## 4-point plan

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are done at other clubs. Often, this is just what you are looking for and these informal sessions provide you with the basis for a decision at your club."

Personal contact pays off in other areas, too. "I never go to the same place twice for my vacation," says Bob. "One year, I went to Doral, in Miami, and out of that developed a five-day trip for my members. An-

other time, I went down to King's Inn, in Freeport, Grand Bahama. In both cases, I could tell my members first-hand about the resort.

"Another thing, I like to know my suppliers personally. I find it is far easier to get action if I know the boss on a first-name basis. Even when dealing with a large company, I make it my business to reach, cultivate and make a friend of someone there who can cut the red tape for me when necessary."

There is a lot of red tape around

a country club, too. Sometimes, there can be friction, or personality clashes. Bob's golden rule here is to stress the common interest between everybody concerned with the running of the club—namely to please and give good service to the member. "I've found," says Stanley, "that bringing up this common bond will solve most club problems—whether the dispute is among club employees or at the policy-making level of the club.

"However, no matter what way you look, people are both your biggest problem and your biggest asset. I knew the "how to" of being a good club manager after five years in the business. But I've spent the last 25 years learning how to deal with people."

## Data for club managers

The National Club Association is offering reprints on various topics that would be of interest to club managers—Greenbelt Laws and the Private Club; Private Club and Privacy; Leasing Club Property Jeapordizes Tax Exemption; Clarification of Capital Improvement Exemption From Excise Tax and a booklet entitled, Wage and Hour Law in Private Clubs.

The information contained in the reprints is also very helpful to committees and officers who have the responsibility of operating the club.

For example, according to the National Club Association, the ability of privately owned golf courses to remain independent is being severly taxed, in the most literal sense of the word.

Already challenged for living space by urban development and a growing suburbia, private golf now faces yet another peril—an effort by some misguided and short-sighted states and local governments to saddle their few remaining acres of recreational land with a new real estate tax geared to the 'highest and the most profitable use' of the land.

Should the move succeed to the point where it becomes a general trend, it may well prove a final, fatal blow to many of the country's already hard-pressed private courses.

The reprints and booklet can be obtained for a small fee. Write: National Club Association, Exec. Bldg., Washington, D.C. 20005.



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