

*Member Opinion Survey
Takes Board off the Hook*

Questionnaire Aids Officials In Determining Club Policies

Club officials usually have to base their decisions on what they observe of the attitude of members rather than on fairly accurate and reliable data.

The result is that policies and decisions often aren't determined on the basis of facts that have an annoying way of being uncovered only after protests start coming in from the membership.

Many club officials give a great deal of their time and the benefit of their business judgment in directing the operations of a club. Ostensibly, they come to the club to enjoy themselves as other members do, but more often than not they are compelled to put in much hard work and defer or postpone much of the entertainment they had looked forward to. And, of course, they aren't paid for their efforts.

Lack Needed Information

What makes the situation even more uninviting is that so many officials have to work without the kind of necessary and vital information they usually have available in running their own businesses.

One of the leading country clubs in the U. S., with a reputation for being well managed and on several occasions, the site of national championships, recently decided to survey its members to get the kind of information that every club should have if it is to be operated on a congenial and businesslike basis. It distributed a

four-page form, "May We Have Your Opinions and Suggestions," and after all the returns are in and collated, necessary policy and operating changes will be made to conform to the wishes of the membership.

Here is a reproduction of the questionnaire sent out by this club:

General Information

1. How long have you been a member?
☐ Less than 3 years
☐ 3 to 6 years
☐ 6 to 10 years
☐ 10 years or longer
2. Including your wife, how many persons are in your family?.....
How many sons?.....
How many daughters?.....
Their age(s).....
3. How many miles do you live from the club?
☐ Less than 3 miles
☐ 3 to 6 miles
☐ 6 to 10 miles
☐ 10 miles or more
4. How many miles is your office from the club?
☐ Less than 3 miles
☐ 3 to 6 miles
☐ 6 to 10 miles
☐ 10 miles or more
5. Including yourself:
a.) How many members of your fam-

- ily are active golfers?.....
- b.) How many members of your family use the club's swimming pool? Do they use it:
- () Frequently () Occasionally
() Seldom
- c.) How many members of your family use the tennis courts? Do they use it:
- () Frequently () Occasionally
() Seldom

Your Club Expenditures

6. What do you estimate your average annual total expenditure to be, including dues? \$.....
7. Do you use the Club's dining and bar facilities:
- () Frequently () Occasionally
() Seldom
- a.) Would you say your usage of these facilities most generally would be:
- () Primarily personal
() To entertain associates and friends
() For family use
() To entertain business clients
- Remarks, if any:
8. Do you patronize any other club more than your own?
- () Yes () No
- Remarks, if any:

Your Likes and Dislikes

9. What are the things you like most about the club? (Please rate 1-2-3-4 in order of preference.)
- () The golfing facilities
() Dining facilities
() Swimming pool
() Calibre of Membership
() Tennis Courts
() Quality of service
() Social events
() Other (state)
() Other (state)
- Remarks, if any:
10. Check (x) any of the following with which you are not fully satisfied and check (xx) if you are dissatisfied:
- () The golfing facilities
() Dining facilities
() Swimming pool
() Calibre of membership
() Tennis Courts
() Quality of food
() Quality of service
() Social events

- () Other (state)
() Other (state)
Remarks, if any:
11. About our prices — compared with clubs of our calibre — do you think our food prices are:
- () Too high () About right
() Too low
12. Do you think our beverage prices are:
- () Too high () About right
() Too low
- Remarks, if any, on food and beverage prices:

Parties

13. Concerning our dancing parties, do you think we should have:
- () More () About the same
() Fewer
14. Do you favor dance music:
- () Every Friday
() Every Saturday
() For parties only
15. Would you say you attend Club parties:
- () Frequently () Seldom
() Never
16. Would you say our parties are, generally:
- () Very good () Fair () Poor
17. With the knowledge that Outside Golf Parties, even on a limited basis, return substantial profits to the Club through food and beverage sales and greens fees, what is your attitude toward them?
- () We should not allow them and increase the dues \$5.00 a month.
() We should have them on a limited basis. (Mondays only during "the season" — mid-June through Labor Day.)
() We should schedule all of the Monday and Tuesday parties we can get.
() We should allow small parties (up to five foursomes) occasionally, on other weekdays also.

Our Employees

18. Overall, how would you rate each of the following
- | | Good | Fair | Poor |
|-------------------------------------|------|------|------|
| a.) Our waiters | () | () | () |
| b.) Our bartenders | () | () | () |
| c.) Our refreshment stand operation | () | () | () |
| d.) Our swimming staff | () | () | () |
- (Continued on page 67)



Mayor James H. J. Tate swings a club at a clinic held in conjunction with dedication of the clubhouse at Walnut Lane munny course in Philadelphia. Ceremony occurred early in June. Watching the mayor are five Philly section pros (from l to r): Tony Costanza, Sunnybrook; Marty Lyons, Llanerch; Angelo Paul, Meadowlands; Pete D'Angelis, Plymouth; and Bud Lewis, Manufacturers'.

Get Members' Opinions

(Continued from page 22)

- e.) Our tennis staff () () ()
- f.) Our pro shop staff () () ()
- g.) Our first tee (starters) () () ()
- h.) Our caddies () () ()
- i.) Our locker room attendants () () ()
- j.) Our golf course maintenance () () ()
- k.) Our Club management and Supervision () () ()

Remarks:

Our Facilities

19. With respect to design, appearance and maintenance, how do you rate our clubhouse exterior?
- () Very good () Fair () Poor
- a.) Clubhouse grounds? () Very good () Fair () Poor
 - b.) Parking areas? () Very good () Fair () Poor
 - c.) Entrance from road? () Very good () Fair () Poor
- Remarks: (Clubhouse and grounds)

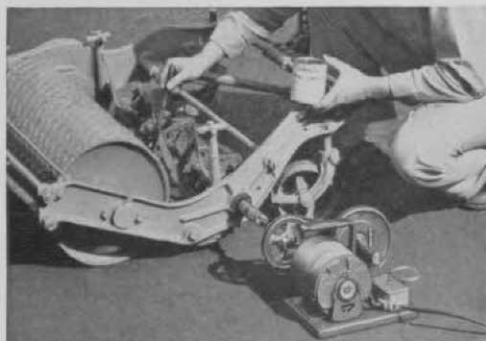
20. With respect to appearance, maintenance and furnishings, how do you

rate our clubhouse interior?

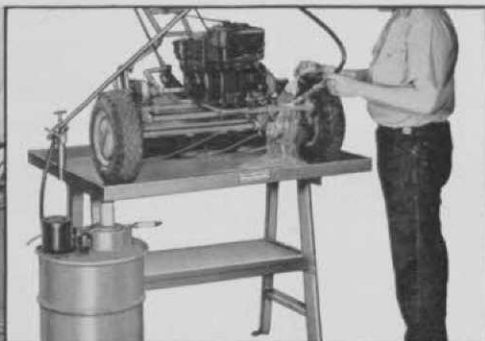
- () Very good () Fair () Poor
- a.) Locker rooms? () Very good () Fair () Poor
 - b.) Men's grille? () Very good () Fair () Poor
 - c.) Mixed grille? () Very good () Fair () Poor
 - d.) New cocktail lounge (Casino)? () Very good () Fair () Poor
 - e.) Main dining room? () Very good () Fair () Poor
 - f.) South dining room? () Very good () Fair () Poor
 - g.) Main Lounge? () Very good () Fair () Poor
 - h.) Rest rooms? () Very good () Fair () Poor
- Remarks (Clubhouse facilities)

21. How do you rate our recreation facilities?
- () Very good () Fair () Poor
- a.) Golf course? () Very good () Fair () Poor
 - b.) Tennis courts? () Very good () Fair () Poor
 - c.) Swimming pool? () Very good () Fair () Poor
 - d.) Golf practice range? () Very good () Fair () Poor

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- e.) Practice putting greens?
☐ Very good ☐ Fair ☐ Poor
 f.) Playground equipment?
☐ Very good ☐ Fair ☐ Poor
 Remarks: (Recreation facilities)

Club Improvements

22. What major improvements do you feel are essential to the maintenance of our position as a top-rated club? (Check (x) those you feel are desirable and check (xx) those that you feel are essential.)
☐ Air-condition main and south dining rooms and lounge;
☐ Build artificial skating rink;
☐ Light golf practice tee and tennis courts for night use;
☐ New ladies' locker room;
☐ Enlarge men's grille room;
☐ Build new and larger mixed grille;
☐ Redecorate and refurnish lounge
☐ Other (state):
☐ Other (state):
 Remarks:

23. What new facilities, if any, do you think are necessary to better serve the needs of our youngsters? (It has been suggested, for example, that we

- provide a place in the Clubhouse for their protection from inclement weather for food service and as an inside recreation area.)
 Remarks:

Financing Capital Improvements

24. To finance Capital improvements, do you favor:
☐ A monthly long-term increase in dues of \$5 to \$10 to provide a Capital Improvement Fund?
☐ Larger dues increase over short periods of times as needed, to finance improvements?
☐ Lump sum assessments as required for capital improvements?
 Remarks:

Club Financing

25. To best meet the club's future financial requirements, do you favor:
☐ Minimum house accounts?
☐ An annual assessment to cover operating deficits, when required?
☐ Dues increases, when required, to cover operating deficits?
☐ The XXX, Plan (Food and beverage prices are cut 15 per cent and deficits are made up by assessments quarterly. Profits in

any calendar quarter are carried over to apply against deficits in later quarters.)

Advantage claimed: Regular users of food and beverage are "rewarded for their patronage" through lower costs.

- () None of these: (Please give your suggestions for action in years when income does not meet the Club's expenses.)

Your Personal Impressions

26. In your opinion, how would you rate the overall advantages of your membership with that of other clubs with which you are familiar?

- () Very good () About average
() Poor

Remarks:

27. What one thing do you like most about your club?

28. What one thing do you dislike most about your club?

29. If you were to become a member of the board, what area of club operation would you try personally to improve as your No. 1 project?

30. Overall, how would you rate your club? Which one of these statements most nearly matches your opinion of the Club:

- () It's a great Club, I like everything fine just the way it is.
() It's a great Club, but there are a few little things that could stand improving.
() It's very good, but there are a few major things that need improving.
() It's fair, a lot of changes are needed.
() Mediocre to poor.

Would you like to amplify on reasons for your choice above?

General Remarks

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