ _____		100%	\$ _____		100 %

	<u>Most Recent Year</u>	<u>Next Most Recent Year</u>
What was the marina's:		
Income before income tax	\$ _____	\$ _____
Income Tax	\$ _____	\$ _____
Net Income after Tax	\$ _____	\$ _____

Expense Analysis
 Most Recent Fiscal Year
 Fiscal Year 19 to 19

Please list the dollar amount of expenses for each of the following categories (where applicable). Please report all labor expenses for your employees (both full and part-time) in the item "Wages/Salaries/Commissions for Owners and Employees." "Operating Expenses" and "Cost of Goods Sold" should not include any labor charges for owners or employees but should include any contractual labor charges in the appropriate expense category. If dollar amounts for the individual categories are not available, please provide the dollar total and subtotals, and estimate the percentage of total expenses for each item.

	\$ Amount	OR	Estimated %
Wages/Salaries/Commissions for Owners and Employees (Total)	\$ _____		
Operating Expenses			
Advertising, Boat Shows, etc.	_____		_____ %
Administrative Overhead	_____		
Building and Equipment Rentals	_____		
Facilities Maintenance Expense	_____		
Utilities	_____		
Interest Expense	_____		
Taxes except Income	_____		
Depreciation	_____		
Insurance	_____		
Total Operating Expenses	\$ _____		
Costs of Goods Sold (excluding labor)			
Fuel and Oil Expense	_____		
New Boat Expense	_____		
Used Boat Expense	_____		
Engine Expense	_____		
Hardware and Repair Materials	_____		
Electronics Expense	_____		
Bait and Tackle Expense	_____		
Wine and Spirits Expense	_____		
Groceries Expense	_____		
Lodging Expense	_____		
Restaurant Expense	_____		
Other Expenses	_____		
Total Costs of Goods Sold	\$ _____		
Other Expenses (list below)			
_____	_____		
_____	_____		
TOTAL EXPENSES	\$ _____		100%

Expense Analysis
 Next Most Recent Fiscal Year
 Fiscal Year 19 to 19

Please list the dollar amount of expenses for each of the following categories (where applicable). Please report all labor expenses for your employees (both full and part-time) in the item "Wages/Salaries/Commissions for Owners and Employees." "Operating Expenses" and "Cost of Goods Sold" should not include any labor charges for owners or employees but should include any contractual labor charges in the appropriate expense category. If dollar amounts for the individual categories are not available, please provide the dollar total and subtotals, and estimate the percentage of total expenses for each item.

	\$ Amount	OR	Estimated %
Wages/Salaries/Commissions for Owners and Employees (Total)	\$ _____		
Operating Expenses			
Advertising, Boat Shows, etc.	_____		_____ %
Administrative Overhead	_____		_____
Building and Equipment Rentals	_____		_____
Facilities Maintenance Expense	_____		_____
Utilities	_____		_____
Interest Expense	_____		_____
Taxes except Income	_____		_____
Depreciation	_____		_____
Insurance	_____		_____
Total Operating Expenses	\$ _____		_____
Costs of Goods Sold (excluding labor)			
Fuel and Oil Expense	_____		_____
New Boat Expense	_____		_____
Used Boat Expense	_____		_____
Engine Expense	_____		_____
Hardware and Repair Materials	_____		_____
Electronics Expense	_____		_____
Bait and Tackle Expense	_____		_____
Wine and Spirits Expense	_____		_____
Groceries Expense	_____		_____
Lodging Expense	_____		_____
Restaurant Expense	_____		_____
Other Expenses	_____		_____
Total Costs of Goods Sold	\$ _____		_____
Other Expenses (list below)			
_____	_____		_____
_____	_____		_____
TOTAL EXPENSES	66		100%

Balance Sheet Information

	<u>As of end of</u> <u>Most Recent Fiscal Year</u>	<u>As of end of</u> <u>Next Most Recent Fiscal Year</u>
	<u>19</u> to <u>19</u>	<u>19</u> to <u>19</u>
<u>Current Assets</u>		
Cash and Equivalents	\$ _____	\$ _____
Inventory	_____	_____
Accounts Receivable	_____	_____
Total Current Assets	_____	_____
<u>Fixed Assets</u>		
Total Fixed Assets Before Depreciation	_____	_____
Fixed Assets Net of Depreciation	_____	_____
Intangible Assets	_____	_____
Other Assets not listed above	_____	_____
TOTAL ASSETS	\$ _____	\$ _____
<u>Current Liabilities</u>		
Accounts Payable	\$ _____	\$ _____
Accrued Expenses	_____	_____
Current Portion Long Term Debt (amount due in one year)	_____	_____
Short Term Notes Payable	_____	_____
Total Current Liabilities	_____	_____
Total Long Term Debt	_____	_____
TOTAL LIABILITIES	\$ _____	\$ _____
NET WORTH	\$ _____	\$ _____

Please estimate the current market value of the marina's:

Land	\$ _____
Building and Equipment	\$ _____

APPENDIX B

County Level Comparison of Boat Registrations by Length and Availability of Wet Slips and Dry Storage in Private and Public Marinas, 1980-81.

County	Registered Pleasure Boats			Number of	
	Total	16'-26'	over 26'	Dry Storage	Wet Slips
Alachua	6,752	1,727	75		
Baker	882	108	3		
Bay	9,660	2,341	279	461	399
Bradford	1,658	291	10		
Brevard	17,849	6,539	965	1,057	1,621
Broward	29,638	15,369	4,138	1,356	2,917
Calhoun	1,024	59	4		
Charlotte	7,523	3,573	308	980	782
Citrus	7,312	2,224	95	430	110
Clay	3,717	1,211	108		
Collier	9,200	5,032	622	574	792
Columbia	2,463	505	11		
Dade	38,223	23,241	4,175	1,668	2,480
DeSoto	1,158	239	10		
Dixie	1,043	332	5	68	166
Duval	24,735	8,182	963	638	1,724
Escambia	13,504	3,429	457		377
Flagler	979	321	33		90
Franklin	804	223	10	135	53
Gadsden	1,448	182	13		
Gilchrist	765	138	3		
Glades	680	207	7		
Gulf	1,349	176	8		
Hamilton	418	40	2		
Hardee	1,169	241	8		
Hendry	1,249	484	28		
Hernando	2,328	658	22		
Highlands	4,744	921	20		
Hillsborough	29,041	9,795	766	180	252
Holmes	1,120	58	2		
Indian River	4,239	1,625	199	450	210
Jackson	2,615	165	3		
Jefferson	502	68	1		
Lafayette	319	45	0		
Lake	10,228	3,055	72		
Lee	19,345	10,089	1,121	1,649	666
Leon	8,504	1,754	159		
Levy	1,483	333	15	10	61
Liberty	524	26	1		

-- Continued --

County Level Comparison of Boat Registrations by Length and Availability of Wet Slips and Dry Storage in Private and Public Marinas, 1980-81 (continued).

County	Registered Pleasure Boats			Number of	
	Total	16'-26'	over 26'	Dry Storage	Wet Slips
Madison	699	77	5		
Manatee	9,902	4,142	437	664	540
Marion	9,593	2,266	59		
Martin	6,333	3,336	675	890	759
Monroe	9,716	6,164	940	1,979	1,746
Nassau	1,870	443	20		50
Okaloosa	8,332	2,650	305	316	531
Okeechobee	2,947	994	43		
Orange	22,652	8,837	389		
Osceola	2,902	951	28		
Palm Beach	19,337	10,185	1,703	1,745	1,813
Pasco	8,339	3,102	146	64	22
Pinellas	29,741	14,449	2,206	3,054	3,292
Polk	19,612	4,766	205		
Putnam	4,291	957	57		
St. Johns	2,286	717	94	250	432
St. Lucie	3,961	1,739	159	250	255
Santa Rosa	5,166	994	63		33
Sarasota	12,963	6,514	993	1,685	807
Seminole	7,272	2,576	154		
Sumter	2,416	326	6		
Suwannee	1,417	263	4		
Taylor	1,578	382	12	12	38
Union	373	50	2		
Volusia	12,497	4,038	485	414	908
Wakulla	1,413	372	48	20	215
Walton	1,797	181	15		
Washington	1,264	68	1		
STATE TOTAL	480,864*	186,545	23,975	20,999	24,141

*Includes 2,850 dealer licenses.

