

What I'll Have in My "Dream" Clubhouse

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FROM MY experience in managing the multitudinous details incident to operating a very active country club, has grown the conviction that all progress is an outgrowth of discontent.

As a club manager and directors become dissatisfied with services possible to render with inadequate, outgrown or outmoded facilities, or with back-tracking, work-wasting layout, they formulate dreams for ideal betterment. It then becomes a matter of resolution and action to make these dreams come true.

Such shortcomings, dreams and resolutions have been responsible for many improvements at Tam O'Shanter. But because of ever-increasing patronage and club activities we still have far to go to reach the ideal we are ever seeking.

This ideal keeps changing constantly as our vision of service grows, but can be stated any time in terms of facilities for making members happier, for improving quality of membership, for making the work of employees easier and more pleasant, and for saving operating effort, time and money.

To begin with, a golf club, to be outstandingly successful, must not only provide everything desirable to the golfer, but to the golfer's whole family. As an example, if the most satisfied golfer leaves golf widows and orphans languishing at home week after week, he is certain to deteriorate in club membership qualities, and eventually will wash out completely under pressure from home.

Facilities of Complete Club

Considering this all-important factor, the facilities of the ideal golf club must provide for the recreation of every member of the family. It will have:

- (a) a swimming pool
- (b) kiddies' playground
- (c) tennis court
- (d) badminton courts

- (e) miniature golf play (to keep juveniles off main course)
- (f) out-door and indoor dancing facilities
- (g) outdoor terrace or screened-in porch—comfortably furnished for lounging
- (h) card rooms for ladies' bridge groups

Many facilities additional to those listed may be thought of as local conditions require them.

The food supply department of a clubhouse is a main highway to the member's heart. In planning our ideal clubhouse, therefore, first attention is directed to the kitchen.

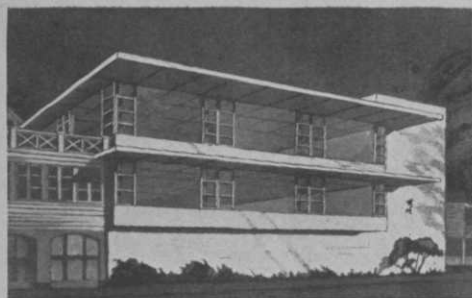
The main storage room for kitchen and bar supplies should be in the basement. This room should be well lighted and ventilated, and have a ceiling at least 8 feet high. The kitchen storage space should be directly beneath the kitchen so that supplies can be sent up and empties returned via a dumb waiter.

Equipment for the Kitchen

For ideal operation and service the kitchen requires the newer, semi-automatic equipment such as mixers, choppers and dishwashers.

Placement of the regular kitchen refrigerators should be worked out in agreement between chef, club manager and equipment supply house. To this end, models should be made to scale and shifted around experimentally on kitchen floor plan. In this way the ideal placement of refrigerators, with reference to food preparation tables and service traffic, going and coming, can be worked out.

Correct kitchen ventilation is most important, and should be carefully considered along with complete clubhouse ventilation, yet apart from it. Kitchen ventilation, to be eminently satisfactory,



Tam O'Shanter's \$50,000 addition is built of brick, concrete, steel, tile and plate glass windows. The basement will be used for liquor storage and is waterproof, built of concrete and brick with steel doors. The first floor is the new grill room and enlarged dining room. The second floor will be the new lounge with indirect lighting, beautiful curved cocktail bar, large plate glass windows, built-in radiators, and acoustical tile ceiling. Beautiful drapes and colored floor will make this room one of the most attractive country club lounges in the Chicago district. All stairways are concealed and steps are of concrete and steel.

must be done by a separately controlled unit. That is necessary in order to disperse odors and equalize the heat differential between kitchen and other rooms of club.

The kitchen should be tile-walled from floor to ceiling, latter being at least 10 feet high as a requisite to faster dissipation of heat. The tile is easily cleaned, and will be found to eliminate much of the necessity for future decorating costs.

Connected directly with the kitchen (and preferably in the basement) should be a gas-fired incinerator sufficient in size to dispose of all kitchen refuse. Such an incinerator eliminates the daily visit of garbage disposal wagons which always are unsightly on club grounds. It also enables doing away with refuse material before it develops odors, serves as a breeding ground for flies, and occupies valuable storage space. (Tam O'Shanter recently installed such an incinerator, and am I happy!)

Men's Ideal Locker-Rooms

A great deal of practical knowledge and psychology concerning the habits and desires of men must be applied in planning the men's ideal locker-room. Men like to lounge—to stretch their legs and sprawl—and the locker-rooms must provide ample facilities for doing so incidental to service of food and drink or a friendly game of cards.

The locker-rooms must be comfortably ventilated and air-conditioned. Bath steam must be dissipated without causing extremes of temperature. There will be no "master" shower room in our ideal locker-rooms, but, instead, rows of shower nooks along walls adjacent to lockers.

The flooring will be preferably of Magnesite—a cementlike composition—carpet-covered with easily replaceable runners. These will make shoe-spikes soundless, prevent slipping and allow replacement as occasioned by wear and tear.

If possible, the service point in locker-rooms should be located in the geographic center of the locker area. It should combine valet rooms, barber shop and shine room, thus reducing service time and aisle-cluttering, helter-skelter service trips.

A grill for men only should be adjacent to the men's locker-room. To carry on this scheme of convenience, this grill should have a service opening directly into the kitchen.

Locker-room lighting is another important consideration. Tables for cards can be arranged along rows of windows at the outer boundaries for fullest utilization of daylight. Interior lighting should illuminate all rows of lockers equally, leaving no areas haunted by dark shadows. Men like plenty of handy, right-height mirrors, too (vain creatures that they are!)

Finally, a paging system for both men's and ladies' locker-rooms, operable from club switchboard, should be installed. Any member likes to feel that no important phone call will be missed, no matter what section of the club he may be in at the time.

Club Lounge

The old-fashioned way of planning a club lounge was to make it a huge, one-room affair scattered full of over-stuffed "18th Century Drawing Room" chairs and couches, lamps and assorted bric-a-brac. The ideal lounging arrangement of today is very much different, indeed. Today club people like to relax in smaller, more-or-less intimate groups, and lounge space should be apportioned accordingly. Instead of one lounging space there should be many—adjacent to dining room, to cocktail room, to front entrance, to porch, to all points in the clubhouse where there is activity. There should be no long jaunts from anywhere in the clubhouse to some chummy, intimate lounge.

This calls for careful planning, execution and furnishing, but if well accomplished, practically establishes the social "soul" of the club.

General Clubhouse Design

Under the subject "general clubhouse design" one long accustomed to the alternating triumphs and despairs of club management really can cut loose and dream.

As to clubhouse architecture I much prefer the rambling, colonial style of

building. It has charm and a homelike atmosphere that fits into the American country scene.

The clubhouse front door should be reached by a driveway which circles from main entrance to parking lot, so that members may be driven directly to clubhouse entrance in inclement weather, late at night—and at all other times.

I shall reiterate here that when pencils come out for actually planning or revising floor-plan features, the thought be kept uppermost "This club is for every member of the family." Emphasize that theme and in addition to features heretofore mentioned, you will provide a children's play room. This will provide the little tots a point of juvenile interest and keep them from underfoot in bad weather.

You will consider incorporating a ball room, adjacent to the lounge. This will double as a private dining room for special parties.

Such bars as you install will in no way resemble tavern bars. They will be small service bars only, where no drinks are served directly to members or anyone. Such service bars will be located conveniently to all table service, seating spaces and grills.

Your powder room for women will be conveniently located and ample in size to reduce congestion to the minimum. It will be amply mirrored and imaginatively illuminated, and the ladies will love it.

In your ideal clubhouse you will provide a "Men's Den." This will be replete with poker tables and sound absorbing walls and ceiling. Here, private, prompt service will be accorded at all times—and messages from wives will be "by messenger only."

Lounges to be designated as "cocktail" lounges will be placed near main points of club activity. They will be cozy, compact and intimate, equipped with well chosen furniture, and modified lighting, and present a pleasing, chummy atmosphere withal.

And finally, you are implored not to break up the view of beautiful golf courses and grounds by having windows with many sashes and separations at points where grounds can be seen. Provide full plate glass windows, and include these also for your dining room, wherever located.

Such are my dreams today of the ideal clubhouse. With time and continued experience these may expand, or be modified. But given the things I have asked you to provide I am sure that instead of the "men only" stag atmosphere that once prevailed among clubs, I shall have a club to bring happiness to all the family, and it will prosper accordingly.

Managers Set Program for Their Cincinnati Meet, March 10-13

★ "TOMORROW'S CLUB" is the keynote of Club Managers' Assn. of America annual convention which will be held at Hotel Gibson, Cincinnati, March 10-13. Clubhouses and equipment have been rather beaten up by wartime use and inability to make replacements. Rehabilitation of club equipment and furnishings, as well as comparison of wartime experiences that recommended departures from some traditional operating practices, are expected to keep managers busy at the meeting.

Tremendous extent of new clubhouse construction and present clubhouse alterations also is due to come in for serious study by the CMA managers. Club presidents and house chairmen are asked by the CMA to encourage attendance of their managers for the practical value assured by the convention program and presence of several hundred prominent and successful club managers available for the informal and intimate discussions which provide such valuable interchange of ideas.

Program of the CMA convention, as prepared to date by the Ohio Valley host chapter and a special convention committee consisting of Chairman Fred Crawford, Joseph Tonetti and Charles Bangs:

At 10 a.m. Sunday, March 10th, the Board of Directors will hold a meeting in Parlor F of the Hotel Gibson followed by luncheon. From 4 to 8 o'clock p.m. there will be registration, and commencing at 7 o'clock p.m. there will be a get-together reception with cocktails and buffet supper. This reception will be informal.

At 10 a.m. Monday, March 11th, the 18th Annual Convention will be called to order by L. Roy Leonard, General Convention Chairman. Invocation will follow by Father Michael Hinssen, Chaplain at Dayton Soldiers Home. He will be followed by an address of welcome by the James Garfield Stewart, Mayor of Cincinnati. The address will be followed by reports by Wayne D. Miller, pres. CMAA, Eric Koch, vp., and Fred Bernet, sec-treas. A short business meeting will follow. John Bellaart will introduce Herman A. Breithaupt, instructing chef for the Board of Education in Detroit, Mich., who will talk on "Training Cooks for 'Tomorrow's Club'." This will be followed by general announcements. At noon there will be a luncheon for ladies and gentlemen with a Style Show for "Tomorrow's Club" with "Uniforms on Parade."

At 2 o'clock p.m. the attending ladies will be escorted to the Taft Museum for an afternoon tea. At 2 o'clock p.m. Frank