

Long Island Club Officials Join in Finance Study

By JOHN M. BRENNAN

Back in 1922 when John M. Ward, Alfred S. Bourne, Allen T. Haight, John N. Stearns, Jr. and a score of their associates formed the Long Island Golf Assn. the problems of successfully maintaining clubs were relatively few.

But the passing years and the impact of taxes occasioned by World War II, labor shortage and an inflation have changed the picture considerably. As a result, the LIGA, which in its constitution expressed as an objective to (1) hold tournaments for the purpose of determining various district champions; (2) promote good fellowship and friendly rivalry among the golf players and golf clubs of Long Island; (3) to foster and preserve the ancient and honorable traditions of the game of golf; (4) to further the advancement of the game of golf, is now on a far different footing.

In order to maintain golf clubs these days, officials must face the fact that the sport is essentially big business and as such, must face the complex problems facing big business. Without clubs, of course, there will be no tournaments, and in order to maintain the club officials must recognize the fact that problems are the same at most clubs.

For that reason the progressive LIGA, under the astute leadership of O. M. (Pete) Lamberson has gone far afield during the past two years. The original object of the LIGA has been supplemented by a program initiated by Lamberson designed to help each and every golf club meet and combat the perplexing problems of these abnormal days.

The LIGA under the revolutionary new setup has become a clearance house for clubs with troubles brought on by inflation, demands of unions, excessive taxes, high food costs, high wages, caddie problems and manifold other difficulties.

Lamberson, soon after taking office as president two years ago, launched a highly profitable series of Round Table meetings for club presidents of the district.

"Most private clubs in these unusual days have just about the same problems concerning house, course, administration, etc., so we conceived the idea of holding these Round Table discussions," declared Lamberson. "I must say they have been

most constructive. The presidents have contributed ideas and suggestions that are extensively applicable."

An encouraging aspect of these Round Table meetings, held quarterly, usually at the accessible Garden City CC, is that they are well attended. Usually, the turn-outs represent 80 to 90 per cent of the club presidents. Vice-presidents or other accredited officials represent the presidents when the latter are unable to attend.

The most recent Round Table meeting of the LIGA decided to submit to golf clubs of the district a questionnaire covering operations. Its purpose is to obtain data concerning each club's operations. The Chicago and Detroit district associations have made similar studies.

The LIGA, in summarizing the data uses a confidential key as to the club's identity. This summary, in turn, is available to any club responding to the questionnaire. It was the unanimous opinion of the clubs presidents that there is a definite and urgent need for this information and its exchange would be of considerable value in guiding club operations.

Helps Determine Budgets

"We have found the data most valuable in setting up our budget for 1952," said Frank Carbone, president of North Hills GC, one of the few clubs still operating within New York City. "With taxes and other costs at an all-time high, we have problems that clubs farther out don't have. But, as for clubhouse and course maintenance we seem to have common problems."

Another club president, Tom Farley of Hempstead GC, now in his fifth term at the helm of the highly successive mid-island organization, is elated over the way the LIGA is doing "business."

"When one golf club knows what the fellow down the road is doing to meet the various problems in this complex business of running golf clubs, he feels a lot better and in most cases, when he has the data on other operations, feels freer to make decisions," said Farley. "The LIGA's new setup should be a pattern for other golf associations throughout this country."

The association also has a splendid record for raising funds for worthy charity

and service events. It recently turned over five specially equipped station wagons to the various Red Cross chapters. These wagons, which cost well over \$25,000, are used to convey wounded lads at Long Island hospitals to golf courses, theaters and other places of amusements. It's part of the Long Island rehabilitation

program carried on for a number of years. In addition, the LIGA, promotes a full quota of championships, including mixed foursomes in cooperation with the Women's LIGA. The LIGA has 41 clubs listed on its current roster. Public courses are not eligible for membership. The confidential questionnaire follows:

Golf Club Operations Questionnaire

Club _____

Address _____

Date _____

1 — CLUB FACILITIES

- | | |
|-----------------------------------|------------------------------|
| a) Golf Course — No. Holes _____ | No. acres _____ |
| b) Swimming Pool — Size Ft. _____ | No. Tennis Courts _____ |
| c) Guest Rooms — No. _____ | No. Beach Cabanas _____ |
| d) Guest Cottages No. _____ | Water Well — Gal. Min. _____ |
| e) Fairways Irrigated _____ | Water Purchased _____ |

2 — FIXED ASSETS — BOOK COST

	(Shown in Round \$)	
	Owned by Club	Annual Rental
a) Land & Grounds	\$ _____	\$ _____
b) Buildings	\$ _____	\$ _____
c) Furniture & Fixtures	\$ _____	\$ _____
d) Other	\$ _____	\$ _____
e) Total	\$ _____	\$ _____

3 — CAPITAL STRUCTURE

	Total Amount Held by Club Members	
	Amort. %	Amt.
a) Membership Certificates — No. _____	\$ _____	\$ _____
b) Stock — No. Shares _____	\$ _____	\$ _____
c) Bonds — No. & Type _____	\$ _____	\$ _____
d) Mortgage — Int. _____ %	\$ _____	\$ _____
e) Notes — Int. _____ %	\$ _____	\$ _____
f) Other Intebtedness — Int. _____ %	\$ _____	\$ _____
g) Inventory — Food, Liquor, etc.	\$ _____	\$ _____
h) Working Capital	\$ _____	\$ _____
i) Cash on Hand	\$ _____	\$ _____

4 — REVENUE AND EXPENSES — ANNUAL 195_____

FISCAL YEAR		195_____	TO	195_____		
				Revenues	Expenses	
a) Dues	\$ _____			i) Course	\$ _____	
b) Green Fees	\$ _____			j) House	\$ _____	
c) Lockers	\$ _____			k) Administration	\$ _____	
d) Cigars, etc. profit	\$ _____			l) Taxes	\$ _____	
e) Rest. & Bar Profit	\$ _____			m) Rent	\$ _____	
f) Initiation Fees	\$ _____			n) Interest	\$ _____	
g) Miscellaneous	\$ _____			o) Miscellaneous	\$ _____	
h) Total Revenue	\$ _____			p) Other	\$ _____	
				q) Total Expenses	\$ _____	
				Approximate Gross	\$ _____	
				Business Pro Shop	\$ _____	
No. outside events, i.e., tournaments, weddings, etc. in year (See (e) above)				Restaurant	Bar	Combined
Total Sales	\$ _____			\$ _____	\$ _____	\$ _____
Cost of Sales	% _____			% _____	% _____	% _____
Expenses	\$ _____			\$ _____	\$ _____	\$ _____
Profit or Loss	\$ _____			\$ _____	\$ _____	\$ _____
No. Meals Served Members	_____					
No. Meals Served Employees	_____					

5 — GOVERNING BODY

No. Governors _____ No. Executive Committee _____

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6 — DUES AND MEMBERSHIP (EXCLUDING TAXES) 1952

Type of Membership	No. Members		Initiation Fee	Family	Annual Dues	
	Limit	Present			Male	Female
Regular*	_____	_____	\$ _____	\$ _____	\$ _____	\$ _____
Annual	_____	_____	_____	_____	_____	_____
Associate	_____	_____	_____	_____	_____	_____
Life	_____	_____	_____	_____	_____	_____
Week Day	_____	_____	_____	_____	_____	_____
Special	_____	_____	_____	_____	_____	_____
Junior	_____	_____	_____	_____	_____	_____
Military	_____	_____	_____	_____	_____	_____
Clergy	_____	_____	_____	_____	_____	_____
Non-Resident	_____	_____	_____	_____	_____	_____
House	_____	_____	_____	_____	_____	_____
Tennis	_____	_____	_____	_____	_____	_____
Pool	_____	_____	_____	_____	_____	_____
Beach	_____	_____	_____	_____	_____	_____

*Indicates purchase of Stock \$ _____ Required

7 — EMPLOYEES ON CLUB PAYROLL

	No. Regular Employees	Salary or Rates	Living Quarters Provided (Yes or No)	Meals Provided (Yes or No)
a) Manager		/yr.		
b) Steward or Headwaiter		/yr.		
c) Professional		/yr.		
d) Asst. Professional		/yr.		
e) Pro-Greenkeeper		/yr.		
f) Greenkeeper		/yr.		
g) Caddie Master		/yr.		
h) Green Foreman		/yr.		
i) Course Laborers		/yr.		
j) Office Force		/yr.		
k) Bartenders		/mo.		
l) Chefs		/mo.		
m) Kitchen help		/da.		
n) Waiter (regular)		/da.		
o) Total Number of employees				

In spite of the confidential nature of the questionnaire, the response was nearly 100 per cent. Additional questionnaires will be prepared to get an overall picture on problems pertaining to course maintenance, upkeep of pools, etc.

At any rate, the LIGA is making an all-out effort to keep the clubs operating in spite of taxes and more taxes all along the line.

Officials of the LIGA clubs, of course, have learned the impossibility of making accurate detailed comparisons of operating costs of the clubs on the basis of the data secured by the questionnaire. The many variables in course and clubhouse facilities and operations, and the variations in club accounting methods thus far have kept the specialists in clubhouse and course operation from getting the data they desire to compare clearly and constructively their respective performances.

The course superintendents and club managers often have found that the over-all expenses of course or clubhouse

operations, when made available to club officials, practically mean very little except to make inexperienced officials believe that the lowest cost figures set the desirable par, regardless of operating conditions, membership demands or finished results.

In the LIGA case the surveys have had the effect of increasing the officials' understanding of the baffling comparative cost problems the superintendents and managers have when they try to compare financial pictures at various clubs.

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