

# Taxes, Teamwork, Costs — Managers' Major Problems

By HERB GRAFFIS



Harry  
Fawcett

Manager, Lake Shore CC, Glen-coe, Ill., newly elected CMAA president.

TAXATION, inter-departmental coordination and rising costs headed the long and tangled skein of problems the Club Managers' Assn. of America worked to straighten out during its fifteenth annual convention held at Hotel Statler, Buffalo, N. Y., March 9-13.

Country club managers agreed that it was the most helpful convention they'd attended. Set addresses, formal and informal discussions all got to the point of matters that indicate 1941 as a year demanding top experience in country club management.

According to country club managers this past winter has seen considerably less than the customary percent of resignations of members in most districts. Winter membership campaigns have been more successful than usual.

There was agreement that the country club program of events must be extensive in its appeal and that, generally, the golf club is becoming a family club. However, the concensus was that strong accent must be primarily on golf, inasmuch as the game has comprehensive appeal to age and sex classes.

Managers forecast from present evidence that increased personal taxes and the defense situation would not adversely affect country club membership. It's their conviction that more money in circulation and awakening to the necessity of keeping the individual in good physical condition is going to draw people to golf clubs this season.

In the general session and in the country club conference tax matters provided subject for intense and somewhat bewildering discussions. Managers told of apparently conflicting regional decisions on tax matters but all agreed that the government was out to raise all the money it could so in case of doubt, take no chances.

Amusement taxes on entertainment charges above the usual price of meals at clubs, payroll taxes on bands hired intermittently, green-fee, swimming pool, tennis court, and special membership

taxes, were discussed at length. Cases of severe penalties were cited. Mention was made of the USGA action in endeavoring to get golf club tax problems simplified.

During the tax discussion it was made evident that lack of coordination between the USGA, regional golf associations, and the national and regional club managers' associations was costly to the clubs. This, and other phases of the CMAA program, brought out again the need for organizing a national committee on club business operation such as the joint committee of manager, pro, greenkeeper and amateur organization representatives proposed in March GOLFDOM.

General management as growing in favor because of the inability of amateur elected officials to devote a lot of time to golf club business affairs, also was a topic considered by the country club managers. It was admitted that the general management idea may have been responsible for departmental misunderstandings and jealousies but that the development of centralized management has revealed no special partiality in selection of men competent to fill the job.

It was brought out that general management means greater responsibility and risk for the man named as GM, hence demands a broader education in operation of all departments. Credit was given greenkeepers and their educational tie-ups with state agricultural schools and the USGA Green Section, and in the nature of the monthly meetings of the various greenkeeper organizations, for developing an educational program far in

advance of that of manager and pro organizations.

Emphasis was placed on personal problems at the club by Prof. H. B. Meek, founder of the hotel course at Cornell university, in his address on "The Club Manager of Tomorrow."

Prof. Coulter of Mellon Institute spoke on his discovery, the ray method of tenderizing meat. This interesting address caused much discussion. Outspoken managers declared that while meat could be tenderized, that wasn't the complete answer inasmuch as flavor was a paramount factor and tenderizing couldn't put flavor into the remains of a cow that had been sucking on a Texas fencepost all its life.

Edward J. Tobin, butchering expert of Syracuse, N. Y., told of cutting meat so it could be measured by inches instead of by weight in preparing meal portions. He demonstrated straight cutting of loins for eventual economy and for more steaks from the better end of the loin.

John Horwath of the well-known club and hotel accounting company spoke on "Essentials of Budget in Club Operation." He noted that one's success as a club manager was largely dependent on skill and prudence in budget planning. He advocated uniform accounting for clubs, something for which the CMAA has been campaigning for some years but without marked success, due to club officials' indifference or reluctance.

### Prices Due for Rise

Horwath expressed the belief that club prices were due for a rise due to increases in food and labor costs. In the discussion following the Horwath paper, managers commented on the heavy influence of weather on club operations. They were unanimous in noting that member complaints on increase in drink prices are comparatively mild but when food charges go up there's a scream. He reminded the managers that budgets were guides and not inflexible governing factors.

Harold Grossman of Julius Wile Sons & Co. advised the managers to see that their waiters knew about wines and how to serve wines. He suggested selling wines as a food and to make such items as port and cheese as a combination at one price.

Grossman went into detail on wine storage. He said that white wine recorked and put into the refrigerator would keep for 4 or 5 days, and that red wines, if the temperature is not over 70 degrees

would keep for 4 or 5 days after the bottle had been opened.

Herb Graffis, editor of GOLFDOM and GOLFING, urged that managers develop their general publicity. He told of how the golf equipment manufacturers have advertised to build up the golf pros' status and earning power, and recommended that the managers use their authoritative position and buying power in the liquor field to get advertising recognition.

Graffis told of four times as much being spent annually at golf club bars as is spent at golf club pro-shops, in pointing out that the managers had been given the run-around by liquor publicity. He also observed that the manager is in No. 1 position as an educator in discriminating eating and drinking, and for the good of each first class club's reputation should make sure that this qualification of the expert manager is publicized.

### Special Dues for Service-Men

Barney O'Grady of Olympia Fields CC (Chicago district) presided over the Country Club Managers' conference. John Pomeroy of Red Run GC (Detroit district) opened the discussion by bringing up the matter of club dues of members in military service. Most clubs represented have special dues for army and navy members. Special memberships, with restricted playing privileges where courses are crowded, are being offered by clubs near army and navy posts.

Problems of swimming pool maintenance were discussed. Managers reported satisfactory experience with Truscon, Inertole, Hydroflex, and Sargent-Gerke pool paints. They told of having much more satisfactory results with chlorine purification than with electric treatment.

A manager stating "there's not a country club that doesn't have trouble with flooring" brought forth several statements that the floor covering problem had been solved. Several managers reported completely satisfactory service of Klearflax carpeting, one reported ¼-in. battleship linoleum had stood up well, another spoke well of a new Mohawk carpeting, and Ed Vetter, manager of Portage CC, Akron, O., said that the most satisfactory thing he'd found for locker-room floor covering was rubber matting. It's non-skid and lasting, said Vetter.

There was a lively and valuable exchange of experiences on club entertainment programs. Shore dinners, corn roasts and hamburger roasts at a New

Jersey club, children's parties at a Neenah, Wis., club, a twilight golf league, and a combination keno and Pot-of-Gold night at the Field Club of Omaha, which packs the clubhouse, were among the high spots of events discussed.

Especially interesting is the way in which the managers have been educating children of members in use of the clubs. One club's manager told of a junior prom that drew 650 youngsters. Numerous instances of junior programs conducted by junior committees were reported at the managers' convention.

The issue of clubs being used for non-member parties was quite extensively discussed, with the concensus being that unless non-member parties were few and far between they were certain to weaken the desirability of membership. Seldom could such parties add to club prestige, managers agreed.

#### Manager-Pro Cooperation Needed

Necessity of close cooperation between managers and pros in getting the businessman out to the club for recreation was discussed. Cases of pro performance and failure in helping to increase club patronage were cited. The managers consider that promotion of club business is a basic job for both pros and managers, and from their own recent experience managers tipped off pros that more interest and activity in getting members out is what's going to get and hold pro jobs.

Both men and women managers related that having the women's bridge events on the same days as women's golf events wasn't particularly effective in drawing crowds.

The CMAA reported extensive use of its collection of club advertising material assembled for the association's annual judging and award.

Last season the caddie situation began to bother many clubs and managers are expecting caddie shortages this year.

Several phases of course maintenance were discussed. During this discussion the importance of mutual understanding and teamwork between club department heads again was made emphatic.

Although managers conceded that broadening the scope of the country club's appeal was dictated by social and economic conditions they expressed the firm opinion that golf is the foundation of the country club structure and calls for primary emphasis.

Considerable progress in membership,

#### C. M. A. 1941 OFFICERS

Pres., Harry J. Fawcett, Lake Shore CC, Glen-coe, Ill.

Secy., Charles "Chick" Bangs, Oak Park (Ill.) CC.

Treas., William Roulo, University Club, Detroit (reelected).

Directors, Franz Bach, Park CC, Buffalo; Robert M. Dorion, Salem CC, Peabody, Mass.; Roy Gardner, Pittsburgh (Pa.) AC; John J. Pomeroy, Red Run GC, Royal Oak, Mich.; Darwin Meis-ner, Washington AC, Seattle, Wash., (re-elected). Jacques de Jong, Beach Point Club, Mamaroneck, N. Y. appointed director to fill vacancy left by Fawcett's elevation to the presidency.

financial position and constructive character of its program has been achieved by the Club Managers' Association during the administrations of Fred Crawford, manager of the famous Pendennis Club of Louisville, Ky. Crawford, Wayne Miller of the Cincinnati CC, the association's secretary, and other officers and directors of the organization have devoted much time and conscientious ability to making the CMAA a positive influence for better business operations of clubs.

The new administration of the organization is headed by Harry Fawcett, manager of the Lake Shore CC (Chicago district), who is ranked as an outstanding veteran in country and city club management. Fawcett is one of the two country club managers elected to the CMAA presidency, the other having been the late Col. C. C. Holden, one of the association's organizers,

Chicago was awarded the 1942 convention.

## Second Annual Indemnity

### Tourney Set for June 14

SECOND annual Remote Control national handicap tournament of the Indemnity Insurance Co. of North America, its local agents and their guests, will be played June 14.

Almost 350 prizes of pro-shop merchandise will be awarded.

Last year the Remote Control tournament was played over 610 courses by 7,315 contestants. This year more than 20,000 entries are expected.

Play must be over a course of more than 4,800 yards, and scores are divided by course lengths as well as by handicap classes. Scores on courses from 4,800 to