



Associate Pro Jimmy Cotter is shown at left with part of the club fleet of 20 Cushman Electric Golfsters.



Mountain Shadows Pro Al Demaret, who is also pro at the Edgewater Country Club in Chicago, is enthusiastic about Cushman Electric Golfsters

CUSHMAN, Electric Golfsters,
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"We chose Cushman Electric Golfsters for the Mountain Shadows fleet because they measure up in every way to the surroundings, and because of the fine experience I have had with 60 Cushman Electric Golfsters at the Edgewater Country Club in Chicago," says Pro Al Demaret. "Our members and guests here at Mountain Shadows have been very pleased with their comfort, quiet operation, and over-all performance."

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necessary by new highway construction . . . Construction started on Eldorado West, a deluxe man-only club adjacent to Eldorado CC, Palm Springs, Calif. . . . Lawrence Hughes is architect.

Estimates on proposed Greenwich, Conn., municipal course, a revenue of \$126,400 for first year of operation and \$101,400 expenses . . . Andy Mocsary named pro at Seminole Lakes G&CC, St. Petersburg, Fla. . . . Leroy Phillips is supt. . . . Dick Clark, pro at Radium CC, Albany, Ga., hires Margaret Ann Allen who is vacating her Georgia Women's State Medal championship to become a teaching pro.

Dave Foley, formerly asst. to Joe Capello at Aronomink CC, named pro at new General Washington CC, Norristown, Pa. . . . Ben Mantell is supt. at the course designed by Wm. F. Mitchell . . . Mal Galletta, Jr., who will be 21 this year, is pro at Tam O'Shanter G& Turf Club, Brookville, L.I., N.Y., which will open in June . . . Galletta, sr., former North and South Amateur champion, is Tam's golf director . . . Doug Ford is the club's touring pro.

Half of the Palm Springs high school six-kid golf team are sons of Claude Harmon, pro at Thunderbird in the winter and Winged Foot in the summer . . .

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The Harmon brothers who've made the team are Claude, jr. (Butch), Craig and Dick . . . Ernest Augustin now in his 46th year as supt., White Lake CC, Whitehall, Mich. . . . Jim Murray, sports columnist, Los Angeles Times, says to put on the Los Angeles Open required 50,000 man hours of 300 Jaycee members.

Midwest Regional Turf Conference at Purdue university observed its 25th anniversary with attendance approximately 600 . . . The conference, started in 1937 by M. L. Clevett of Purdue's athletic dept. and George Scarseth of the university's agronomy dept., became a tremendously valuable factor in golf turf improvement in the Midwest.

Start building 18 for Pennsylvania State university to plans of James G. Harrison this summer . . . Harrison also has designed second 9 for Latrobe (Pa.) CC where Deac Palmer, Arnold's father, is pro . . . Another new Harrison job is course of Lakeview CC, Morgantown, W. Va. . . . Harrison also is architect for 36 for Quama Springs CC.

Average age of members of Club Man-
(Continued on page 138)

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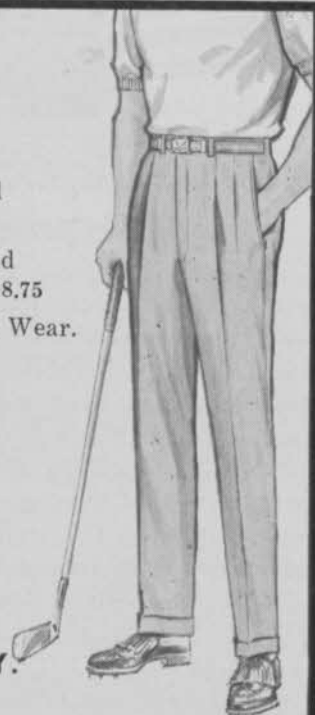
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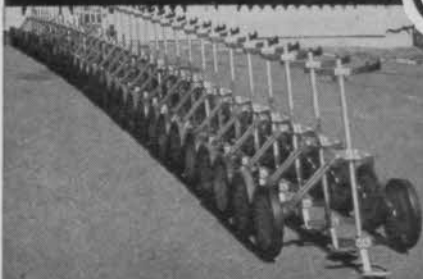
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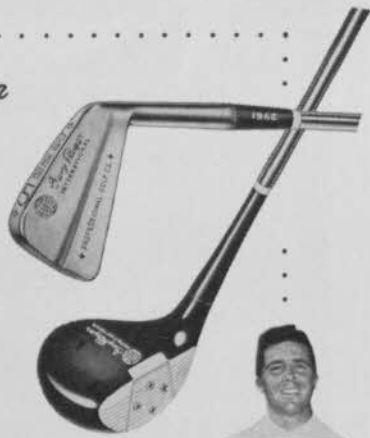
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April — 1962

New Club Looks At Itself; Eases Diseases of Infancy

This Midwestern club, off to an uncertain start, has re-examined its program and is getting straightened out

Many new golf clubs find that the honeymoon is over within the first few months after course construction is started.

There are unexpected difficulties and expenses in course construction. That's the way it often is with building a new house. With a golf course and clubhouse, the situation is worse because there are so many more people in the act. The experienced person expects the unexpected in new club building, but how many qualify as "experienced?" One new club generally is enough for anybody.

In recent years, just as during the big building period of the late '20s, golf operations promoted by promoters who hope to find a substitute for money that they lack, disclosed that there simply isn't any substitute.

And, as in the '20s, new club building that has been rushed into without carefully considered, clearly foresighted and expertly checked budgeting is doomed to run into considerable unnecessary trouble. Why, for instance, anybody with the business brains of a child running a lemonade stand wouldn't look at some of the fancy club promotions and see plainly the ruination in "life" memberships that has no continuing revenue for the club's operation, is hard to understand.

What Is Wrong

Examination of the cases of a number of clubs that have had serious diseases of infancy shows that they have not suffered primarily because of any slight and temporary slump in business conditions in their areas but because of:

(1) Inadequate planning of the revenue, expense and building programs.

(2) Lack of ordinary foresight.

(3) Failure to keep all members frequently informed of the programs in course, clubhouse, membership, etc.

(4) Influential members not taking active interest in the growing club's progress due to not being told how the operation stands.

(5) Neglecting to budget money for equipment, supplies and labor to get the club developing between time construction is finished and the enterprise can be considered soundly established.

(6) Letdown in membership campaigning after first flush of enthusiasm vanishes and the "hard sell" is needed.

The fact that golf clubs survive these mistakes shows the innate strength of golf clubs as a business. Flagrant errors, made deliberately or accidentally by hit-and-run

You have to know your assets and liabilities in order to start making intelligent plans

promoters who want to get rich quick from golf, have accounted for the very few flops made in new club promotion in the past three years. The golf club business picture has been infinitely better during the current big building stretch than it was in the late '20s and the early '30s.

However, there are cases in which appraisals of new club situations, revisions of programs and energetic action are urgently required to make the club healthy.

One of these cases was that of a Midwest club which has one of the finest courses in its section of the country, an attractive and practical new clubhouse, and a fairly well balanced membership, although like many top class clubs, the average age of members probably was high.

The older club of the community is a pleasant one with low costs as might be expected in the operations of a club that was established more than a half century ago. The community is solid financially and steadily developing. It needs two good golf clubs, especially with the new one being far across the growing city from the first one.

Social Differences

As almost always can be expected when a new club is born in a moderate-sized city, there will be social differences — not downright animosities or jealousies but something less than ardent brotherly and sisterly love.

We have noticed this regrettable factor in numerous cases of newer clubs. The attitude of older members of the older clubs sometimes seems to be based on immutable conservatism rather than fear of competition. The younger people think of the new club as a sign the community is growing. If they are eager to join the new club but can't afford it they see to it that the older club modernizes. Then everybody wins.

In this particular case the new club, having as its founding fathers prominent business elements of the community, was not growing as fast as other interests in which the executives were interested. So they and some of their bright younger staff men appraised the club situation after consulting men experienced in golf

club business and came up with the following report.

For diplomatic reasons identifying names have been deleted but that doesn't reduce value of the report to a great many new — and older — golf clubs.

Club Looks At Itself

The report begins:

In just four years of operations, _____ has acquired and built:

1. A Golf Course Worth \$526,955.

\$510,000 was subscribed on a no-interest basis by 21 members who will eventually be reimbursed from the sale of real estate.

2. A Clubhouse and Furnishings Worth \$257,696.

Seventeen sponsors loaned \$191,500 for construction of the clubhouse. This sum, repayable from the sale of memberships, has been reduced by \$44,755. Fifty-six persons subscribed to \$56,500 of 5% debentures to provide the furnishings, a parking lot, and clubhouse landscaping.

3. A Pro Shop Costing \$24,612.

4. A Residential Area of 97 Lots, 25 of Which Have Been Sold to Date.

In total, we have \$827,762 worth of superb facilities — equal to \$5,490 per member and toward which the average member has paid in membership fees and assessments, \$1,675.

We plan to add . . .

1. A Swimming Pool.

A committee has undertaken to raise the funds required for construction. The project is scheduled for completion in the spring of 1962 and operating costs will be added to yearly dues.

2. Tennis Courts, Rifle Range or Other Facilities.

None of these will be constructed unless and until sufficient capital is raised and the board of directors has determined that operating costs can be absorbed.

How Well Do We Manage What We Have?

1. We Pay Lower Dues than most of the clubs reporting their statistics. The average is \$466 compared to our \$360 (excluding tax).

2. But We Have Fewer Regular Members . . .



Matched Sets and Carryalls



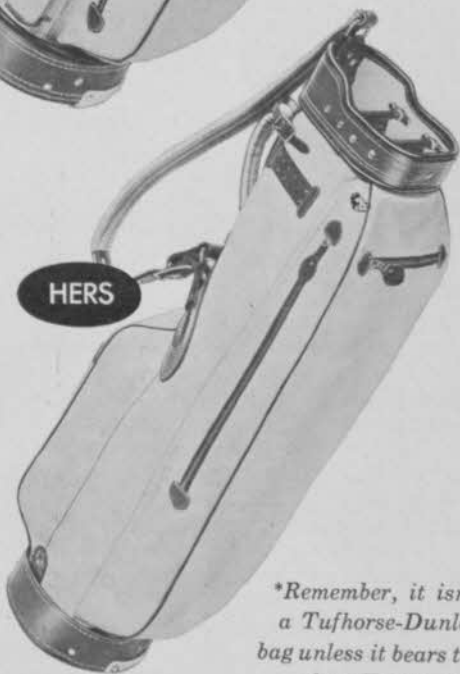
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What exactly has to be done to put the club on a paying basis and insure long range success?

The average number is 275. We have 130.

3. And We Spend Less Per Member.

In the bar we spend \$240 compared with an Association club average of \$263.

In the dining room we spend \$418 compared with an average of \$425.

4. We Maintain Our Course Almost As Cheaply . . .

In 1960, actual costs at our club were \$56,136, which for a new club compares favorably with the average of \$55,318.

5. We Are Not Alone in Making Assessments . . .

Of 58 clubs reporting, more than half, 34, had assessments in 1960.

6. And Our Total Annual Expense Per Member Is Less Than The Average.

The District average in 1960 was \$1,134.00. The 1960 average per our club member was \$1,265.00 — but, since two-thirds of the dining room and bar revenue come from members' parties, the real average per member was \$824.00.

\$432.00 in dues.

80.00 in the bar.

137.00 in the dining room.

175.00 in assessments.

\$824.00 (or \$69 per month)

7. But Our Operating Costs Exceed Our Income.

Since we have fewer members, the operating costs per member are higher than at most other clubs.

The 1959 net operating cost per regular member of 50 club clients of Harris, Kerr Forster, golf club accountants, was \$288. Our 1961 cost was \$648.

Those 50 clubs had an average balance available for capital uses of \$37 per member. We will have a deficit of \$288.

In total, our net operating loss in 1961 was approximately \$9,926. This compares with a 1960 net gain of \$24,087 and is caused, among other factors, by an increase in the costs of electricity, taxes, and interest, by the deficit incurred in dining room operations, and by a decline in supplemental income for which the 1961 assessment did not entirely compensate.

Four Out of Five Major Problems Are Now Being Solved . . .

1. We Have Clearly Defined the Duties and Responsibilities of the Clubhouse Manager.

These will be mailed to each member and posted in the clubhouse.

While the clubhouse manager, the pro, and the course supt. will continue to operate separately under the direction of the board, their activities will be coordinated on a planned basis.

A plan of operation, including a financial forecast, a budget and a listing of definite goals, will guide the clubhouse manager and he will be held accountable for obtaining the results so detailed.

2. We Have Reaffirmed the Policy That This Is A Private Club.

The "rule of three" (that no local non-member resident of the area may be a guest on the golf course more than three times in any one year) will be more strictly enforced. This enforcement is the responsibility of the club manager, pro and every member.

Each member with a local guest must play with that guest.

3. We have made certain that outside events will not conflict with members' enjoyment and use of the club and course.

4. We have taken steps to improve the direction of operating departments of the club.

The Fifth Problem Is The Big One

1. We Don't Have Enough Members . . .

Right now we have 175 — including 121 resident members, six less than we had in August, 1960.

2. And, While We Are Doing Something about it . . .

New regular members will be exempt from all assessments for three years from date of acceptance.

No assessments will be levied on Junior or non-resident members.

The age limit for Junior Members has been raised to 35 years from the previous limit of 31. This should encourage joining by more young people.

Time payment plans without interest

(Continued on page 114)