

MEN WHO MATTER

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to build up for the expansion of facilities and services, which, while costly in themselves, in an inflationary economy they become a great luxury that a vanishing labor market and accelerating cost of materials and equipment do not always justify.

I recently made a comparative analysis of operating expenses for the current fiscal period as against that of ten years ago, and found it forceably points up the escalation that has taken place in the cost of operating the Club. A 57% increase in operating expense has occurred; however, in making an intensive study of the various departments it was surprising to note the marked differences in percentage of increase. In the restaurant and bar the increase amounted to 28% and 40% respectively, while house expense had increased 47%, general expense 107%, golf 14%, greens 57%, depreciation 68%, and real estate taxes were 80% up over that of ten years ago.

In checking further into individual items making up the expenses in each department, it was discovered that pay-

roll and employee benefits, including payroll taxes, accounted for 62% of the total increase in operating expenses. Of the remaining 38%, depreciation and real estate taxes accounted for 20%, thus leaving only 18% for all other additional materials and equipment or services needed to operate the Club. All of this only serves to point up most emphatically the need for astute Club Officials who will plan ahead for the Club's well-being.

Fortunately, at Baltusrol with a long history of solvency going back to its founding in 1895, there is a great advantage to be had in projecting future club operation. But for all the advantage this affords, any failure to recognize the potential pitfalls that await the unwary committee that does not take every significant factor into consideration, will result in a year-end operating assessment. In addition to being highly unpalatable, it is an acknowledgement of an inadequacy in the preparation of the annual budget. If the proof were in the pudding, then let me say with pardonable pride, that this has not come to pass at Baltusrol.

As the television commercial goes, we must be doing something right. •

Club facilities vary greatly

Clubhouse facilities for the nation's golf courses vary greatly according to the type of operation, according to a survey by the National Golf Foundation. Survey figures are based on replies from 6,772 or 90% of the 7,443 regulation-length golf courses at the end of 1965.

As would be expected, more than

three times as many private country clubs have dining rooms as municipal golf courses, and the ratio of bars is even higher. However, in one category—pro shops—private, semi-private and municipal operations run almost neck and neck.

Answers to nine questions about facilities are in the accompanying chart:

QUESTION	Private Country Clubs % saying yes	Semi-Private Operations % saying yes	Municipal Golf Courses % saying yes
Do you have a dining room	77%	41%	22%
Do you have a snack bar	63%	27%	70%
Do you have a bar	75%	45%	13%
Do you serve liquor	62%	36%	9%
Do you serve beer (only)	22%	28%	30%
Do you provide setups (only)	16%	11%	5%
Do you have a pro shop	85%	85%	84%
Do you provide showers	86%	60%	62%
Do you provide locker rooms	86%	60%	64%
Total Courses Replying	3161	2610	1001

Note: Par-3 type golf facilities are not included in this study.