

the nature and extent of the landscaping and the local labor markets are the principal reasons for these cost variations.

In this study of clubs we obtained data from some of the clubs which are not shown. These additional facts are summarized in the following four paragraphs.

#### **Entrance Fees and Dues**

Entrance fees received in 1949 ranged from \$100 per new member to \$1,750 for the clubs reporting this item. Entrance fee ratios to annual membership dues varied from 2.40% to 23.50%.

The median rate of annual dues per regular member, according to information supplied by 11 clubs, was \$250, the rates ranging from \$160 to \$420.

Of the seven clubs reporting special classes of members, the median ratio of the amount of regular dues to total membership dues was 77% with two clubs showing roughly 95% of total dues received from regular members and the other five ranging between 71% and 80%.

#### **Number of Members**

Of the 11 clubs reporting the number of members, the median for total members was 496. Club G had 275 members, the smallest number, and Club Q had 2,442, the largest number. The median for regular members was 336, the range being from 168 to 2,000.

#### **How Figures Can Be Used**

The figures of the individual clubs provide comparative data for club managers and committees. By selecting the clubs which most nearly parallel his own club, each manager will be able to analyze his club's figures in relation to those of several other clubs.

### **Municipal Golf Featured in Recreation Conference**

Municipal golf business and promotion was featured in the Third Annual State Recreation conference held at San Diego, Feb. 13-16. Recreation managers got a close-up on municipal course business operations from Paul Scott, LA Griffith Park pro and Pat Markovich, Richmond (Calif.) GC pro.

Much frank discussion brought forth the pro and director angles of the problems. No recommendations were made but as the first extensive session on the subject considerable material was developed for all concerned, and it should result in doing the golfing public a lot of good. A wide range in public course pro contracts on duties, concessions and terms was brought to light. It was discovered that pro cost of doing business was considerably higher than recreation departments (and many pros) realize. The promotion activities of the pros were discussed at length. The conference slated

the golf session for 1½ hours but it lasted 4 hours and was going good when time ran out.

The agenda gives an idea of the ramifications of municipal golf business problems. Dudley Shumway, Director of municipal sports for Los Angeles, was especially active among the public officials in seeing that pros got to tell their observations and suggestions.

The agenda of the session:

1. Golf as an activity (over-all)
2. Policy regarding
  - a. Usage
  - b. Green fees
  - c. Hours of operation
  - d. Club house (over-all usage)
  - e. Club organization and operation
  - f. Locker room policies and fees
  - g. Caddies
3. Organization and conduct of public or semi-public clubs, sanctioned or sponsored — cooperation and value
4. Promotion of program
  - a. Youngsters — junior tournaments — age levels — instruction — organization of clubs
  - b. Men — group instruction — father and son events — men's club program
  - c. Women — group instruction — mother and daughter events — women's club program
  - d. Tournaments — industrial or house — city-wide — pro-amateur — club tournaments — championships
5. Public recreation agencies' part in golf course management
  - a. Development of policy
  - b. Responsibility for promotion
  - c. Maintenance
  - d. Acquisition of new courses
  - e. Finances
6. Golf professionals' relationship with management
  - a. Salary or commission, or concession (rent, percentage)
  - b. Handling caddies
  - c. Instruction
7. What facilities should the professional have?
  - a. Course management
  - b. Golf shop
  - c. Driving range
  - d. Caddies
  - e. Handling tournaments
  - f. Carts
8. What relationships should be established between:
  - a. Club members and officers
  - b. Greenskeeping and maintenance
  - c. Golf management
  - d. The professional
  - e. Other concessionaires