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A Study of Selected Private Non-Profit Recreational Clubs in the Baton Rouge Area.

Norman Anthony Marcel

Louisiana State University and Agricultural & Mechanical College

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A STUDY OF SELECTED PRIVATE NON-PROFIT RECREATIONAL CLUBS IN THE BATON ROUGE AREA

A Dissertation

Submitted to the Graduate Faculty of the Louisiana State University and Agricultural and Mechanical College in partial fulfillment of the requirements for the degree of Doctor of Philosophy

in

The Department of Health, Physical and Recreation Education

by

Norman A. Marcel
B.S., University of Southwest Louisiana, 1957
M.S., Louisiana State University, 1958
August, 1964
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ABSTRACT

This study was conducted for the purpose of analyzing selected private non-profit recreational clubs in the Baton Rouge, Louisiana area.

The recreation clubs included in this study were termed "selected" primarily because they were isolated for study by the exclusion of other private non-profit recreational clubs which are controlled by national fraternal orders, religious groups, labor organizations or other national organizations.

The author's knowledge of recreational clubs, inquiries of club managers, and a survey of the Charters of Corporation for the State of Louisiana revealed the existence of eleven such clubs in the Baton Rouge, Louisiana area.

With the aid of a questionnaire, data describing the establishment, organization, administration, facilities and program of the eleven clubs were collected by the author during visits with club personnel.

After completing collection of data, the eleven clubs were categorized according to the method by which they were financed. The various methods of financing were divided into four major categories and each category was treated as a separate chapter in this study.

The four major plans of financial support represented by these clubs were the sale of shares of stock to members, sale of certificates 
of membership to members, a combination of private investment and
sale of shares of stock, and by private investment.

Data pertinent to the description of the establishment,
organization, administration, program, facilities, and finance of
the eleven clubs studied were condensed into five tables in order
that they could more conveniently be analyzed.

The analysis of these data can be summarized as follows:

Private recreation in the Baton Rouge area is varied,
however, swimming is the most popular activity, and it accounts for
the largest part of the money spent for recreational facilities.
Each group has definite requirements for membership, including the
submission of an application to a membership committee and the
purchase of a share of stock, membership certificate or some other
evidence of membership. There are membership dues for each organiza-
tion. The amount varies with each group according to its facilities
and number of members.

The cost of the recreational facilities in this study ranged
from $4,650.00 to $185,000.00. They service membership groups
ranging in size from eight families to over a thousand members, at
monthly dues ranging from $2.50 to $12.00, and an initial investment
ranging from $10.00 to $700.00.

The eleven clubs in this study represent a total annual income
of $181,000.00. Seven hundred and eight thousand dollars worth of
facilities are used to provide recreational and social opportunities for the members.

The following conclusions seem justified after analyzing the data gathered during this study:

1. Most private recreational facilities in Baton Rouge, Louisiana were organized because members felt that public recreation facilities were not conveniently available, or did not include facilities or programs of activity desired by the organizing group.

2. Membership in the clubs in this study is selected primarily on the basis of the location of residence.

3. Swimming is the single common interest which promoted the establishment of the clubs in this study.

4. Private clubs make a significant contribution to recreation in the City of Baton Rouge.

5. Private clubs of various sizes and costs can operate successfully.

6. Groups of various sizes can successfully establish and maintain some type of private recreational facility.

7. People of moderate incomes can provide special recreational and social activities for themselves in a private club.

8. The clubs studied in this investigation are financially stable and are increasing their facilities and programs according to their income.
CHAPTER I

INTRODUCTION

The thousands of children and adults using playgrounds, beaches, pools, and parks each summer illustrate one of the striking developments of American life—the rise of recreation as a major element in the national scene. With more leisure, higher wages, and greater mobility, Americans have devoted a greatly increased share of their time and money to relaxation and recreation.

Probably the greatest spur to recreation in the past century has been the increasing amount of time made available for it by decreases in working hours. A hundred years ago, the average work week was about sixty-eight hours, and only about sixteen hours a week could be devoted to leisure pursuits. With the average work week now about forty hours, leisure time has almost tripled, totaling nearly forty-four hours a week. The increasingly popular five day work week and paid vacations provide concentration of leisure time which was available to very few people even fifty years ago. Earlier retirement and increase of the life span, moreover, have added leisure years to the later period of life. If these trends continue, the average man is likely to have more and more spare time on his hands and an increasing need for ways of using it constructively.

Along with increased leisure has come increased mobility. With an average of one passenger car to every three persons in the United
States, a high proportion of American families own cars and thus can easily seek recreation outside their own neighborhoods.

With this increase in opportunity for play has come recognition of the value of recreation to a healthy society. The role of play in good physical development has long been known. More recently, psychiatrists have come to realize that recreation also helps to create sound mental health by supplying desirable outlets for impulses which are fundamental in human nature. Competitive games satisfy the aggressive instinct; crafts and hobbies give an outlet for the creative urge; recreation provides an escape from the tensions of modern living. It is now also recognized that recreational programs help to prevent juvenile delinquency and at the other end of the life span, help to ward off boredom.

Some of the same forces which have produced wider opportunities for recreation have brought about an increased need for it. Urbanization and higher building costs have cut down the size of family living quarters and consequently reduced the possibility for entertainment at home. The monotonous nature of much modern employment, particularly in manufacturing where a man may spend eight hours a day in a single operation, endlessly repeated, builds up the need for variety and personal expression which recreation can supply.

As the social value of recreation came to be more widely realized, public agencies began to assume responsibility for making facilities available to the whole community. Making recreation widely available poses several problems of public policy which are
not easy to solve. Expansion of public facilities to meet the growing need has raised various problems relating to development of recreation programs and to administration of recreational opportunities to meet the needs and interests of different age groups.

Public recreation has followed a course somewhat similar to that of public education, developing from small programs serving only a few to large programs for people of all social, economic, and age groups. Opportunities for recreation are now being provided by hundreds of municipal and county governments. Most states offer assistance to local programs by maintaining state recreation areas, such as parks, waysides, fish and game preserves, beaches, and museums. "The many Federal agencies that provide recreational opportunities to the people of the United States afford evidence that the Federal Government recognizes recreation as a phase of the general welfare for which it has a basic responsibility."\(^1\)

Federal agencies carry out a variety of recreation functions in serving the general public. Several of them control properties such as parks, forests, wildlife preserves and reservoir areas, which contain facilities used for recreation. Some provide advisory service in connection with the planning, operation and maintenance of federal, state and local recreation areas and facilities, whereas others serve through the publication of literature and cooperation with national, state and other agencies.\(^2\)

Recreation is now an integral part of the educational system,


\(^2\)Ibid.
adding a fourth "R" to the traditional three--reading, 'riting, and 'rithmetic. Youth agencies such as boys' clubs, 4-H clubs, and Scout groups, have recreation as an important, if not major, function. Churches have been active in recreation for children and youth, and many of them now sponsor adult programs as well. Industrial recreation takes many forms, ranging from an occasional company-sponsored recreational event to a year-round program for each member of the employee's family.

In view of the universal need and desire for recreation in its diversified forms, it is not surprising that a multitude of agencies are providing recreation opportunities of widely different types. Some of these agencies serve only their members; others serve the entire community. Many are concerned with a single form of recreation, while others offer a wide range of activities. Some agencies exist for the financial profit which accrues from providing the public with recreation, while the sole purpose of others is the enrichment of life.

A simple and logical grouping of these agencies is offered by Butler\(^3\) under the following headings: (1) governmental agencies, which includes the various ones created and maintained by federal, state and local governments; (2) voluntary agencies, those supported primarily by private funds but which are non-exclusive in their

membership or afford recreation opportunities to individuals who are not members; (3) private agencies, which includes the innumerable clubs and associations organized for the benefit of their members and in which membership is on a selective basis; and (4) commercial agencies, including many business organizations which are catering to the public demand for leisure-time activities and which have developed commercial recreation into a billion-dollar industry.

In spite of all the afore-mentioned agencies which are contributing to the growth of recreation, there is still a large gap between the recreational facilities which are available and those that are needed. Writers in the field of recreation relate the progress being made to close this gap, but very little attention is called to the advancements made in private recreation.

In the very early days of the American recreation movement, there were relatively few private membership groups that provided recreational opportunities for their members. Private recreational clubs did exist, such as golf clubs, tennis clubs and swim clubs, but these were patronized only by people of wealth. Later, as a result of industrial and economic advancement, more private recreational groups came into existence.

According to Hammer,

... private recreation owes its rise to the 'laissez-faire' system of the nineteenth century which in England and the United States, apart from sporadic philanthropic efforts, failed to make necessary provisions for the increased leisure of large sections of the population. The consequent assumption by private interests of the provision of recreation for a membership
group rapidly developed into a large scale enterprise, which at the present time represents millions of dollars in investments and in annual receipts.4

I. STATEMENT OF THE PROBLEM

The conditions which have caused the increasing demands for recreational facilities are not only responsible for the rapid expansion in public recreation but for a similar growth in private recreation.

In recent years many Southern cities have discontinued many of their public recreational services because of problems resulting from differences between federal or state anti-discrimination policies and local customs. As other cities of the South choose to discontinue their recreational service rather than allow their facilities to be integrated, impetus will be given to an even greater movement toward private recreation. This movement will create a demand for more information concerning the establishment, financing, and success of private recreation facilities of different types.

Private recreation includes those agencies which derive their support in the most part from membership fees, from endowments and bequests, and from voluntary contributions. Private agencies exist primarily for service to a limited membership. With this distinction in mind, what is the make-up of this mixed category of private

recreational agencies? It includes a wide variety of facilities ranging from churches to labor organizations, from settlements to luncheon clubs, from country clubs to youth groups.

II. PURPOSE OF THE STUDY

The purpose of this study was to present a comparative and comprehensive analysis of the establishment, administration, program, and organizational pattern of selected private, non-profit, recreational clubs in the Baton Rouge, Louisiana area.

III. DELIMITATIONS

This study was limited to those clubs which are registered as non-profit corporations in the Department of Corporation Charters in the State of Louisiana and are located in the Baton Rouge, Louisiana area. Clubs which are controlled by religious or national fraternal orders, labor organizations or other national organizations were not included in this study. These limitations were placed on this study in order to give full attention to clubs which represent a segment of private recreation which is often overlooked.

Economic conditions have enabled many people of the Baton Rouge, Louisiana area to obtain private recreational facilities for themselves and their families. These private clubs vary in nature from the simple neighborhood club to the more complex larger organization. They exist as evidence that public recreation does not satisfy the particular desires of many people.
As economic changes enable more people to afford private recreation, and as expansion of cities leans more to the development of subdivisions which are often great distances from the city proper, a greater need will arise for private recreation facilities such as those described in this study.

Still another condition which may give impetus to the organization of this type of facility is the recent passing of the Civil Rights Bill. This bill prevents local, county, city and commercial organizations from having complete freedom in establishing policies concerning the operation of their recreational facilities. Many people will resort to private recreation that is free of pressure or influence from sources outside of the local group. In order to remain free from these outside pressures, these people will seek recreation other than that sponsored by national fraternal groups, religious groups, labor unions and other national organizations.

It was because of this anticipated future growth of this segment of private recreation that the writer decided to pursue the present study in the hope that the information secured would be of some value to anyone planning for the establishment of a private recreational club.
In investigating the studies reported in the literature pertaining to recreation, the writer discovered no research that was directly related to this study. The majority of the research studies reviewed were concerned with the survey, analysis, and evaluation of the status of in-service training programs, the interest in recreational activities, and community recreation for the aged and other special groups.

Brief references to private recreation were made by some of the authors of books on recreation, but it appears that no study of private recreation as such has been reported. There were, however, the following studies and observations which aided the writer by giving insight on the subject and suggestions that proved helpful in the development of his study.

A study by Sullinger and Borman¹ was conducted for the purpose of discovering the leading recreational opportunities in Omaha, Nebraska. Their study revealed the following information pertaining to private recreation:

1. Private recreation is carried on mainly through the various

¹ Earl T. Sullinger and Lorna Borman, "A Survey of Recreational Opportunities in Omaha" (Bureau of Social Research, Department of Sociology, University of Omaha, 1939), p. 33. (Mimeographed.)
private clubs in the city.

2. These groups have definite requirements for membership, usually including the submission of an application to the board or committee in charge. In others, the membership is obtained by invitation only.

3. Some clubs have been organized for definite types of recreation, while others have set up complete gymnasium equipment.

4. Women's study clubs constitute an important phase of club recreation in this city.

These statements about private clubs in the city of Omaha, Nebraska indicated the authors' recognition of the existence of some types of private recreation but did not summarize a detailed study of private recreation.

Very few of the many authors of recreation textbooks devoted any attention to private recreation. Those authors who included private recreation in their texts seldom did more than to identify it as "that phase of recreation which is not supported by public funds." Butler came closer to an identification and discussion of private recreation as it applies in this study, as he made the following statements regarding the relationship of private recreation to public recreation.

It is neither possible nor desirable for the government to take the place of private agencies of many types which afford recreation for their members and constituents. People who can afford membership in exclusive clubs or who desire to join with their friends in restricted recreation groups will continue to
enjoy such privileges. One of the outstanding functions of municipal recreation is to stimulate, encourage and assist the provision of more and better recreation opportunities in homes, churches, industries, clubs, and other private groups. In this way the municipality can render a most important and valuable service and can reach a large number of people who may not make use of public recreation facilities or participate in municipal recreation programs. Private agencies, in turn, frequently give effective aid to the public authorities in organizing and conducting recreation activities.  

In Meyer and Brightbill's discussion of private agencies, by which they meant agencies such as the Y.W.C.A. or Boys' Clubs of America, specific advantages of such private agencies in promoting youth services were listed:

1. The private agency can often move with greater boldness and dispatch toward meeting a new recreation need or trying out a new procedure than a public agency can. It can act as a 'proving ground' for demonstrating the worth of new developments.

2. The private agency may solicit funds for the needs of a special group or for functions demanding more highly individualized attention than can be provided by an agency that must serve all the people.

3. The private agency can maintain a closer relationship with religious organizations without infringing the constitutional restrictions that affect a public school or other public recreation agency.

4. The private agency gives the benefactor an opportunity to indulge his altruistic impulses more directly than is possible through the impersonal medium of taxes.

5. The private agency can take vigorous action to initiate and support public recreation without danger of its motives being suspected.  

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In their second edition, Meyer and Brightbill\(^4\) appeared to recognize the existence of a phase of private recreation other than those youth-serving agencies mentioned above. Private recreation, however, was still not given recognition as an independent, fast-growing phase of recreation, but was briefly discussed in the following statements only as it is obligated to public recreation.

Private recreation must:

1. Provide those services which meet the highly specialized needs of the individuals who voluntarily associate themselves with private auspices.

2. Avoid competition and duplication with fellow private groups.

3. Support the plans and work of all private and public groups, united in the common aim of making available to the people those recreation opportunities which are required to lift our personal and national life to the level of wholesomeness and satisfaction.\(^5\)

Among other studies which were examined, surveys which were conducted by the Boy Scout authorities\(^6,7\) in an effort to ascertain needs and interests of their members were helpful in planning the investigation of the programs of the clubs included in this study, however, the conclusions of these surveys have no direct relevancy to this study.


\(^5\)Ibid.


I. SUMMARY

In summary, the writer found no research study closely related to his study on private recreation. Only one study, Sullinger and Borman's, investigated the status of private recreation in a particular city, and this was incidental to the main purpose of their study.

The two editions of Meyer and Brightbill's book on community recreation, and George Butler's book on community recreation included some sections on the relationship of private recreation to public recreation and statements of specific advantages of private recreation agencies, but no specific studies were cited.

Those studies conducted by the Boy Scout authorities on the survey of recreation interests were of some value by providing information which was helpful in the investigation of the programs of the clubs included in this study.
CHAPTER III

PROCEDURES USED IN THE STUDY

I. LOCATING THE CLUBS

The writer utilized three sources of information in compiling a list of private, non-profit recreational clubs in the Baton Rouge area: (1) his knowledge; (2) information furnished by professional recreation personnel; and (3) the Index of Corporation Charters.

The first source was the writer's knowledge of existing clubs which he had acquired by working and associating with people in the field of private recreation in Baton Rouge for a period of five years. The writer had knowledge of six clubs which were private clubs located in Baton Rouge. These six clubs were: (1) The Baton Rouge Country Club; (2) The Sherwood Forest Country Club; (3) The Piedmont Club, Inc.; (4) The Magnolia Wood Company, Inc.; (5) The Acadian Club; and (6) The Aquatic Club of Baton Rouge.

The second source of information which was used in an effort to compile a complete list of the private recreational clubs of Baton Rouge was the managers of the six clubs listed above, and also the managers of other clubs as they were located. Each club manager was visited by the writer and asked if he would participate in the study which was described to him at the same meeting. Each manager was asked if he had knowledge of clubs existing in Baton Rouge other than those which appeared on the writer's list at the time of the
visitation. This revealed the existence of five additional recreational facilities: (1) The Knollwood, Incorporated; (2) Goodwood Homesites Swimming Pool Company, Inc.; (3) The Broadmoor Pool; (4) The Quarterdeck Club of Baton Rouge, Inc.; and (5) The Marlin Club of Baton Rouge.

Through this source of information, the writer found that the Baton Rouge Country Club and The Sherwood Forest Country Club did not qualify for this study since neither was a non-profit organization. These two clubs were omitted from the list and were not included in this study.

The third source of information used in locating the facilities was the records of non-profit charters located in the office of the Secretary of State, Wade O. Martin, Jr. With the permission of the personnel of this office, every index card on private, non-profit charters for the State of Louisiana was examined.

All index cards on non-profit charters were the same color, however, these cards were not separated according to cities. Each index card was first examined for the location of the corporation. Next, the name of the corporation was examined on each card which contained a Baton Rouge address. The name, address, and name of the president of each corporation which was listed as a social or recreational corporation was recorded by the writer. In this manner, the names of ten additional private, non-profit recreational corporations were obtained.

The writer contacted the president of each of these ten clubs
by telephone and found only two which qualified for this study. One corporation included on the list was no longer in operation. Two corporations included in the list never did materialize beyond the incorporating stage. Five corporations included in this list and registered as social and recreational clubs were poker clubs and beer clubs, and were not related to recreation as defined in this study.

The two clubs located through the third source which were included in this study are the Cedarcrest-Southmoor Recreation Association, Inc. and the La Riviera Association, Inc. The inclusion of these two clubs brought the total number of clubs to be analyzed to eleven: (1) The Piedmont Club, Inc.; (2) The Knollwood, Incorporated; (3) Goodwood Homesites Swimming Pool Company, Inc.; (4) Cedarcrest-Southmoor Recreation Association, Inc.; (5) La Riviera Association, Inc.; (6) The Acadian Club; (7) The Broadmoor Pool; (8) The Aquatic Club of Baton Rouge; (9) The Magnolia Wood Company, Inc.; (10) The Quarterdeck Club of Baton Rouge, Inc.; and (11) The Marlin Club of Baton Rouge.

II. COLLECTION OF DATA

Because of the wide range of information needed to complete this study, it was first necessary to prepare a questionnaire which would be used in the collection of data. The questionnaire included an orderly arrangement of questions designed to secure sufficient information in the following seven areas: (1) the establishment of the
club; (2) the description of the facilities; (3) the organization of the club; (4) the administration of the facility; (5) the program of activities; (6) plans for future growth of the facilities; and (7) comments by the managers or board members.

The questionnaire contained questions which called for responses, requests for materials, and a check list for describing the extent of the program and facilities. It is presented as Appendix A.

After preparing the questionnaire, the writer visited the managers of each of the facilities. The purpose of this first visit was to go over the questionnaire with the manager. A copy was left with him in order that he might discuss the context of the study with members of the board of directors, whose approval he needed in order to make the information available. This also gave the manager an opportunity to prepare himself for all questions.

At the second meeting, the writer followed the outline of questions and recorded the information which the manager offered in response to each question. For information which the manager was not able to give, the writer was referred to other sources. Other sources which were utilized during the collection of data were founders of the facilities, board members, bookkeepers, charters of corporations, scrapbooks, and copies of publications such as monthly bulletins and newsletters which are sent to members periodically.

III. TREATMENT OF THE DATA

After the collection of data was completed, each facility was
categorized according to the method by which it is financed. The various methods of finance were divided into four major categories: (1) clubs financed by the sale of shares of stock to members; (2) clubs financed by sale of certificates to members; (3) clubs jointly financed by sale of stock to members and by corporation investment; and (4) clubs developed by private funds and rented to the membership.

The first category, clubs financed by sale of shares of stock to members, included five facilities: (1) The Piedmont Club, Inc.; (2) The Knollwood, Incorporated; (3) Goodwood Homesites Swimming Pool Company, Inc.; (4) Cedarcrest–Southmoor Recreation Association, Inc.; and (5) La Riviera Association, Incorporated. The cost of building these facilities was raised by selling shares of stock. In addition to buying a share of stock, each member pays monthly membership dues.

The second category, clubs financed by sale of certificates to members, included three facilities: (1) The Acadian Club; (2) The Broadmoor Pool; and (3) The Aquatic Club of Baton Rouge, Incorporated. This category includes clubs which sell membership certificates which serve as evidence of membership but which do not represent stock in the corporation. The main characteristic of this category is that the new member pays a sum of money to become a member and also pays monthly dues for the period of time in which he is an active member. The initial sum of money may be partially refunded to the member upon his withdrawal from the club, as in the case of the Acadian Club, or
may be returned in full, as in the cases of the Broadmoor Pool and the Aquatic Club.

Only one club, The Magnolia Wood Company, Inc., represented the third category—clubs jointly financed by sale of stock to members and by corporation investment. The main characteristic of this club is that the Magnolia Wood Subdivision Corporation contributed one-half of the total cost of the facility and secured the other half through the sale of shares of stock to the members. The corporation retained fifty per cent of the shares of stock for its contribution. Members buy a share of stock and pay monthly membership dues.

The fourth category, clubs developed by private funds and rented to the membership, was represented by two clubs—the Marlin Club of Baton Rouge, and the Quarterdeck Club of Baton Rouge, Incorporated. The main characteristic of this category is that the recreational club is privately owned and is rented to a corporation of members. Members of these clubs pay a slight initiation fee and monthly membership dues.

The second step in the treatment of the data was to group the vast amount of data collected in this investigation in order that it could be analyzed more conveniently. Data from the eleven clubs studied in this investigation were grouped into five tables. These tables are numbered I through V and are presented in Appendix B for examination.
Table I is a check list which made it possible to analyze the reasons for the establishment of the clubs in the study and to analyze the factors which the clubs considered in the selection of their membership.

Table II is used to compile data describing the organizational patterns of the eleven clubs.

Table III is a check list which enabled a quick analysis of the facilities to be made.

Table IV is a check list which indicates the program content of the clubs.

Table V includes data which pertained to the financial descriptions of the clubs. This information was used to make conclusions about the financing of the various clubs.

The third step in the treatment of data was to organize the data presented in this study. Information which was collected on the various clubs in the study is presented in the following four chapters and is organized in the following manner.

Each of the four financial categories was treated as a separate chapter. Information about each of the clubs is presented in the chapter in which it belongs and is organized under the following seven areas:

1. The establishment of the club.
2. The description of the facilities.
3. The organization of the club.
4. The administration of the club.
5. The program of activities.

6. Plans for future growth of the facility.

7. Comments by the managers or board members.
CHAPTER IV

CLUBS FINANCED BY THE SALE OF SHARES OF STOCK TO MEMBERS

Clubs which fit into this category are those clubs which are owned by stockholding members. The main characteristic of this group is that the member buys an equitable share of stock in the club and pays additional monthly membership dues as long as he remains a member. The share of stock may be sold by the member to a buyer with the approval of a membership committee. In actuality, each member owns an equal part of the club and may sell his part to a buyer provided the buyer is approved by a screening committee. Each stockholding member, as part-owner of the club, has a voice in the affairs of the club and expresses his voice by voting.

The writer found five non-profit recreational facilities which are financed by sale of shares of stock to members. They are: (1) The Piedmont Club, Incorporated; (2) The Knollwood, Incorporated; (3) Goodwood Homesites Swimming Pool Company, Inc.; (4) Cedarcrest-Southmoor Recreation Association, Inc.; and (5) La Riviera Association, Incorporated. Each of these clubs differs somewhat from the others and these differences will be discussed in this chapter as each club is introduced.

Although a study of each of these five clubs is included in this chapter, primary emphasis is given to the Piedmont Club because
it serves a greater geographical area and membership, and it is larger and more complex in its organizational pattern.

I. THE PIEDMONT CLUB, INCORPORATED

The Piedmont Club is a private, non-profit recreational and social club located on a five and one-half acre tract of land at 8133 Jefferson Highway. The facilities of the Piedmont include a parking area, a swimming pool, and an attractive club house containing dining, dancing, and lounging facilities. The Piedmont Club offers membership to three hundred married couples and their families (approximately nine hundred people), and to forty unmarried members.

The Piedmont Club differs from the other four facilities of this category in several ways. It has a total membership three times larger than that of any other facility in this category, and it stipulates no specific geographical areas of Baton Rouge from which it draws its membership, as do the other four. The operation and maintenance of the Piedmont is by a staff of paid employees. This is a contrast to the other facilities of this category which are for the most part operated and maintained by the members themselves, free of any charges.

The Piedmont Club, Incorporated has a club house equipped for dining, dancing and other social functions, whereas the other four facilities consist primarily of swimming and dressing facilities. Because of these facilities, the program of activities of the Piedmont
Club is more varied than that of the other four clubs. The above-mentioned differences are some of the major ones; other minor differences can be realized by a study of the comparative finance table (Table V, Appendix B).

The Establishment of the Piedmont Club

John Aubrey, Coman Norton, and other members of the Junior Chamber of Commerce met on June 1, 1957 for the purpose of discussing the possibility of establishing the club. As members of the Junior Chamber of Commerce, these men had, on frequent occasions, paid large sums of money to rent dining facilities for their banquets and luncheons. This rather expensive arrangement caused Mr. Aubrey and other members to consider the possibility of establishing a private supper club where they could dine more economically as a group or with their families.

Membership in other private country clubs did not interest this group because they wished to avoid the burden of financing the maintenance and cost of a golf course which many might not use. Realizing the cost of the acquisition of sufficient land for a golf course and the constant maintenance and care which such a facility required, the group purposely purchased only five and one-half acres of land, assuring themselves that future members could not vote to add a course to the facilities.

It was proposed at this first meeting that the club would be a private, non-profit, dining and social club containing a bar, dining
room, lounge, swimming pool, rest rooms, locker rooms, and play facilities for children. As stated in the Articles of Incorporation,\(^1\) the objects and purposes for which this corporation was organized were to establish, maintain, and conduct a social club offering a congenial meeting place with dining, bar and recreational facilities for its members and their guests.

According to the minutes of this first meeting, John Aubrey was elected President, and he appointed the following committees: (1) a committee to draw up forms for application to membership; (2) an insurance committee to make investigations about insurance needed and its cost; (3) a furniture and fixture committee to make recommendations about furnishing the club; (4) a restaurant and bar supplies committee; and (5) a legal committee.

The recruitment of the initial membership was begun by the use of letters of application for membership accompanied by a description of the club, and by personal contacts with people whom the group desired as members.

The initial membership was closed at three hundred, and the cost of each of the three hundred shares of stock was $250.00, plus $10.25 monthly dues. Regulations directing the selection of the initial membership were:

1. All membership applications had to be approved by a screening

\(^1\)Louisiana, Department of State. *Articles of Incorporation of the Piedmont Club, Inc.* (Baton Rouge, Louisiana: July, 1957), Article II.
committees before they were accepted as members.

2. In an attempt to establish a congenial membership, the age limits for membership were set from 21 to 40 years of age.

3. Membership was not limited to residents of any particular area of Baton Rouge, however, ninety per cent of the membership are drawn from the immediate area of the club, while some reside as far as twenty miles from the club.

Description of the Facility

The original facilities of the Piedmont Club were completed in May, 1958 and cost approximately $98,500. They consisted of 5½ acres of land ($28,500), a club house ($30,000), storage building, swimming pool ($35,000), wading pool, driveway ($5,000), and a number of children's play facilities.

The original club house building was twenty feet wide by ninety feet long, and it contained a bar and grill, dining area, men and ladies' rest rooms, and a locker room. This building was constructed of cement blocks and the roof of pre cast cement. Located at the rear of the club house was a storage building which measured ten feet by fifty feet.

The swimming pool was fan-shaped and was eighty-two feet long. It was thirty-eight feet wide at the diving end and fifty-seven feet at the shallow end. There was a ten by sixteen foot wading pool located near the shallow end, and three-meter and one-meter springboards at the deep end. The cement aprons of the pool were
approximately eight feet wide on the sides and twelve feet wide on the ends.

The club facilities also included a gravel parking lot, a grass badminton court, and swings and slides for the children.

The Organization of the Piedmont Club

The organizational pattern of the Piedmont Club is such that the stockholders, by popular vote, have complete power and control of the operation of the corporation. The corporation presently has three hundred and forty members or stockholders. Each stockholder is allowed by charter to own a limit of one share of stock. This prevents any one member from having more than one vote in club affairs. As declared in the Articles of Incorporation, the stockholders have the power to elect the Board of Governors and to change any action of the Board of Governors.

The Board of Governors consists of fifteen members elected by the stockholders at the annual meeting. Each member is elected to serve for a period of three years, however, their election to office is staggered so that five members are elected annually.

The Board of Governors has the power and authority in addition to that provided by law or charter to purchase, sell, own and lease property, real, personal, or mixed, and to borrow money necessary or advisable in carrying out the objectives and purposes of the

\[^2\text{Ibid.}, \text{Articles VII and X.}\]
corporation and as security, therefore, to grant mortgages, issue notes, bonds, or other evidence of indebtedness.

There is expressly vested in the Board of Governors the right to make, amend, and repeal the by-laws for the operation of the corporation, subject always to the power of the voting members of the corporation to change the action of the Board of Governors.

The President of the Board of Governors has the power to appoint any committee other than the membership committee, necessary to the proper functioning of the club affairs. Some of these committees appointed by the president are discussed following the discussion of the membership committee.

The Membership Committee is a secret committee. Each member of the Board of Governors submits to the Secretary names of two club members whom he considers exceptionally qualified to serve on this committee. The president then draws at random from these names until five members have been selected. The president and secretary of the club then notify the members of their appointment to this committee. At no time are the members of this committee known to anyone other than the president, secretary, and their fellow committee members. The negative vote of at least two members of this committee is required for the exclusion of any applicant from membership in this club.

The Special Activity Committee helps with the planning and arrangements for any special activity sponsored by the club, such as
dances, children's activities, teen-age parties, swimming parties and Christmas and Easter programs.

The Legal Committee members serve as legal consultants to the corporation and assist the corporation in all legal matters.

The Operations Committee is responsible for staffing the club and makes decisions about the use of the club.

The Building and Grounds Committee is responsible for periodic inspection of building and grounds of the club. All repairs, alterations and additions are planned by this committee.

The Finance Committee handles most of the money matters of the corporation. All items of expenditure are presented to the Finance Committee for its approval.

The Board of Governors has the authority to employ a General Manager for the club, whose duty it is to assist the President in exercising general supervision over the operation, care and upkeep of club property. He employs all employees and servants necessary for such operation, purchases all supplies or whatever may be necessary for the successful operation of the club property, and in general, performs all such duties and exercises all such authority as the President may direct. His compensation is fixed by the Board of Governors.

There is also a Teen-age Committee composed of teen-age members who work cooperatively with the Manager in planning the program of activities for the teen-agers.
The Administration of the Piedmont Club

All records of income and other bookkeeping for the Piedmont Club are handled by a paid Certified Public Accountant. There is a secretary employed on a part-time basis who assists the bookkeeper by organizing all sales, credits, and incoming monies at the club. Incoming monies are derived from several sources. The following is an approximation of the major ones included in the Piedmont's statement of income for the year 1962:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross sales</td>
<td>$33,000.00</td>
</tr>
<tr>
<td>Dues based on present 340 members</td>
<td>33,840.00</td>
</tr>
<tr>
<td>Fines on delinquent debts</td>
<td>1,000.00</td>
</tr>
<tr>
<td>Guest fees</td>
<td>630.00</td>
</tr>
<tr>
<td>Swimming lessons</td>
<td>1,450.00</td>
</tr>
<tr>
<td>Application fees</td>
<td>190.00</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>1,760.00</td>
</tr>
<tr>
<td>Return of 20% of federal excise tax for capital improvements</td>
<td>3,100.00</td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
<td><strong>$74,970.00</strong></td>
</tr>
</tbody>
</table>

The approximate expenditures for the year of 1962 for the Piedmont Club were:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Snack Bar operation</td>
<td>$21,500.00</td>
</tr>
<tr>
<td>Salaries</td>
<td></td>
</tr>
<tr>
<td>Bar Tender, Club Manager, Food Service</td>
<td>17,800.00</td>
</tr>
<tr>
<td>Life Guards (2)</td>
<td>1,700.00</td>
</tr>
<tr>
<td>Janitor</td>
<td>2,600.00</td>
</tr>
<tr>
<td>Repair and Maintenance</td>
<td>2,400.00</td>
</tr>
<tr>
<td>Pool Expense</td>
<td>1,000.00</td>
</tr>
</tbody>
</table>
Utilities $4,250.00
Supplies for Janitorial and Food Service 2,750.00
Linens 750.00
Background music and T.V. rental 500.00
Miscellaneous 2,750.00
Depreciation 7,012.00
Insurance 958.00
Taxes and Licenses 3,514.00
Accountant, Legal and Clerical 2,230.00
Postage 180.00
Stationery and Office Supplies 1,000.00
Credit Report Service on Applicants for Membership 90.00
Manager's expenses (attending meetings; car expenses) 300.00

Total Expenditures $72,284.00

Total Income $74,970.00
Total Expenses 72,284.00
Net Income $2,686.00

The Program of Activities

Since the Piedmont Club membership includes adults, teen-agers and children, the program must be planned to include activities of interest to each group. In planning the program, an attempt is made to balance the activities for the adult program and the children's program, and little attention is given to the teen-age program.
Because other recreational programs in the city which are devoted especially to teen-agers offer a more appealing program, many of the teen-age members turn to these other programs in order to meet their recreational needs.

The Piedmont Club is open from 11 a.m. to 9 p.m. in the months September through May, and from 9 a.m. to 9 p.m. during the months June, July, and August. During the summer the club is closed on Tuesday; during the school year it is closed on Monday and Tuesday.

The following activities are included in the adult program:

1. Dancing.
2. Card playing and bridge parties.
3. Television viewing.
4. Instruction in lifesaving and swimming.
5. Swimming for recreation.
7. Water shows.
8. Song sessions (impromptu after L.S.U. football games).
9. Buffet luncheons before each football game.
12. Group meetings and movies.
14. Speakers for special groups.
15. Croquet.

The children's program is at its peak during the summer, when
the children are out of school and have more leisure hours, however, activity is planned for the children throughout the school year. Some of the activities included in the program are:

1. Special dance parties and record hops.
2. Television viewing.
3. Card playing.
4. Swimming instruction and competitive swimming.
5. Recreational swimming.
6. Tumbling and gymnastics instruction.
8. Water shows.
9. Shuffle board.
10. Croquet.

The present facilities include additions not described earlier in this section—a storage building adjacent to the swimming pool, a new main hall, and a patio area connecting the new hall to the pool. The storage building adjacent to the swimming pool is constructed of red wood and is about ten feet wide, thirty feet long, and six feet high. Beside its use as storage area, it also encloses the filter unit. The main hall which was added is forty feet by ninety feet. It was completed in September, 1961 at a cost of $60,000.

**Plans for Future Growth and Comments by Manager**

Although there are no recorded plans for any immediate
additional projects, the manager expressed hope that the following four additions will be approved by the Board of Directors when the financing is possible:

1. Hardsurfacing of parking lot.
2. Tennis courts.
3. A room for women only where they can lounge, sew, play bridge, and read.
4. A room for men only where they can smoke, play cards, read and lounge.

The club directors do not have definite plans for the future growth of the club and its facilities. The present arrangement of club facilities creates many problems. The swimming pool is too near the parking area and receives a large amount of dust from the graveled area. The club house cannot be conveniently entered from the parking area, and during inclement weather there is no covered area connecting the two.

II. THE KNOLLWOOD, INCORPORATED

The Knollwood, Incorporated is one of four clubs in this chapter which restricts membership to residents of a particular residential area. The Knollwood is located at the intersection of Whitehaven Drive and Knollwood Drive in south Baton Rouge. It is a private swimming pool and playground owned and operated by eight families residing in the neighborhood.

The Knollwood has many differences from the Piedmont Club as
was pointed out in the discussion of the Piedmont Club, however, it has two major differences from the other three residential clubs.

The first difference is its unique financial plan for the operation and maintenance of the facility. There are no fixed membership dues imposed on the members. The men members of the eight families each contribute an agreed amount of money to form an operation and maintenance fund. When this money has been spent, they contribute more to the fund. The amount of money which is contributed each time must be agreed upon by those concerned. This contribution amounts to approximately one hundred dollars a year per family.

The second difference peculiar to the Knollwood facility is that it does not include a bath house structure. Since the members live near enough to the pool, they did not feel it necessary to duplicate dressing or bathing facilities which they already had in their homes.

The Establishment of the Knollwood, Incorporated

Seven chemical engineers who were employed by ESSO were interested in purchasing a tract of land upon which they could establish a selective homesite for themselves. E. W. Nicholson, R. W. Krebs, and G. W. Beste advanced the project by searching for land in the south Baton Rouge area which would satisfy their requirements. In 1950, the group took an option on an eight-acre tract of land at the intersection of Whitehaven and Knollwood Drives.
After the first survey of the land, the seven men agreed that one part of the land was undesirable for the construction of a home. This area was too low and presented problems for the prospective home builders. Since no one person was interested in acquiring this lot of the tract, the men agreed that the lot in question would be set aside as common-ground and each member would share the estimated cost of the common-ground. This lot has a one hundred foot front on Knollwood Drive and is one hundred and thirty feet deep. The remaining part of the eight-acre tract was divided into seven homesites in accordance with the desires of each individual.

The group voted to use the common-ground lot as a playground for their children. They constructed a wading pool of cement blocks and placed other playground equipment such as monkeybars, swing sets and a tether ball pole on the lot.

In 1962 one of the homesites was split into two parts, and the second part was sold. By consent of all of the seven original members, the purchaser of the newly established homesite was permitted to buy a share of the common-ground. On June 26, 1962, a Charter of Corporation was drawn by the group in the name of Knollwood, Incorporated.

Description of the Facilities

In 1954, when many of the children had learned to swim, the group discussed the possibility of constructing a swimming pool on the grounds. The Knollwood pool as it exists today was constructed in 1954 at a cost of $5,600. The pool is twenty-five feet wide and
forty feet long, with a five foot apron on each side, a twelve foot apron on the shallow end, and a ten foot apron on the deep end. The depth of the pool ranges from $2\frac{1}{2}$ feet to $8\frac{1}{2}$ feet. The pool area is lighted by overhead lights and is enclosed by a four foot high chain link fence. There is an eight foot by twelve foot cabana, an outdoor shower, a foot bath, and a one-meter diving board on the pool apron.

Outside of the fenced-in area of the pool, there is a basketball goal, with a twenty foot by twenty foot cemented area and other playground equipment on the grounds.

The Organization of Knollwood, Incorporated

This organization is organized on a capital stock basis and the total authorized number of shares is eight. These limited eight shareholders must be residents of and owners of immovable property in Knollwood Subdivision, Baton Rouge, Louisiana.

The administration of this corporation is vested in a Board of Directors of eight male members. Each director holds office as long as he is owner of a share of stock in the corporation. All action by the Board of Directors is by vote and consent of not less than two-thirds of the eight members. The Board of Directors annually elect the following officers whose duties, responsibilities and authority are described here.

The President is the chief executive of the corporation. He presides at all meetings of the shareholders; he sees that all orders
and resolutions of the board are carried into effect. He executes all acts for, and in the name of, the corporation. He has the general powers and duties of supervision and management usually vested in the office of a president of a corporation.

In the absence of the President, his duties devolve upon the Vice-president. In the absence of the Secretary-Treasurer, the duties of the latter devolve upon the Vice-President in his capacity as Assistant Secretary-Treasurer.

The Secretary-Treasurer has charge of all funds of the corporation and of its disbursement under directors of the Board of Directors. He keeps minutes of the proceedings of all meetings of the corporation.

The Administration of Knollwood, Incorporated

The corporation has no definite fixed income. The pool is operated by a "kitty" arrangement. Each member puts into the general fund a certain sum of money upon which they all agree. When this money is spent, they each put up an additional sum. It is estimated that the pool costs each family approximately one hundred dollars per year.

The expenditures for the year 1962-1963 were as follows:

Utilities $282.00
Pool cover 32.00
Water 27.00
Pool supplies and maintenance 213.00
The Program of Activities

Since the prime purpose of the corporation is to own, operate and maintain a private neighborhood swimming pool, playground and recreation area, the program consists of voluntary type activities such as recreational swimming, lifesaving and water safety talks and demonstrations, unorganized recreational basketball, unorganized recreational softball, and special parties such as end-of-school parties and birthday parties.

Comments by the Members

The nature of the property does not allow for any future growth such as the construction of buildings or courts.

The members of the corporation are not interested in any type of elaborate facility but are concerned with maintaining the facility as it exists, at a minimum cost.

Several members stated that by means of this type of corporation they were able to secure a bigger pool than any one of them could have afforded to own privately, and that they were expected to perform...
only one-eighth of the duties it would require them to maintain a private family pool.

III. THE GOODWOOD HOMESITES SWIMMING POOL COMPANY, INCORPORATED

The Goodwood Homesites Swimming Pool Company is a private swimming and recreational facility located in the Goodwood Homesites Subdivision in Baton Rouge. It consists of a swimming pool, bath house and playground located on one-half acre of land. This facility is owned and operated by stockholding members. Membership in this corporation is evidenced by shares of stock and is restricted to the residents of the Goodwood Homesites Subdivision.

This facility has two features which are different from the other subdivision clubs of this category. First, it is managed by the members of the Board of Directors. Each director serves as manager of the club for a one week period, alternating throughout the swimming season, and the president serves as manager for the off-season months. Secondly, as a means of acquiring additional funds, summer membership shares are sold. These summer membership stocks are referred to in this study as Class "B" or non-voting stocks:

The Establishment of the Corporation

The Goodwood Homesites Subdivision was started in 1958 by two realtors—Louis Landry and Jules Landry. By 1961 there were but a
few lots remaining undeveloped in the subdivision. Many residents of this area were displeased with the distance which they were required to travel in order to take their children to the nearest public recreational facilities.

Russell Tucker and several other parents went to see Jules Landry about the possibility of acquiring a lot in the subdivision for the purpose of constructing and maintaining a swimming pool, recreational building, playground and other recreational facilities for the benefit of the residents of the subdivision. Jules Landry conferred with his brother, and they agreed to make a one-half acre lot available to the group for the sum of $2,000.

On April 12, 1961, Russell Tucker invited ten residents of the subdivision to meet with him at his home to discuss plans for a pool. At this first meeting the group organized a board of five directors and filed a Charter of Corporation with the state. The directors then visited people in the neighborhood and discussed plans for the pool with them. During this drive, the directors were able to get forty neighbors to pledge to purchase stock at the cost of $200.00 per share, with annual membership fees of thirty dollars. When construction of the pool began only thirty of the forty pledgers purchased shares of stock. This gave the corporation a starting amount of $6,000. Presently, there are eighty-two members and shareholders.

Description of the Facility

The original facility of the corporation cost a total of
$17,638.11 and consisted of a pool, a bath house, a cabana, and a playground.

The pool is sixty feet long and is fan-shaped. The narrow end is eighteen feet wide and nine feet deep; the wide end is thirty feet wide and three feet deep. The pool is surrounded by an apron which is sixteen feet wide on the deep end, twenty feet wide on the shallow end, and twelve feet wide on each side. There is a one-meter diving board located at the deep end of the pool and the entire apron area is enclosed by a five foot chain link fence. The pool has underwater lighting and overhead lighting.

The bath house measures twenty-four by thirty feet and is constructed of brick. It includes a dressing room for the men, a dressing room for the women, and a small storage room. Each dressing room has two showers, two toilets, two wash basins, benches, and hooks for hanging clothes. At the exit of the bath house, there is an outdoor shower, a foot bath, a refrigerated water fountain, and a candy bar and soft drink dispenser.

On one side of the pool there is a cabana which is the length of the pool. There are folding chairs, benches, and tables under the cabana.

Outside of the fenced-in area, there is a large playground. A volleyball court, other playground facilities, and a bicycle rack are located in this area.

The Organization of the Corporation

All of the corporate powers of this corporation are vested in,
and the business and affairs of the corporation are managed by a Board of Directors. The Board of Directors is elected by the stockholders at the annual meeting of the stockholders.

The total authorized number of shares of this corporation is 60 shares of voting stock and 272 shares of non-voting stock. Stockholders approved by the Membership Committee as eligible to use the recreational facilities of the corporation shall be entitled to one vote for each share of stock owned. No shareholder may sell any stock of this corporation without first offering it to this corporation at the market value thereof as shown by a written offer to buy by a bona fide buyer.

The Administration of the Facilities

The Board of Directors is responsible for the management of the pool and facilities. The members of the Board of Directors each manage the pool for one week, alternating throughout the swimming season.

While serving as manager, the director is in charge of the guest book, guest fees, the lifeguards, and pool reservations for parties.

There are two lifeguards who share the work hours at the pool. Their work schedule is arranged in such a manner that there is a lifeguard on duty any time that the pool is open. The pool is open for use from 8:30 to 11:30 each morning, at which time the guard on duty teaches swimming and diving to the members. Afternoon hours are from 2:30 to 7:30 and, for special parties, until 10:00 p.m.
All records of income and expenditures are kept by an accountant. This accountant is a stockholder and is not paid for his services as a bookkeeper. Following is the report of income and expenditures for the year 1963.

Bank Balance for financial year ending April 1, 1962 $332.09
Income from Stock Sales, Operation and Maintenance Dues and other sources 8,083.15
Gross Bank Balance $8,415.24

Disbursements:

<table>
<thead>
<tr>
<th>Disbursements</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Property</td>
<td>$</td>
</tr>
<tr>
<td>Administrative</td>
<td>15.00</td>
</tr>
<tr>
<td>Building &amp; Improvements</td>
<td>32.36</td>
</tr>
<tr>
<td>Pool</td>
<td>75.19</td>
</tr>
<tr>
<td>Furnishings</td>
<td>11.43</td>
</tr>
<tr>
<td>Supplies</td>
<td>26.45</td>
</tr>
<tr>
<td>Lifeguard</td>
<td>674.14</td>
</tr>
<tr>
<td>Operation and Maintenance</td>
<td>1,127.00</td>
</tr>
<tr>
<td>(excluding lifeguard)</td>
<td></td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>311.07</td>
</tr>
<tr>
<td>Mortgage and Interest payments</td>
<td>5,368.95</td>
</tr>
<tr>
<td>Insurance</td>
<td>239.08</td>
</tr>
<tr>
<td>Total Disbursements</td>
<td>$7,880.67</td>
</tr>
</tbody>
</table>

Current Bank Balance as of April 25, 1963 $534.57

In the year ending April 25, 1963 a total of $5,368.95 was paid on the mortgage at the bank. The last installment was paid on April 24, 1963 in the amount of $3,177.00, leaving no mortgage at the bank.

Balance Sheet as of April 25, 1963

Assets

<table>
<thead>
<tr>
<th>Current Assets:</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash in Bank</td>
<td>$534.57</td>
</tr>
<tr>
<td>Stock Subscription Receivable</td>
<td>500.00</td>
</tr>
<tr>
<td>Category</td>
<td>Amount</td>
</tr>
<tr>
<td>----------------------------------</td>
<td>----------</td>
</tr>
<tr>
<td>O. &amp; M. Dues Receivable</td>
<td>$1,800.00</td>
</tr>
<tr>
<td>Guest Fees Receivable</td>
<td>28.00</td>
</tr>
<tr>
<td><strong>Total Current Assets</strong></td>
<td><strong>$2,862.57</strong></td>
</tr>
<tr>
<td><strong>Fixed Assets:</strong></td>
<td></td>
</tr>
<tr>
<td>Lot: Cost of Land (Market value $5,750.00)</td>
<td>$2,000.00</td>
</tr>
<tr>
<td>Pool: Total cost</td>
<td>9,300.18</td>
</tr>
<tr>
<td>Bath house and Improvements</td>
<td>6,212.90</td>
</tr>
<tr>
<td>Furnishings</td>
<td>325.03</td>
</tr>
<tr>
<td><strong>Total Fixed Assets</strong></td>
<td><strong>$17,838.11</strong></td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td><strong>$20,700.68</strong></td>
</tr>
<tr>
<td><strong>Liabilities</strong></td>
<td></td>
</tr>
<tr>
<td>Capital:</td>
<td></td>
</tr>
<tr>
<td>Class A Stock Authorized:</td>
<td></td>
</tr>
<tr>
<td>59 shares @ $200.00</td>
<td>$11,800.00</td>
</tr>
<tr>
<td>8 shares @ $250.00</td>
<td>2,000.00</td>
</tr>
<tr>
<td>16 shares @ $300.00</td>
<td>4,800.00</td>
</tr>
<tr>
<td><strong>Total Class A Stock Authorized</strong></td>
<td>$18,600.00</td>
</tr>
<tr>
<td>less Class A Stock Unissued</td>
<td>1,800.00</td>
</tr>
<tr>
<td><strong>Class B Stock Authorized:</strong></td>
<td></td>
</tr>
<tr>
<td>$6,250.00</td>
<td></td>
</tr>
<tr>
<td>less Class B Stock Unissued</td>
<td>5,750.00</td>
</tr>
<tr>
<td><strong>Part Paid Stock</strong></td>
<td><strong>$561.00</strong></td>
</tr>
<tr>
<td><strong>Total Stock Issued and Part Paid</strong></td>
<td><strong>$17,861.80</strong></td>
</tr>
<tr>
<td>Surplus:</td>
<td></td>
</tr>
<tr>
<td>Donated Surplus</td>
<td>$11.00</td>
</tr>
<tr>
<td>Paid-In Surplus</td>
<td>2,827.88</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td><strong>$20,700.68</strong></td>
</tr>
</tbody>
</table>
The Program of Activities

The program offered for the members and their guests for the year 1963 consisted of the following activities:

1. Diving and swimming instruction given by lifeguards.
3. Badminton (recreational) for children and adults.
4. Diving clinics sponsored by corporation.
5. Swimming team coached by lifeguard.
6. Swim meets at pool and away.
7. Listening to music transmitted over public address system at pool.

Plans for Future Growth

Plans are made pending the availability of funds to add to the existing facilities the following: (1) a hard surfaced basketball and tennis court which will be lighted for night use: (2) playground equipment such as swings, slides, monkeybars, horseshoes and other games courts.

Comments by Club President

This recreational facility has demanded many hours of work from each parent member. The facility is primarily for the children, and the parents use it very little. There are no plans in the enlarging program to include any type of social activities for the parents. The parents are expected to work hard in order to provide a good wholesome facility and program for their children.
IV. THE CEDARCREST-SOUTHMOOR RECREATION ASSOCIATION, INC.

The Cedarcrest-Southmoor Recreation Association is a private non-profit recreational facility located in Cedarcrest Subdivision of Baton Rouge. The facilities consist of a swimming pool, bath house and playground, and it serves the residents of two subdivisions—the Cedarcrest and the Southmoor.

This facility is owned and operated by stockholding members. Membership in this corporation is by shares of stock and membership dues, and is restricted to one hundred stockholding residents of the two above-mentioned subdivisions.

At the time of this study the Cedarcrest-Southmoor facility had been in operation less than a month, therefore very little data were available to the writer.

The Establishment of the Corporation

The first meeting for the organization of the Cedarcrest-Southmoor Recreation Association was called by Jules Landry in April, 1963. Mr. Landry, the developer of the Cedarcrest-Southmoor Subdivision, gave the residents of the subdivision a lot measuring 150 feet by 140 feet, located at 2721 Cedarcrest Avenue. He told the residents present at this first meeting about the pool in Goodwood Homesites and how it was organized by the residents of that subdivision. He stipulated that the lot which he was making available to the group was to be used for the purpose of constructing
a swimming pool similar to the one in Goodwood Homesites. It was pointed out that the nearest public recreational facility was located at Woodlawn, and it was not large enough to accommodate the areas immediately surrounding it.

On May 17, 1963, a group representing the residents of the subdivision filed a Charter of Corporation naming Henry W. May as their President and six other members as a Board of Directors. These seven people served as salesmen for the corporation and were assigned specific blocks of residents with whom they were to visit and discuss plans for the pool. Pictures and diagrams of the Goodwood Homesites pool were used to promote interest.

Membership in this corporation was limited by charter to one hundred stockholding members, and these one hundred shares of stock were sold in the following manner: (1) the first fifty shares were sold at two hundred dollars each; (2) the next twenty-five shares were sold at two hundred fifty dollars each; and (3) the last twenty-five shares were sold at three hundred dollars each. By May 1, 1964, there were sixty-seven shares of stock sold.

Description of the Facilities

The construction of the pool began on June 15, 1963 and was completed July 15, 1963. The facility was a duplication of the Goodwood Homesites facility, and it cost a total of $17,600.00.

The Organization of Cedarcrest-Southmoor Recreation Association

The corporation affairs are administered by a Board of
Directors consisting of seven members, a president, secretary, treasurer and four vice-presidents. The organizational pattern and charter of corporation of the Cedarcrest-Southmoor Corporation are the same as that of the Goodwood Homesites.

The Administration of the Corporation

As in the Goodwood Homesites Corporation, the Board of Directors is responsible for the management of the pool and facilities.

Since the pool was not open before July 15, 1963, no membership dues were charged for the summer of 1963, and no definite dues had been set at the time of this study. The following guest fees were set on a trial basis for the summer of 1963: (1) guests other than house guests were charged one dollar per day; (2) house guests were charged twenty-five cents per day. All guests were required to register, and the host was billed at the end of the month for his guest(s).

The pool was open from 8:30 to 11:30 a.m. and from 2:30 to 8:00 p.m. throughout the summer of 1963. There was a lifeguard on duty during all of these hours.

The Program of Activity

The program for the first summer included beginning and advanced swimming and diving instruction from the lifeguard, and recreational swimming.
Plans for Future Growth

Plans for the near future include the construction of a hardsurfaced, lighted court that can be used for tennis, basketball, volleyball and badminton. There are also plans for the addition of several barbecue pits, picnic tables and playground facilities on the grounds. Plans for the distant future include the construction of a recreational building with kitchen facilities, rest rooms, and a large main hall to house a larger program of social activities for the members of all ages.

V. LA RIVIERA ASSOCIATION, INCORPORATED

The La Riviera is a private, non-profit, swimming and recreational facility located at 9775 Chateau Drive in Baton Rouge. This facility is designed to accommodate approximately one hundred families who reside in the neighborhood. The subdivisions or neighborhoods to which membership is limited are determined by the Board of Directors.

Description of the Facilities

The facilities of this club consist of a swimming pool, bath house and playground. The swimming pool and bath house are identical to those of the Goodwood Homesites and Cedarcrest-Southmoor corporations. Detailed information describing this club is not presented because it is identical to the preceding club, the Cedarcrest-Southmoor.
The Establishment of the Club

Jules Landry, realtor, followed the same procedure in the establishment of this club as was described in the discussion of the Cedarcrest-Southmoor Club, the only differences being minor and irrelevant.

The slight differences in program, financial expenditures, and playground equipment do not justify another description of a club so similar to the Cedarcrest-Southmoor Club and the Goodwood Homesites Association, and therefore will not be presented.
CHAPTER V

CLUBS FINANCED BY THE SALE OF CERTIFICATES TO MEMBERS

This category includes clubs which sell membership certificates
to the members. The main characteristic of this category is that the
new member pays a sum of money to become a member and also pays
monthly dues. The certificate which the member holds is not nego-
tiable and does not represent equitable stock in the facility. The
certificate holder has a voice in the affairs of the club, as do
stockholders of other clubs and, in most cases, the cost of the
certificate is refunded to the member upon his withdrawal from the
club.

The writer found three non-profit recreational facilities
which are financed by the sale of certificates to the members.
They are: (1) The Acadian Club; (2) The Broadmoor Pool; and (3) The
Aquatic Club of Baton Rouge. As each of these clubs is presented in
this chapter, some of their unique features will be discussed in an
effort to show the variety of the facilities which were found operat-
ing within this same basic financial structure.

I. THE ACADIAN CLUB

The Acadian Club is a private, non-profit, recreational,
social, and educational club located at 9637 Jefferson Highway,
Baton Rouge, Louisiana. The facilities of the Acadian Club include
a swimming pool and bath house, a diving pool, a small gymnasium, and a two-story club house. Other facilities such as two tennis courts, a basketball court, a miniature golf course, a volleyball court, and a softball field are located on the eight-acre tract of land of the Acadian Club. These facilities are lighted for night use.

The Acadian Club has approximately one thousand members. Membership is limited to high school students in the ninth through the twelfth grades from selected high schools of Baton Rouge. The schools from which these members come are listed in this chapter.

This is the only club found in the investigation which limits membership exclusively to high school students. This is probably its most unique feature. Another way that the Acadian Club differs from other clubs of this category is in its program content. More emphasis is placed on classroom instruction and other educational activities at the Acadian Club than in any other club in this study.

The Acadian Club has a club house equipped for dining, dancing, and other social functions, whereas the other two facilities of this category consist primarily of swimming and dressing facilities. The greater number of facilities and the larger staff of the Acadian Club account for the more varied program which it offers.

The Establishment of the Acadian Club.

The Acadian Club had its inception in 1955 when Mrs. Homer Tanner, who was familiar with the success of the Valencia Club for
teen-agers in New Orleans, invited a small group of parents to meet with her to discuss the possibility of providing a similar facility for members of the high school set in Baton Rouge.

Mrs. Tanner stated that her daughter, a high school senior, made demands for social and recreational experiences which could not be satisfied adequately by the recreational facilities which were available to her. It was Mrs. Tanner's opinion that a private club such as the type she proposed could provide a more wholesome and desirable program of recreational and educational activities than that which was being offered by other recreational facilities of Baton Rouge.

On August 7, 1956, after a year of planning meetings and special sessions, a Charter of Corporation was drawn in the name of The Acadian Club. As stated in the Articles of Incorporation, the purposes of the club were: (1) to provide wholesome recreational facilities and activities for girls and boys throughout the Baton Rouge area and particularly those who attend high school; (2) to operate one or more such civic enterprises to afford special educational opportunities for such boys and girls; and (3) to do whatever in the judgment of the Board of Trustees might be considered necessary or desirable for the accomplishment of the objectives and purposes of the organization.

1Louisiana, Department of State. Articles of Incorporation of The Acadian Club (Baton Rouge, Louisiana: August, 1956), Article II.
The selection of the initial membership followed a plan directed by the following stipulations:

1. The membership for the first year was set at five hundred even though by charter they were allowed seven hundred fifty members.

2. The four grades (nine through twelve) were each apportioned an equitable number of memberships of this five hundred.

3. Memberships were also apportioned among the various schools so as to provide for distribution of memberships relative to the enrollment of the schools.

4. Student members consisted of those students in the ninth through the twelfth grades in the following schools: Baton Rouge High School, St. Joseph's Academy, University High School, Catholic High School, Westdale Jr. High School, Baton Rouge Junior High School, and Glasgow Junior High School. In 1958 Lee Junior and Senior High and St. Joseph's Parochial School were admitted to this group; in 1963, Woodlawn was admitted.

In compliance with these requirements, the homeroom mothers of each eligible grade of the various schools were assigned a quota of parents, whom they were instructed to contact for the purpose of inviting them to become members of the Acadian Club. Homeroom mothers were instructed to approach only the parents whom they felt would be interested and could financially afford this type of private recreational program for their children.
All parents who were contacted through this medium were invited to attend a meeting at which time plans for the club were discussed in detail. In addition to the local people who were actually engaged in promoting the youth club, the founder of the Valencia Club of New Orleans was also present at this meeting, assuring local people of the benefits and soundness of the proposed youth club.

Shortly after this meeting, each person who attended was sent a description of the facility which had been purchased to become the Acadian Club. They were also instructed to submit $135.00 for a certificate of membership within a given time or forfeit this opportunity to someone else desiring to become a member. Thus, the initial membership was selected.

Description of the Original Facilities

In September of 1956, the Acadian Club group purchased the Jefferson Country Club property located on the Jefferson Highway about 1½ miles south of the Baton Rouge Country Club. The purchase price was reported at $65,000.00. The property consisted of a two-story clubhouse, swimming pool and eight acres of land.

The main hall of the clubhouse was the only brick addition to the original wood frame McInnis home at the time of its purchase for use as The Acadian Club. The hall was approximately fifty feet by fifty feet and had a hardwood floor. This addition enlarged what had originally been the living room of the old home and made use of the original staircase as the main passage to the second floor.
The clubhouse contained an apartment located on the second floor. This apartment was made up of a kitchen and dining room, a living room, a bathroom and a large bedroom. The original plan for this apartment was for it to house the assistant director, whose residence on the grounds would assure security against vandals, and provide full-time supervision of the club premises.

The Snack Bar was located on the main floor opening into the main hall at one side. Tables and chairs for dining were available in a small area near the Snack Bar. The Snack Bar included a soda fountain unit, and ice cream freezer units. In addition to these facilities of the Snack Bar, there was a large kitchen to the rear of the building equipped with a stove and grill sufficient to prepare large amounts of food.

Six large rooms were available for instructional purposes—four on the second floor and two on the first floor. One of these rooms on the second floor was used as a pool room, and another room was equipped with a television set, a piano, and lounging furniture for the members' use. One of the rooms on the first floor was used as a weightlifting room. The other three rooms were available for instructional purposes and other functions such as showing movies.

A small room about ten feet by twelve feet was used as an office. This room was located on the main floor and opened into the main hall near the side entrance of the building.

There were three rest rooms located in the clubhouse—one on the bottom floor for employees of the club, and a men's room and a
room used by the ladies as a rest room, which also provided lounging facilities, were located on the second floor.

The club's swimming pool was thirty feet by sixty feet, ranging in depth from three feet at one end to nine feet at the far end. There was a one-meter diving board located at the deep end and a wading pool located near the shallow end which measures approximately thirty feet by fifteen feet. The pools were encircled by a cement apron about ten feet wide and enclosed by a chain link fence. The bath house contained rest room facilities, showers, dressing rooms and lockers for both boys and girls. Changes were subsequently made in the above-described facilities and are listed in the section following the program of activities.

The club began its first program with a barbecue pit and picnic area, two pianos, a television set, two ping pong tables and equipment, a pool table and equipment, weights and barbells, a jukebox and records, tumbling mats, archery equipment, one bowling game, and other games such as basketball, volleyball, softball, and cards.

The Organization of the Acadian Club

The Acadian Club, like any other organization which is set up to be representative of the majority of the members, places the voting members in top position of its organizational pattern. This corporation has a total number of seven hundred fifty voting members. Both husband and wife of a family are considered members, however, individually or together they can cast only one vote and thus are considered together, one member.
The voting members have the authority to elect the Board of Trustees at their annual meeting, sell, lease, mortgage, exchange club property and transmit other club business. The Board of Trustees consists of eleven parent members of the corporation who are elected at the annual meeting by the voting members, five of whom are elected from among the existing Board of Trustees and the remaining six are elected from the voting members. At least five of the Board members must be men and six must be women, and they are elected for a period of one year.

The Board of Trustees has the power to fix and define the duties of the several officers, and to make, establish, and to alter and amend all by-laws, rules and regulations necessary and proper for the support and management of the business and affairs of the corporation, and for the regulation of the conduct of the members and to provide penalties by fine, suspension and expulsion or otherwise, or any of them for the violating of said laws, rules and regulations, and to establish regulations governing the election of members, and the transfer of stock.

One of the factors contributing to the success of the Acadian Club is the philosophy of the relationship of the parents to the club. Although the parents are not allowed to visit the club except when invited for special occasions, they are expected to make personal contributions of their time and energies to promote the success of the various functions of the club. Parents make their contributions by serving on various committees set up by the Board of Trustees.
A member who is an engineer or an architect is usually appointed as chairman of the Building and Grounds Committee. This group is responsible for drawing plans, securing bids, and supervising the construction of all buildings and improvements of the club. The committee is also responsible for planning and supervising the landscaping of the club grounds.

The House Committee is a sub-committee of the Building and Grounds Committee. This committee is responsible for selecting curtains, furniture, paint colors and decorations which will make the club appealing to the members. They inspect the club periodically to insure that broken or unsightly furniture is replaced by new attractive furniture.

The Chaperone Committee gives the parents the responsibility of chaperoning the various night functions throughout the year. Each parent is expected to chaperone at least one club activity per year.

The Clerical Committee recruits and schedules mothers for volunteer office work each weekday morning of the summer. These mothers help with whatever clerical and office work needs to be done.

The Finance Committee is composed of the President and Treasurer of the Board of Trustees, and the bookkeeper. The members are responsible for setting up the budget for each year. The committee meets with the club director and the budget for the approaching year is set up and presented to the Board of Trustees for their approval.

The Hospitality Committee has the responsibility for contacting, recruiting, and scheduling mothers to serve as hostesses for
suppers, coffee parties, and other special occasions throughout the year.

The **Telephone Directory Committee** keeps an up-to-date list of all the members of the club. Each member is contacted before the directory is published to assure that all information included about the member is accurate.

The **Program Committee** works cooperatively with the director in planning the program. The committee assists by recruiting other parents to instruct classes such as bridge, sewing, and knitting classes.

The **Public Relations Committee** is responsible for promoting public relations for the club. They send pictures to the paper, submit articles of interest about the club to the papers and keep a scrapbook on articles appearing in the paper about the club.

The **Board of Trustees** appoints a **Chairman of the Membership Committee**. The Chairman has the authority to name the committee composed of five mothers from the schools from which the club draws its membership. This committee is appointed annually.

The Membership Committee fixes a period each year during which applications of prospective members may be submitted and determines the number of vacancies for each school. Vacancies are apportioned among the various schools so as to provide for an equitable distribution of membership. Special provisions for parents of students away at school are made by the Board of Trustees. Such members are not charged to any particular school, and although such members must own
a certificate of membership, they may be excused from the payment of dues and fees during such time as their children are away at school and only pay dues and fees during the summer months while they are at home.

The recommendations of mothers from a particular school as to who would be good club members are given great weight. If there is a division among the mothers from a particular school upon an application, the vote of the Membership Committee as a whole is taken to determine whether or not the application should be approved or rejected.

The Membership Committee establishes rules and procedures for the processing of applications so as to expedite the handling of applications and to keep the proceedings as secret as at all possible.

The Board of Trustees has authority to employ a Director for the corporation, whose duty it is to assist the President and the Board of Trustees in exercising general supervision over the entire operation of the corporation. Subject to the approval of the Board of Trustees, such Director employs all other employees and servants necessary for the operation of the club. Furthermore, he or she purchases supplies authorized by the Board that are necessary for the successful operation of the club and, in general, performs all such duties and exercises all such authority as the President and the Board of Trustees direct. His or her compensation is fixed by the Board of Trustees, and he or she may be removed at its pleasure.
The Board of Governors is composed of representatives from each eligible grade level of each school from which the club admits members. These members elect officers, appoint committees, and work cooperatively with the director in handling various affairs and functions of the club.

The Administration of the Acadian Club

All records of income and other bookkeeping for the Acadian Club are handled by a paid public accountant. Incoming monies are derived from several sources. The major ones included in the budget which was projected for the period December 1, 1962 through November 30, 1963 are:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Membership dues</td>
<td>$47,738.04</td>
</tr>
<tr>
<td>Guest fees</td>
<td>3,419.50</td>
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<tr>
<td>Football tickets, dance and transportation</td>
<td>3,636.00</td>
</tr>
<tr>
<td>Charm Course</td>
<td>132.00</td>
</tr>
<tr>
<td>Driver Education</td>
<td>745.00</td>
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<tr>
<td>Sewing</td>
<td>92.00</td>
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<tr>
<td>Art and Sketching</td>
<td>24.00</td>
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<tr>
<td>Swimming</td>
<td>2,430.00</td>
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<td>Tennis</td>
<td>180.00</td>
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<td>Typing</td>
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<tr>
<td>Premiums on membership cancellations</td>
<td>6,160.00</td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
<td><strong>$64,894.04</strong></td>
</tr>
</tbody>
</table>

With the exception of a few small inexpensive items that are purchased by club personnel with guest fees, all expenditures are handled by the accountant. Checks are made out in payment of items charged, bills and salaries by the accountant and are signed by the President and the Treasurer of the Board of Trustees. The projected expenditures for the year December 1, 1962 through November 30, 1963 are:
<table>
<thead>
<tr>
<th>Activity</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Orchestras for dances</td>
<td>$ 5,633.00</td>
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<tr>
<td>Football tickets</td>
<td>1,566.25</td>
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<tr>
<td>Transportation to football games</td>
<td>1,350.00</td>
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<tr>
<td>Charm instruction and supplies</td>
<td>800.00</td>
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<tr>
<td>Program supplies</td>
<td>2,369.07</td>
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<tr>
<td>Watchman and policeman</td>
<td>1,208.00</td>
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<tr>
<td>Bridge supplies</td>
<td>28.99</td>
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<tr>
<td>Rental of sewing equipment</td>
<td>49.44</td>
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<td>Art teacher and supplies</td>
<td>219.94</td>
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<tr>
<td>Swimming: Heat, light and water</td>
<td>1,156.92</td>
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<tr>
<td>Repairs and maintenance</td>
<td>478.21</td>
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<tr>
<td>Salaries</td>
<td>3,352.00</td>
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<tr>
<td>Payroll taxes</td>
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<tr>
<td>Supplies</td>
<td>981.65</td>
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<tr>
<td>Typing: Rental of equipment</td>
<td>120.00</td>
</tr>
<tr>
<td>Salaries</td>
<td>230.00</td>
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<tr>
<td>Payroll taxes</td>
<td>13.40</td>
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<tr>
<td>Tennis: Supplies</td>
<td>97.84</td>
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<td>General:</td>
<td></td>
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<tr>
<td>Bad checks</td>
<td>10.00</td>
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<tr>
<td>Depreciation</td>
<td>8,595.00</td>
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<tr>
<td>Driver Education expense</td>
<td>710.00</td>
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<tr>
<td>Heat, lights and water</td>
<td>4,200.21</td>
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<tr>
<td>Insurance</td>
<td>1,452.00</td>
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<td>Janitorial supplies</td>
<td>518.36</td>
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<td>Laundry</td>
<td>254.53</td>
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<tr>
<td>License and taxes</td>
<td>245.40</td>
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<tr>
<td>Maintenance and repairs</td>
<td>2,275.76</td>
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<tr>
<td>Miscellaneous</td>
<td>96.76</td>
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<tr>
<td>Professional service</td>
<td>2,220.00</td>
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<tr>
<td>Salaries</td>
<td>19,937.50</td>
</tr>
<tr>
<td>Payroll taxes</td>
<td>1,021.67</td>
</tr>
<tr>
<td>Postage, stationery, and office supplies</td>
<td>1,695.92</td>
</tr>
<tr>
<td>Telephone and telegraph</td>
<td>587.33</td>
</tr>
<tr>
<td>Total expenses</td>
<td>$63,672.41</td>
</tr>
<tr>
<td>Total income</td>
<td>64,894.04</td>
</tr>
<tr>
<td>Net Income</td>
<td>$ 1,221.63</td>
</tr>
</tbody>
</table>

**The Program of Activities**

Since the Acadian Club draws its entire membership from certain high schools of Baton Rouge, the club program is directly influenced by the schools' schedules. The planning of the program
is done by the club director with assistance from the student officers of the club and with the approval of the Board of Trustees. Although this is a cooperative process, the director bears the full responsibility for planning a program which will be in harmony with the objectives and purposes of the club.

The overall program of the Acadian Club can be divided into two major parts—the summer program and the school year program and is presented here in that order.

During the summer when club members are out of school, the club program is at its peak. The club is open sixty-one hours a week and offers a program of activities each day of the week. The summer program can be divided into four groups: (1) the instructional program; (2) the planned program; (3) the impromptu program; and (4) individual voluntary program.

The instructional program consists of those courses in which the members receive educational instruction at a specifically scheduled time by an instructor assigned to that particular class. This phase of the program includes instruction in bridge, synchronized swimming, swimming and diving, tumbling, gymnastics and adagio dancing, fencing, sewing, typing and shorthand, speed reading, driver education, tennis, dramatics, arts and crafts, weightlifting and body development for boys, charm and body development for girls, archery, and knitting.

The planned program includes those activities which are planned in advance, and members are notified as to the time and place of their
occurrence. Members are invited to attend either as participants or spectators. Some of these activities are dances, bridge tournaments, ping pong tournaments, pool tournaments, skeet shooting practice and tournaments, swimming and diving meets, volleyball games, basketball games, softball and baseball games, coffees, teas and style shows, bingo games, plays, stunts or skit nights, talent shows and variety shows, water shows and carnivals, suppers, barbecues, picnics, parties, demonstrations, speakers and foreign visitors, trips and excursions, miniature golf tournaments, and competitive activities against other teams.

The activities of the impromptu program are spontaneously organized by staff members of the club. Without any preliminary plans, staff members add to the program by encouraging and leading members in the following activities: card games, ping pong games and tournaments, tumbling, stunts, volleyball, softball, basketball, touch football, games of low organization, water basketball, song sessions, shuffleboard, miniature golf, tennis tournaments, and badminton tournaments.

The individual voluntary program activities are those in which the individual members take part voluntarily without any effort on the part of the club staff. Some of these activities are: card playing, billiards, ping pong, checkers and chess, watching television, listening to records, reading, swimming, tennis, basketball games, touch football games, weight lifting and body development, water tag and water basketball, song sessions and playing
the piano and ukuleles, kite flying, bicycle riding, skating, lounging, socializing, badminton, and puzzle building.

During the school year the club hours are considerably fewer than the summer hours. The club is closed on Monday and is open a total of thirty-two hours on the other six days of the week. The school year program can be divided into the following groups: (1) after-school activity; (2) Friday night parties; (3) Saturday program; and (4) Sunday program.

After-school activity is scheduled on school days from 3:30 to 6:00 p.m. during which time the following program of activities is offered to the members: tennis instruction and participation, weight lifting instruction and participation, tumbling and gymnastics instruction and participation, ping pong, billiards, touch football, basketball, cards, television and records, and skeet shooting.

On Friday nights, the club is open until midnight. The Friday night program of activity includes such activities as demonstrations, foreign visitors, variety and talent shows, record hops, games of low organization, tournaments in pool, ping pong, chess and checkers, movies, bonfires and marshmallow roasts, skating parties, television and records, tumbling and stunts, volleyball and softball, touch football, and bingo games.

The program for Saturday afternoon consists of basically the same activities engaged in the rest of the week with the addition of a dance on Saturday night from eight o'clock to twelve o'clock. These dances are scheduled every Saturday night of the year except
on Saturday nights when the L.S.U. Tigers play a home game. On football nights, the Acadian Club staff supervises the transportation and conduct of members who attend the L.S.U. home games as a group, occupying a block of three hundred seats purchased in the name of the Acadian Club.

On Sunday afternoons the club is open from one o'clock to six o'clock. Activities which are popular on Sunday afternoons are billiards, card playing, ping pong, checkers and chess, television viewing, listening to records, reading, skeet shooting, touch football, weight lifting and body development, kite flying, bicycle riding, movies, lounging, sun bathing, socializing, puzzle building, and badminton.

Description of Present Facilities

Since the purchase of the Acadian Club in 1956, the appraised value of the club has been doubled and all mortgages have been cleared. Some of the additions and improvements which have caused the increase in evaluation are:

1. Swimming pool enlargement. In 1951 the section of apron which existed between the swimming pool and the wading pool was removed and the wading pool was made deeper. This formed one large swimming pool which measured about ninety by thirty feet.

2. Bath house improvements. In 1960 the original bath house was completely remodeled and some new facilities were
added. A screened porch which originally had extended across the front of the bath house was enclosed for use as a locker room with service window opening to both boys' and girls' dressing rooms.

3. Diving pool. In 1960 a diving pool measuring thirty-five feet by thirty-five feet was added, adjacent to the existing pool. This pool is thirteen feet deep and cost approximately $15,000.00. It is equipped with a three-meter board and a one-meter board.

4. The Snack Bar. A side porch and carport area near the pool was bricked in to form a new modern snack bar and grill and dining area. The old snack bar was converted into an activity office and storage closets for equipment. The old kitchen was converted into a classroom for arts and crafts.

5. Weight room—gym. In 1961, an air-conditioned brick building was constructed in the rear of the club. This building was designed to be used as a weight lifting and activity room. The building measures 32 feet by 36 feet and cost approximately $8,000.00. The room which had previously served as a weight room is used for storage.

6. Hard surface play area. A hard surface play area was added to the club facilities. This cement area is large enough to include two tennis courts surrounded by ten feet of extra cemented area. This area is also equipped
for use as basketball and volleyball courts. It is well
lighted and enclosed by a twelve foot chain link fence
on three sides.

7. Miniature golf course. An eighteen hole miniature golf
course was constructed at the side of the club. The
course is comprised of a fenced-in area measuring about
seventy-five feet by one hundred fifty feet.

8. Parking lot. A well lighted, hard-surfaced parking area
was constructed at the front of the club. This area is
sufficient to park over 100 cars and cost approximately
$3,000.00.

9. Patio. A covered patio was constructed between the
swimming pool and the snack bar over an area of approxi-
mately 1200 feet. This was later covered by an aluminum
awning at a cost of $2,000.00.

10. Remodeling. Besides the remodeling of many of the rooms
in the club house, a covered walk from the parking area
to the club house entrance and a grilled brick wall was
constructed to remodel the front of the club house.

11. Lighted field. One of the latest projects which the club
has completed was that of installing lights for an
outside playing field. By making use of some already
existing poles on the tennis courts and by adding some,
lights were erected giving light on a playing field near
the tennis courts. This lighted area is used for
softball and touch football.

**Plans for Future Growth**

The Director of the Acadian Club feels that the program and service of the club can be increased significantly by the future addition of the following two facilities—an auditorium and an open-air gymnasium. The auditorium is to be an air-conditioned building with a stage and seating capacity of about two hundred. This addition will enable the club to develop a large program of dramatics, sponsor workshops and clinics, show movies, hold general meetings, and many other club activities. The open-air gymnasium would be a structure large enough to include basketball and tennis courts, high enough to facilitate having volleyball and trampolining. It would be equipped with bleachers, a solid brick wall for handball and tennis volley, and folding sides to provide ventilation.

**Comments by Club Director**

In the operation of the Acadian Club many of the frequently occurring problems which make demands on the time and energies of the staff are problems related to the personal property of the members. There is a great need for a large checkroom located at a point convenient to the girls' room, the snack bar, and the swimming pool. Other problems which make demands on the time of the staff are related to the attendance of guests at the club.
II. THE BROADMOOR POOL

The Broadmoor Pool is a private, non-profit, neighborhood recreational facility located in Broadmoor Subdivision of Baton Rouge. It consists of a swimming pool, bath house, barbecue and picnic area, and playground facilities. It is designed to accommodate a membership restricted to twenty-one families from Broadmoor Subdivision.

The Broadmoor Pool differs from the Acadian Club and the Aquatic Club in the following ways: (1) it has a very small membership compared with the other two clubs; (2) it is a smaller and less expensive facility; (3) there are no paid employees at the pool; (4) the members are assigned duties and responsibilities which contribute to the maintenance of the facility; and (5) the only source of income at the Broadmoor Pool is membership dues, whereas the other two clubs of this category have other sources.

The Establishment of the Broadmoor Pool

The Broadmoor Pool idea started on July 4, 1955. Mrs. Herbert Larson conceived the idea after she and a group of her friends had repeatedly driven to Jackson, Louisiana in order to rent a place for their private group parties. Most of the members of this group were employees of the Humble Oil and Refining Company who lived in Broadmoor Subdivision.

On the Fourth of July, at one of their annual get-togethers, Mrs. Larson discussed her idea of a private place in Broadmoor which
diving board. The pool and pool facilities are enclosed by a five foot chain link fence. Near the side of the pool there is a twenty foot by twelve foot cabana. The pool is lighted overhead and underwater.

Since the members live in the immediate neighborhood, most of them dress at home, however, redwood shelters are available. These shelters consist of a cement floor enclosed by redwood walls with a top covering only that portion of the shelter used for storing clothing. The dressing rooms in the shelter each contain one shower and one toilet, benches, and a covered area to hang clothes.

Included on the grounds of the Broadmoor Pool are other recreational facilities such as basketball goals, badminton standards and net, tether ball, volleyball standards and net, horseshoes, and barbecue and picnic facilities.

The men members of the group did as much of the work as they were able to and hired help only for the work which required the use of large machinery, such as for the excavation and construction of the pool proper. The cement apron of the pool was poured by the members; the lights, bath house and cabana were erected by members. The filter system was designed by a member who utilized discarded units at a total cost of $140.00. The contractor's bid for this item was $1,400.00. The cost of the pool was $4,650.00.

In 1956, Herbert Larson issued his personal note for the sum of $410.00 to each member of the group, and the entire facility
remained in his name. In 1963, a charter of corporation was filed with the state department, and all notes were cancelled and returned to Mr. Larson. The corporation then became the owner of the facility and certificates of membership were issued as evidence of membership.

Organization of the Broadmoor Pool

This corporation was organized without capital stock and membership is evidenced by certificate of membership. The direction and administration of this corporation is vested in a Board of Directors which consists of the sixteen adult male members of the club. They elect a president, treasurer and secretary. The method of election of the officers, their qualifications, number, terms of office, manner of election, their powers and duties, the time, place and manner of calling, giving notice of and conducting directors' meetings, and the number of directors which constitute a quorum, are prescribed by the club's by-laws.  

Administration of the Broadmoor Pool

There are no paid employees of this corporation, therefore all work must be performed by the members themselves. Rules and regulations which were set up by the members spelled out each member's responsibilities to the corporation. The successful administration of this corporation depends on the member's willingness to perform

\[3\text{Ibid., Article VIII.}\]
his assigned duties to the best of his ability. The member must be able to work cooperatively and harmoniously with other members.

For their first year of operation, the group set up a schedule for guest privileges. Each member was assigned a rotating schedule of days on which he was allowed to bring guests. After the first year, the group voted to change this rule regarding guests. Members were allowed to bring as many as ten guests at any time. Any group of guests larger than ten was considered a party, and notice of this party had to be posted on the bulletin board at the pool three days prior to the date of the party. Each member was assigned a week of the swimming season for which he would be responsible for the proper maintenance of the pool.

The only source of income is membership dues. Dues are paid every three months in advance to the treasurer. At present, dues are fifteen dollars quarterly per family, and the number of memberships is eighteen. This makes a total income of $1,080.00 annually.

In order to begin operating without the expense of patio furniture, each family was directed to bring a chair to the pool. All subsequent requirements were purchased with pool funds. A list of subsequent expenses for years 1958 through 1961 follows:

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<td>Construction</td>
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<td>Maintenance</td>
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(Subsequent expenses, continued)

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<tr>
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<td>$612.79</td>
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<tr>
<td>(Total construction)</td>
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</tbody>
</table>

The Program of Activities

The program includes activities such as swimming and diving, instruction and meets, basketball, badminton, tether ball, volleyball, horseshoes, softball, touch football, golf practice, bridge, barbecues and picnics.

Plans for Future Growth

In planning for future growth, the club recently voted to take on membership to the total of twenty-one in order to construct a tennis court. This tennis court is to be constructed of cement and enclosed by a fence ten feet high. The court surface will be lighted and equipped with basketball goals and standards for other court games such as badminton and volleyball.

Comments by Club President

In setting up a facility of this type, the coordinator stressed
the point that members should be willing to work hard to make this a successful enterprise, but that it can be expected that some will not.

III. THE AQUATIC CLUB OF BATON ROUGE, INC.

The Aquatic Club of Baton Rouge, Inc. is a private, non-profit, recreational, social and educational facility. The Aquatic Club is corporation-owned and offers membership on a certificate of membership basis to five hundred families residing in the Broadmoor area.

This club represents the most expensive facility that any new corporation in this study undertook to support. It is unique in that it illustrates the greatest indebtedness which was faced in an effort to provide private recreational opportunities to a membership.

The Establishment of the Aquatic Club

The facilities which exist presently as the Aquatic Club of Baton Rouge were constructed in 1961 by The Swimming Pools Division of Alabama, a division of National Aquatics, an organization which constructed similar facilities throughout the United States on a membership-contract basis. A group of people from the Broadmoor area, headed by Harold Thompson, had these facilities built on a rental agreement with National Aquatics, and the facility was first known as National Aquatic Club of Baton Rouge.

In 1963, Swimming Pools Division of Alabama sent letters to five of the officers of the club stating that the group had not met
the terms of the contract and appointed them as a committee to meet and discuss the situation. The officers called a general membership meeting, and they voted to try to purchase the facility and administer it on a local level. They also elected a new slate of seven officers, making an attempt to get officers representing various occupations.

On May 31, 1963, Swimming Pools Division of Alabama sold the facility to the local group and held a mortgage of $185,000.00, for fifteen years, at six per cent interest per year on the unpaid balance.

The name of the corporation was changed to The Aquatic Club of Baton Rouge, Inc. and other small changes were made in the charter of corporation. The club began with 285 family memberships, each paying a $250 initial fee and $64 annual membership fees. The new corporation is presently soliciting additional membership by placing a brochure about the facilities with the real estate agents in Baton Rouge.

Description of the Facilities

The Aquatic Club is located on a five-acre tract of land in the Broadmoor Subdivision of Baton Rouge and consists of a pool, a bathhouse, and other facilities. The pool is L-shaped and constructed of cement. One part of the pool is 162 feet long and 42 feet wide, ranging in depth from 3 feet to 5 feet. The other part is seventy-five feet long and thirty-six feet wide, ranging in depth from five to twelve feet. The pool is lighted overhead and underwater and is
surrounded by aprons ranging from five to twelve feet. There are two one-meter boards and one three-meter board.

The bath house is constructed of concrete blocks and houses a snack bar, storerooms, staff bathrooms, and dressing rooms. The snack bar is eight feet by twenty feet in size. There are two small rooms in the bath house used for storage. These rooms are four feet by four feet in area. The staff bathrooms are two in number. Each of these rooms is eight feet long. There are men's and ladies' dressing rooms; each room is thirty-five feet long and twenty feet wide. Each room contains benches, three commode stalls, three lavatories, six showers, a checkroom, and hangers for clothing. The entire roof area of the bath house is used as a sun deck. It contains lounging chairs, tables, and umbrellas.

The other facilities of the club include a thirty-five foot by eighteen foot cement block pump house, a cabana, a twenty foot by ten foot wading pool which ranges from eighteen inches to three feet in depth, $2\frac{1}{2}$ acres of paved parking area, swings, slides, monkeybars, sandboxes, barbecue pits, picnic tables, and a prefab building eight feet by fourteen feet, used as an office.

The Organization of the Aquatic Club of Baton Rouge

This corporation is organized on a certificate of membership basis. Certificates are non-negotiable and are transferable only upon the consent of the Board of Directors, as stated in the
Articles of Incorporation.\footnote{Louisiana, Department of State. \textit{Articles of Incorporation of The Aquatic Club of Baton Rouge, Inc.} (Baton Rouge, Louisiana: July, 1963), Article IV.} The corporate powers of this corporation are vested in, and its affairs managed by, a Board of Directors of at least three and not more than fifteen members of the corporation. These directors are elected annually by ballot at a general meeting of the members of the corporation.

Each of the seven present members of the Board of Directors serves as a chairman on one of the following special committees: (1) Pool Management Committee; (2) Committee for Pool Equipment and Grounds; (3) Committee on Charter Organization; (4) Membership Committee; (5) Public Relations Committee; (6) Finance Committee; and (7) Program Committee.

The Administration of the Aquatic Club

The chief administrator of the facility is the manager. The manager is employed by the Board of Directors and works for a salary. The manager works sixty hours each week and is responsible to the Board of Directors for the complete operation of the facility.

There are six other paid employees of the establishment—an assistant manager, three lifeguards, a snack bar waiter, and a checkroom girl.

All records of income and expenditures are kept by a Certified Public Accountant who is a member. The member renders this service to the corporation free of charge.
Since the new corporation did not get started until June 1, 1963, the following records of income and expenditures are for the period June 1 through July 20, 1963.

**Income:**

- Back dues: $6,763.00
- Back initiation fees: 895.00
- Current membership and dues: 12,092.00
- New initiation fees: 2,309.00
- Snack bar: 986.00
- Guest fees: 470.00
- Miscellaneous: 212.00

**Total Income:** $23,727.00

**Expenditures:**

- Salaries: $2,647.00
- Repairs and Maintenance: 940.00
- Pool supplies: 501.00
- Utilities: 496.00
- Snack Bar (salaries and operation): 939.00
- Insurance: 1,141.00
- Legal fees: 307.00
- Pre-opening expense incurred by Swimming Pool Division: 1,480.00
- Escrow account: 1,991.00
- Miscellaneous: 254.00

**Total Expenditures:** $10,696.00

Net receipts over expenditures: $13,031.00
Due Swimming Pool Division on back dues: 3,829.00
Escrow Account: 318.00

**Balance:** $6,884.00

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**The Program of Activities**

The program of the club this first summer was a continuation of the program established by the former organization and consisted of the following activities: dancing (spontaneous and scheduled...
record hops); archery instruction; ping pong; checkers; chess and other quiet games such as cards; swimming and diving (recreational, instructive, and competitive); badminton; volleyball; weight lifting; barbecues and picnics; movies; swimming meets; and shuffleboard.

**Plans for Future Growth**

In the plans for growth in the near future, the following three projects head the list: (1) to increase the membership to five hundred; (2) to increase the recreation program and facilities to include tennis and basketball; and (3) to increase the instructional staff.

**Comments by Board Members**

The members of the Board of Directors feel that it will be very necessary to change the old attitude regarding the ownership of the facilities. They must create an awareness among the members that the club belongs to the local members, and it is their responsibility to make it a successful undertaking.
CHAPTER VI

CLUBS JOINTLY FINANCED BY THE SALE OF STOCKS TO MEMBERS
AND BY CORPORATION INVESTMENTS

This category represents the third type of financial plan which was found in this investigation. Of the eleven private recreational facilities studied, only one club, the Magnolia Wood Company, Inc., was found to be financed by this plan. The main characteristic of this category is that a corporation invests money in the facility and retains some of the shares of stock. The remaining shares of stock are sold to a group of members who form the recreational corporation. Each share of stock represents a vote in the club affairs. Each stockholder, in addition to buying a share of stock, pays monthly membership dues as long as he is a member. All shares of stock are equitable and negotiable and can be sold with the approval of a committee.

1. THE MAGNOLIA WOOD COMPANY, INC.

The Magnolia Wood Company is located in Magnolia Wood Subdivision of south Baton Rouge. This recreation facility accommodates about ninety families residing in the Magnolia Wood Subdivision and other nearby subdivisions.

The facilities consist of a swimming pool, bath house, tennis court, basketball court, barbecue and picnic area, and other playground equipment.
The Establishment of The Magnolia Wood Company

The idea of the Magnolia Wood Club occurred to Fred Benton, Jr., an attorney, Thomas H. Benton, also an attorney, and Leon Kenyon, an architect, in the summer of 1956. This father, son, and son-in-law group were the developers and were residents of the Magnolia Wood Subdivision.

Fred Benton, Jr. and Leon Kenyon were interested in a convenient place for their children to swim. The nearest public pool was in City Park, and their other alternative was the Baton Rouge Country Club pool. Both of these pools were too far away to be conveniently used by the residents in their area of Baton Rouge.

Mr. Kenyon reported that residents of the subdivision had an average of four children per family under fifteen years of age. He felt that these families would be interested in a private swimming facility located in the neighborhood.

Fred Benton, Jr. secured from the Director of Parks and Recreation the information, estimates, and specifications concerning the construction and size of a pool to accommodate the families of the subdivision and the nearby areas.

The three men and their wives contacted the residents of Magnolia Wood and discussed the plans for the facility. The proposed facility would be constructed on a 3 2/10 acre tract of land at the end of Magnolia Wood Drive. The corporation formed by the three developers would provide one-half of the money needed and provide the land, estimated to be worth $10,000.00. The first thirty-five
families contacted became members by buying a share of stock for five hundred dollars and paying sixty dollars annual membership dues. These initial thirty-five members were all residents of Magnolia Wood Drive.

Description of the Facilities

In April, 1957 the pool was constructed by National Pools, Incorporated. The facilities consisted of a ten foot by ten foot redwood storage and filter pump building, and a twenty foot by twenty-eight foot bath house containing four showers, one wash basin, two commodes, dressing room, benches, and basket racks for both men and women.

The pool is of cement and is seventy-five feet long, twenty feet wide on the deep end, and forty feet wide on the shallow end. The pool ranges in depth from three feet to nine feet with about eighty-five per cent of the pool being under 5½ feet deep. There is a one-meter board at the deep end, and the apron surrounding the pool averages fifteen feet wide for the four sides. The pool is lighted overhead and underwater and is enclosed by a five foot chain link fence.

The original facility as described cost $35,000.00 plus the land. Thirty-five shareholders put up $17,500.00, and the other $17,500.00, plus the land, was put up by the corporation for forty-five shares of stock. These forty-five shares of stock were divided among the three families of the corporation, and each family then owned
fifteen shares of stock and the corporation owned none. The original business charter was converted to a non-profit corporation charter.

In October, 1957 at a general membership meeting, all shares of stock were split into two shares and each member was instructed to sell one of his shares to a friend. This was done to double the membership and bring in more membership fees in order to make some desired additions to the facilities. The members of the corporation still had the controlling amount of stock in the facility.

At present, there are ninety members in the club. The fees from these ninety members, plus the summer membership at $90.00 per summer, has made possible the following additions to the original facility:

1. A large cement area containing a basketball court, a tennis court, and a cement practice wall fenced in by a ten foot chain link fence.

2. Seventeen hundred square feet of awning near pool and over recreation area.

3. A hard surface parking area located in the front of the pool.

4. A fenced-in area for small children containing tether ball, sandbox, and swings.

5. A barbecue area containing tables, chairs, and portable barbecue pits.

6. A pit trampoline, badminton court, shuffleboard court, and ping pong tables.
The Organization of the Magnolia Wood Company

The organizational setup of the Magnolia Wood Company is such that the stockholders, by popular vote, control the operation of the corporation. The corporation presently has ninety shareholders and 150 shares of stock representing 150 votes.

The shareholders at their annual meeting elect a Board of Directors consisting of a President, Vice-president, Secretary, and Treasurer.

The Board of Directors exercises all of the executive powers of the corporation and has the general powers and duties of supervision and management.

The Administration of the Facility

The Board of Directors employs a pool manager, a pool hostess, a bookkeeper, four lifeguards, and a program planner during the summer.

The pool manager is in charge of water safety and sanitation of the pool. He is the swimming team coach and instructor of swimming, tennis, archery, and trampolining.

The pool hostess coordinates all of the programs, schedules parties, rents pool, checks guest book, and assists the pool manager.

The lifeguards are young members who are qualified Red Cross lifeguards. They teach swimming, tennis, and arts and crafts.

Records of income and expenditures are kept by a paid legal secretary who is not a member of the club. The following records of
income and expenditures are for the year ending December 31, 1962:

**Income:**

Stock membership, 90 members at $60  $5,400.00
Summer membership, 35 members at $90  $3,150.00
Swimming lessons  300.00
Miscellaneous (guest fees, etc.)  400.00
Profit on resale of shares, $25 profit on each share of stock)  100.00

Net Income  $9,350.00

**Expenditures:**

Fidelity National Bank note  $ 200.00
Parking lot  454.55
Water Works  200.00
Utilities  637.58
Telephone  161.56
Lifeguards  965.55
Maintenance  711.10
Gate for pool  9.27
Swimming instructor  319.00
Swimming emblems  59.74
Medals (awards)  141.96
Bookkeeping  108.00
Insurance  416.29
Interest  170.06
Office supplies  5.00
Playground facilities  87.99
Pool supplies  892.23
Property tax  99.38
Refunds on summer membership  75.00

Total Expenditures  $5,736.28

**The Program of Activities**

During the summer a program planner is employed to provide an interesting program for the young members. The summer program includes the following activities:

1. Instruction in bridge, swimming, tennis, arts and crafts, archery, synchronized swimming, diving, gymnastics, and
lifeguard and pool maintenance training for fourteen and fifteen year old children.

2. A planned program of teen-age parties, barbecues, picnics, swim meets, water shows, diving carnivals, bridge tournaments, volleyball games, shuffleboard tournaments, demonstrations, movies, speakers, and badminton.

3. The individual voluntary program—card games, checkers, ping pong games, volleyball, shuffleboard, and group singing.

Plans for Future Growth

The Board of Directors has some general ideas about the directions in which they would like to see the facilities grow, but all additions must be by vote of the majority of the stockholders. In order to have any large amount of growth, there must be a growth first in the number of memberships. The second priority goes to the construction of a diving pool. Third priority goes to the construction of a recreational club house which will contain a kitchen, stage, and dancing room.

Comments by Board President

The pool has caused the people of the subdivision to have a closer and more friendly relationship with each other. The pool has served as a common interest to the entire neighborhood and has made a contribution to the harmony which exists among the residents.
The management is extremely pleased with the outcomes of their training program for young boys and girls who are interested in becoming lifeguards. During the "Guard in Training" program, the trainee wears a badge which gives him a feeling of responsibility.
CHAPTER VII

CLUBS DEVELOPED BY PRIVATE FUNDS AND RENTED TO THE MEMBERSHIP

During this study the author found two private recreational facilities in the Baton Rouge area which belong in this category. These two clubs are the Marlin Club of Baton Rouge and the Quarterdeck Club of Baton Rouge, Inc. The main characteristic of this group is that the recreational facility is privately owned by an individual or corporation and is made available to a corporation of members on a rental basis. The member of this type of facility pays a small registration or initiation fee when he becomes a member and pays monthly membership dues for the period of time that he is a member. The owner of the facility receives rental fees for his facility. The owner of the two clubs presented in this chapter receives benefits other than the rental fees, and these benefits are discussed in this chapter.

Both clubs in this category are owned by the same individual and both are located at, and as a part of, the Oak Manor Motor Hotel. They are identical in structure and share many other similar characteristics. The differences which exist between the two clubs will be listed in the introduction of the second club, the Marlin Club. The Quarterdeck Club is presented first in this chapter because it was established first.
THE QUARTERDECK CLUB OF BATON ROUGE, INC.

The Quarterdeck Club is a private, non-profit, recreational and social club located at the Oak Manor Motor Motel of Baton Rouge. The facilities of this club include a swimming pool, fishing pond, pitch and putt golf course, and a club house. The Quarterdeck Club has nearly one hundred family memberships, representing many areas of Baton Rouge.

The Establishment of the Quarterdeck Club

During the fall of 1957, Jack O'Brian approached the owner of the Bellemont Motel, A. C. Lewis, with his idea for a club. Mr. Lewis agreed that the idea had some sound business possibilities. The arrangements which were agreed upon by the two men were that a pool and a clubhouse building would be made available to Mr. O'Brian on a rental basis at six hundred dollars per month. It was also agreed that all food and drink which would be used by members at the clubhouse must be purchased from the Bellemont Hotel.

The clubhouse which was made available to Mr. O'Brian was constructed in such a manner that it could very easily be converted into additional motel suites in the event that the recreational club idea did not prove successful.

Mr. O'Brian succeeded in recruiting fifty members who each paid $125 as an initial fee, and twelve dollars monthly dues. They formed a non-profit corporation on November 19, 1958 and listed as their
purpose the organization of a social club providing social and recreational enjoyment for its members.¹

In the summer of 1959, the Quarterdeck Club moved from the Bellemont Motel to more elaborate facilities which were constructed as part of The Oak Manor Motor Motel, owned by A. C. Lewis. This new elaborate motel includes two such recreational facilities, which indicates the soundness of this arrangement from the business viewpoint.

Description of the Facilities

The facilities of the Quarterdeck Club are located in the rear of the Oak Manor Motor Motel. The Club is constructed as part of the motel plan and of matching brick and materials, and cost approximately $96,000.00.

The clubhouse consists of 3,500 square feet of air-conditioned area and contains lounges, a bar-locker room, canteen room, storage room, dressing rooms and shower rooms for men and women.

The main lounge is thirty-six feet by twenty-four feet and has a terrazo floor throughout. It has beautiful interior brick walls and a large fireplace at one end. The room has very luxurious furnishings. The main lounge is used for dances, parties, and many other functions which are included in the program of activities.

The men's lounge is furnished with living room furniture, a

¹Louisiana, Department of State. Articles of Incorporation of The Quarterdeck Club of Baton Rouge, Inc. (Baton Rouge, Louisiana: November, 1958), Article II.
card table, a billiard table and, like all other rooms of the clubhouse, is equipped with a volume control for the built-in stereo system. The lounge room is twenty-five feet by twenty-five feet and has wall-to-wall carpeting. This room is restricted to men over twenty-one and offers privacy for the men members when they engage in such activities as card playing, billiards, drinking, reading, lounging, and conversing with other men members.

The ladies' lounge is the same size and has the same furnishings, with the exception of the billiard table, for which is substituted a piano and a television set. This lounge offers privacy for the women when they engage in such activities as card playing, reading, lounging, socializing, and many other activities which are included in the program of activities.

The bar-locker room is a room measuring fifteen feet by eighteen feet, and it is located between the men's lounge and the ladies' lounge with a third door opening onto the swimming pool area. This room contains a bar counter, an ice machine, and one hundred fifty liquor lockers, each measuring twelve inches wide, fourteen inches high, and twenty-four inches deep. Each member has a private locker, which is locked by a combination lock, in which his liquor and mixers are kept. Paper cups are provided by the club and "cokes" are available at the Coca Cola machine in the canteen room. There are stools at the bar, and members may sit at the bar and enjoy their drinks or take them with them to some other part of the club area.

The canteen room is a small room opening onto the swimming
pool apron. The room contains machines vending such items as soft
drinks, candy bars, cigarettes, and potato chips.

Another room, which is twelve feet by ten feet and opens
onto the pool apron, is used as a storage room for recreational
equipment, supplies, and chemicals. This room also contains a desk,
file cabinet, and telephone, and serves as an office for the lifeguard.

The men's and women's dressing rooms contain four shower
stalls, three toilets, two wash basins, basket lockers, and mirrors.
This area is separated into three rooms—a room for dressing, a
shower room, and a restroom area.

The pool area consists of a small circular wading pool with
a diameter of eighteen feet, and a fan-shaped swimming pool measuring
forty-eight feet long, thirty-six feet wide on one end and twenty-
four feet wide on the other end. The pool ranges in depth from three
feet to nine feet. The pool is equipped with a one-meter diving
board and overhead and underwater lights. The two pools are encircled
by aprons forming a square, seventy-two feet by seventy-two feet.

Beside having the facilities described above, the Quarterdeck
Club members share a large parking area, a large, stocked fishing
pond, and a four-hole pitch and putt course with the neighboring
Marlin Club.

The Organization of the Quarterdeck Club

The corporation is organized without capital stock and member-
ship is evidenced by certificate of membership.
The members are the governing body and have the full right to vote, hold office, and otherwise perform such duties as are necessary to operate the club successfully.

The officers of the corporation are a president, vice-president, secretary and treasurer. Since this club is organized as a man's club, none of the above offices may be held by a woman.

The Administration of the Quarterdeck Club

The administration of the Quarterdeck Club is the responsibility of the Board of Directors. The President serves as the manager and performs the duties of this position without receiving any compensation for these services from the corporation. The Vice-president assists the President in the capacity of chairman of the entertainment committee. Other members of the board serve as chairmen of other committees such as the Membership Committee and the House and Grounds Committee.

The only paid employee of the club is the lifeguard. A lifeguard is employed for four months in the summer. His duties include swimming instruction, pool maintenance, pool supervision, and supervision of recreational equipment and supplies.

All maintenance and care of the grounds; clubhouse, fishing pond, pitch and putt course and the parking area are provided by the regular maintenance and janitorial staff of the Oak Manor Motor Motel.

The largest part of the club's income is derived from membership fees of twelve dollars per month. A twenty-five dollar initiation
fee for new members and other very minor income, such as guest fees, make up the only other sources of income. At present the income for the Quarterdeck Club is based on 100 members at $144.00 per year, which produces an income of $14,400.00.

A schedule of expenses is indicated below:

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<tr>
<th>Expense</th>
<th>Amount</th>
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<tr>
<td>Rent for the club</td>
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<tr>
<td>Insurance</td>
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<td>Lifeguard for four months</td>
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<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>$11,625.00</strong></td>
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</table>

The Program of Activities

The President of the corporation estimated that the members of the club have an average of three children in their families. In planning the program, equal consideration is given to providing activities for the children and adults.

In the adult program, each member and his wife have personal keys to the clubhouse. There are no restrictions regarding the hours which the club facilities can be used by key holders; however, minors and guests may not use a key belonging to a member at any time.

With this freedom of use of the club by the key holders, it is evident that the program of activities for adults includes frequent spontaneous entertainment. The key holders can drop in with friends and guests at any time of day or night and enjoy the facilities of the club. The pool may be used when supervised by a lifeguard or
other adult. Some of the activities in which the adults frequently participate are dancing, billiards; card playing, instruction in bridge, ping pong, checkers, chess and dominoes, television viewing, listening to records and reading, water safety instruction, speakers, demonstrations, swimming, shuffleboard, horseshoes, bingo, pot luck suppers, excursions by bus to L.S.U. football games, special parties, badminton, dance reviews (as spectators), golf pitching and putting, and fishing.

Most of the activities for the children's program are planned by the program committee and the lifeguard and take place during the daytime. Some special parties and other activities are scheduled in the evening. The activities in which the children participate frequently are dancing, bridge instruction, ping pong, checkers, chess and dominoes, television viewing and record playing, swimming instruction, swimming, shuffleboard, horseshoes, games of low organization, parties, dance instruction, dance reviews, golf pitching and putting, fishing, and badminton.

Plans for Future Growth

At present there are no plans for future growth; however, should any additions be desired, they will be made available by the owner to the corporation on a "split-the-cost" basis.

Comments by Club President

The President of the corporation placed a suggestion box in the clubhouse and encourages suggestions from the members. All
suggestions placed in the box are discussed and considered by the Board of Directors.

Members are encouraged to wear name badges which are made available to them as they enter the club. This is done in order that members will get to know each other.

Members work very hard and put in many hours to make the club a success. The President of the Quarterdeck Club feels that people in any city could make similar arrangements with a local motel.

II. THE MARLIN CLUB OF BATON ROUGE

The Marlin Club is located in the rear of the Oak Manor Motor Motel and is identical to the Quarterdeck Club in structure, furnishings, and facilities. The two clubs share the parking area, the fishing pond, and the pitch and putt golf course.

Some of the differences which exist between these two clubs are: (1) the Marlin Club requires that two of their Directors be women, whereas the Quarterdeck Club does not permit women to serve on the Board of Directors; (2) the Marlin Club has a larger membership, a waiting list, and a smaller initiation fee and membership fee; and (3) the membership of the Marlin Club is drawn from a more specific area of Baton Rouge.

The Establishment of the Marlin Club

The person who is given credit for the idea of the Marlin Club is Bill Maeser, a realtor whose real estate office is located
in the Oak Manor Motor Motel. Mr. Maeser began to organize the Marlin Club early in 1959, two years after the Quarterdeck Club had been started at the Bellemont Motel.

A. C. Lewis, owner of the Oak Manor Motel, agreed to duplicate the facilities, which were then under construction for the Quarterdeck Club, and make these facilities available to Mr. Maeser's organization on a 10-year basis with a 10-year option at a rental fee of $800.00 per month.

Mr. Maeser recruited forty of his friends from the areas of Villa Del Rey, Sherwood Forest, and Broadmoor subdivisions to become members. They each paid a ten dollar initiation fee and monthly dues of ten dollars, and they rented a suite in the motel while awaiting the construction of the club.

These original forty members filed for a Charter of Corporation and listed as their purpose to promote, encourage, and engage in swimming and water sports; to conduct the club for the purpose of providing for refreshment, entertainment, exercise, and social diversion of its members.

The people who became members in the Marlin Club lived in an area of Baton Rouge where no public recreational facilities were available. They wanted a club that would be of some benefit to all members of the family, without a golf course, and with a fixed cost.

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2 Louisiana, Department of State. Articles of Incorporation of the Marlin Club of Baton Rouge (Baton Rouge, Louisiana: August, 1959), Article II.
When the construction of the Marlin Club was completed, the membership was up to eighty and a short time later, it reached one hundred. Presently, the Marlin Club has a full membership of one hundred fifty and a waiting list which has accumulated over a period of a year.

Other aspects of the club, administration, facilities, organization, and program are the same as those of the Quarterdeck Club, and therefore are not described.
CHAPTER VIII

COMPARISONS, SUMMARY, CONCLUSIONS, AND SUGGESTIONS

FOR FURTHER STUDY

I. COMPARISONS

On the basis of data reported in this study, the following comparisons seem warranted.

Small neighborhood recreation facilities such as The Knollwood, Incorporated; Goodwood Homesites Swimming Pool Company, Incorporated; The Broadmoor Pool, Inc.; La Riviera Association, Inc.; and the Cedarcrest-Southmoor Recreation Association, Inc. are comparatively inexpensive facilities ranging in cost from $4,650.00 to $17,800.00. The average cost of the facilities in this group is approximately one-tenth that of the average cost of the other facilities in this study.

These facilities consist primarily of a swimming pool and only a few other incidental facilities such as playground facilities, barbecue and picnic facilities.

The average initial investment required for membership in these neighborhood clubs is twice as large as the average initial investment required for membership in the other clubs investigated.

As the number of members varies, so does the cost of membership and the cost of the facility. The Knollwood represents a small
group of members. The cost of membership in this group is greater than that of a similar pool with more members, such as The Broadmoor Pool.

The Goodwood Homesites Company, La Riviera, and the Cedarcrest-Southmoor are more expensive structures and require a larger group of members in order to have a membership cost which compares with that of the two smaller groups mentioned above.

The members of these small neighborhood facilities are required to assume much of the responsibility for the maintenance of their facilities since no regular help is employed. They are also paying monthly fees annually for a four month summer program centered around swimming activities. The advantages which members of these facilities have over members of other clubs in this study are privacy and convenience of location.

Members who would care to substitute elaborateness for privacy and convenience of location might favor a facility such as The Aquatic Club. The Aquatic Club is the most expensive facility studied in this investigation; however, it offers only a four month summer program centered around swimming activities.

In order for a group to have an elaborate facility such as The Aquatic Club which promotes basically one activity (swimming), it is necessary to have a large number of members. The initial cost for membership in the Aquatic Club is approximately one-half the cost of membership in a small neighborhood group; monthly fees are slightly higher than the average fees of the small neighborhood groups.
They give up the privacy and convenience of location enjoyed by the smaller groups in exchange for a more elaborate facility. Members of The Aquatic Club free themselves of the responsibility of facility maintenance. This work is done by regular paid employees.

The member who favors investing his money in a facility which offers a varied year-round program of activities might prefer belonging to The Piedmont Club, The Acadian Club, The Quarterdeck Club, or The Marlin Club.

If the number of members desiring to participate is small (about one hundred), and they want an elaborate facility, it may be wise to rent a facility as was done in the case of The Quarterdeck Club and The Marlin Club. In these clubs, the average initial cost is less than the initial cost of any other club in this study, and the cost of monthly membership is slightly higher than the average for the others.

The expense of these facilities is fixed, therefore the greater the number of members, the more money there will be available for a program. The Marlin Club has a greater number of members than The Quarterdeck Club, therefore membership is less expensive and more money is left over for the program after the rent has been paid.

The Acadian Club offers the most organized and varied program of all the clubs in this study. Although it is a family membership club, membership of any family is limited only to those members of a family who are in high school.
When an approximation of each individual family member's investment is compared to the investment of the Acadian Club member, the Acadian Club member receives more per dollar in facility and program than members of any other club in this study. The Acadian Club is the fastest-growing facility included in this study. Each year an average of $15,000.00 worth of additional facilities is added to the club. The success of this type of club depends on a large number of families who can afford club membership for a single member of the family, while other members of the family seek their recreational experiences elsewhere.

The Piedmont Club is the largest "year-round" family club in this study. Membership dues are higher than those of all other clubs, with the exception of The Quarterdeck Club. These two clubs have the same membership dues.

Unlike other clubs in this study, the member of The Piedmont Club may make a profit on his initial investment. The initial investment in the Piedmont is higher than the average initial investment in other "year-round" clubs and considerably lower than the average initial investment of the neighborhood clubs. This is the only facility studied which has complete restaurant service.

II. SUMMARY

This study was conducted for the purpose of analyzing selected private non-profit recreational clubs in the Baton Rouge, Louisiana area.
The eleven clubs which were included in this study were termed "selected" primarily because they were isolated for study by the exclusion of other private non-profit clubs which are controlled by national fraternal orders, religious groups, labor organizations or other national organizations.

Data describing the establishment, organization, administration, facilities, and program of the eleven clubs were collected by the writer. This collection of data was guided by the outline presented as Appendix A.

The eleven clubs included in this study represent four different plans of financial support. The clubs were categorized into four groups according to their plan of financial support and each category was treated as a separate chapter in this study.

In summary, private recreation in the Baton Rouge area is varied, however swimming is the most popular activity, and it accounts for the largest part of the money spent for recreational facilities. Each group has definite requirements for membership, including the submission of an application to a membership committee and the purchase of a share of stock, membership certificate or some other evidence of membership. There are membership dues for each organization, the amount varying with each group according to its facilities and number of members.

The major purpose for the establishment of the clubs in this study was to provide social and recreational experiences for their members who, because of location, age or interest, were not being
satisfactorily accommodated by public recreational facilities. Some clubs were organized for specific types of recreation, while others set up extensive recreational and educational programs. Some of these groups meet year-round for regular recreation, social and educational sessions, and sponsor team competition, while others sponsor a less organized summer program.

The cost of the recreational facilities in this study ranges from $4,650.00 to $185,000.00. They service membership groups ranging in size from eight families to over a thousand members, at monthly dues ranging from $2.50 to $12.00, and initial investments ranging from $10.00 to $700.00.

The eleven clubs included in this study represent a total income of $181,000.00. Seven hundred and eight thousand dollars worth of facilities are used to provide recreational and social opportunities for the members. The administration of all clubs in this study is handled by a Board of Directors. Club managers and members of boards of directors indicated by their comments that the success of the clubs has depended more upon the attitudes and efforts of individual members than on any other single factor.

III. CONCLUSIONS

From the data presented in chapters IV through VII and summarized above, and from data included in Tables I through V of Appendix B, the following conclusions seem warranted:

1. Most private recreational facilities in Baton Rouge were
organized because members felt that public recreational facilities were not conveniently available or did not include facilities or programs desired by the organizing group.

2. Members of the clubs are selected primarily on the basis of the location of their residence.

3. Swimming is the single common interest which promoted the establishment of the clubs investigated.

4. Private clubs make significant contributions to recreation in the City of Baton Rouge, Louisiana.

5. Private clubs of various sizes and costs operate successfully.

6. Groups of various sizes can successfully establish and maintain private recreational facilities.

7. People of moderate income can enjoy special recreational and social activities by belonging to a private club.

8. The clubs studied in this investigation are financially stable and increase their facilities and program when income permits it.

IV. SUGGESTIONS FOR FURTHER STUDY

In light of the findings of this study, the following problems seem to invite investigation:

1. A comparison of the cost, per capita, of providing recreational experiences through public facilities to
the per capita cost of providing equivalent recreational experiences through private clubs.

2. After a five year period, another study of private recreation, as limited in this study, be undertaken to determine the growth experienced by this segment of recreation.
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APPENDIX A

OUTLINE FOR SECURING DATA ON CLUBS

I. The Establishment of the Club
   A. When did the club have its beginning?
   B. Who were the founders of the club?
   C. How did the idea of the club originate?
   D. Were there any particular problems which gave rise to the idea?
   E. What was to be the purpose of the club?
   F. How did the founders go about getting others interested in the club?
   G. Did it require much effort to interest people in the club?
   H. How was the membership selected?
      1. Was financial status a factor?
      2. Was location of residence a factor?
      3. Was age a factor?
      4. Was nationality or religious preference a factor?
      5. Are there any factors other than these which are considered in selecting membership?
   I. What are the stipulations stated in your charter regarding the selection of members, the maximum number of members, and the cost of membership?
   J. How many members did you get in your first membership drive?
   K. When did the founder meet with others to form a corporation or
an organization?

I. Do you have any of the following items?

1. Minutes from the formative meetings.
2. Copy of brochures or other items which may have been used to promote interest in the club.
3. Copy of the Charter of Incorporation.

II. The Original Facility

A. When did construction of the original facilities begin?
B. When was construction completed?
C. What was the total cost of the original facilities?
D. Description of facilities
   1. Land—location, size and cost
   2. Club house—size, material of construction and cost
   3. Main hall—size and structure, rest rooms: location, number and facilities.
   4. Office space and storage space
   5. Rooms for instructions or other functions (size and number)
   6. Television room, reading room, pool room, gym room
   7. Snack bar, kitchen, restaurant (description and extent of available service)
   8. Swimming pool: size, diving boards, aprons, cabanas, fence, lights, and other structures
   9. Bath house: showers, toilets, lockers
10. Covered outdoor area
11. Barbecue and picnic area and facilities
12. Hard surface outdoor areas: parking area, tennis courts, basketball courts, volleyball courts
13. Golf course: regular, miniature or pitch and putt
14. Baseball or softball field: lights, backstop
15. Playground facilities
16. Any other facilities not mentioned above.

III. Organizational Pattern

A. Membership
   1. How many members do you have presently?
   2. Are they stockholders?
   3. What voice do they have in club affairs?
   4. What are the stipulations regarding sales of shares of stock?

B. Board of Governors
   1. How many members do you have on your board of governors or directors?
   2. What offices are represented?
   3. What is the term in office?
   4. What are their duties and powers?

C. Committees
   1. Do you have any standing committees?
   2. Do you have any special committees?
   3. What services or functions do these committees perform?

D. Club Manager or Director
   1. Who employs him?
2. What are his duties and responsibilities?
3. How many hours per week does he work?

E. Staff
1. How many full-time staff members are employed?
2. What are their duties and responsibilities?
3. How many part-time staff members are employed?
4. What are their duties and responsibilities?
5. Are more staff members employed during the summer months?

IV. The Administration of the Club

A. Rules and regulations
   1. Members' conduct
   2. Rules pertaining to guests

B. Membership at present
   1. Number of adults: regular; summer; cost for membership
   2. Number of children: regular; summer; cost for membership

C. Income
   1. What are your sources of income?
   2. Would you furnish me with records of your income for the past year?

D. Expenditures
   1. What are your expenditures?
   2. Would you furnish me with records of your expenditures for the past year?

E. Committees performing assigned duties contributing to the administration of the club

F. How is your bookkeeping handled?
G. Sale and resale of stocks or certificates
   1. Is there a profit in this transaction?
   2. Is this shown in your income?

V. Program
   A. Who plans the program?
   B. How do you publicize it?
   C. What are summer hours and school year hours?
   D. Instructional program
      1. Bridge
      2. Synchronized swimming
      3. Swimming and diving
      4. Tumbling and gymnastics
      5. Adagio dancing
      6. Fencing
      7. Sewing
      8. Typing or shorthand
      9. Speed reading
     10. Driver education
     11. Tennis
     12. Dramatics
     13. Arts and crafts
     14. Weight lifting and body development for boys
     15. Charm and body development for girls
     16. Archery
     17. Knitting
18. Any others not mentioned above

2. The planned program

1. Dances
2. Bridge tournaments
3. Ping pong tournaments
4. Pool tournaments
5. Skeet shooting practice and tournaments
6. Swimming and diving meets
7. Volleyball games
8. Basketball games
9. Softball or baseball games
10. Coffees
11. Teas
12. Style shows
13. Variety shows
14. Water shows and carnivals
15. Suppers
16. Barbecues
17. Picnics
18. Parties
19. Demonstrations
20. Speakers or foreign visitors
21. Trips or excursions
22. Miniature golf tournaments
23. Competitive activities against other clubs
24. Skating parties
25. Any others not listed above

F. The impromptu program
1. Card games
2. Ping pong
3. Tumbling and stunts
4. Volleyball
5. Softball
6. Basketball
7. Song sessions
8. Shuffleboard
9. Miniature golf
10. Tennis
11. Badminton
12. Any others not listed

G. The individual voluntary program
1. Card playing
2. Billiards
3. Ping pong
4. Checkers and chess
5. Watching television
6. Listening to records
7. Reading
8. Swimming
9. Tennis
10. Touch football
11. Weight lifting
12. Water tag
13. Water basketball
14. Song sessions
15. Playing the piano
16. Kite flying
17. Bicycle riding
18. Skating
19. Lounging
20. Puzzle building
21. Badminton
22. Any other not listed above

VI. Plans for Future Growth

A. Are there any definite plans for the growth of the club?
B. What are some of the additions which are being considered?

VII. Recommendations and Comments

A. What advice would you give anyone who might be undertaking the establishment of a club similar to this one?
APPENDIX B

TABLES CONTAINING DATA ON CLUBS

Table I. Reasons for Establishment of Private Non-profit Recreational Clubs in Baton Rouge, Louisiana and Factors Considered in the Selection of Their Membership

Table II. Organizational Characteristics of Private Non-profit Recreational Clubs of Baton Rouge, Louisiana

Table III. Facilities of Private Non-profit Recreational Clubs of Baton Rouge, Louisiana

Table IV. Program Offerings of Private Non-profit Recreational Clubs of Baton Rouge, Louisiana

Table V. Selected Characteristics of Private Non-profit Clubs in Baton Rouge, Louisiana
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<th>Club</th>
<th>Location of Residence</th>
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**Reasons for establishment of private non-profit recreational clubs in Baton Rouge, Louisiana and factors considered in the selection of membership**

*TABLE 1*

- Because public facilities were not conveniently located
- Public facilities not satisfactory
- To promote a special interest
- To be with selected associates

Factors considered in the establishment of clubs:

- Location of Residence
- Financial Status
- Age
- Common Interest
- Religion
- Nationality
- Race
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<th>Club Name</th>
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<th>Additional Summer Staff</th>
<th>Full Time Year Round Staff</th>
<th>Part Time Year Round</th>
<th>Unpaid Manager</th>
<th>Full Time Year Round Manager</th>
<th>Part Time Year Round Manager</th>
<th>Stockholders</th>
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**Table II**

**Organizational Characteristics of Private Non-Profit**

**Private Clubs of Baton Rouge, Louisiana**
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<th>Facility</th>
<th>The Marlin Club</th>
<th>The Quarterdeck Club</th>
<th>Paragon Club</th>
<th>Acadian Club</th>
<th>Broadmoor Pool</th>
<th>Cedarmere-Conty Club</th>
<th>Goodwood Homesites</th>
<th>The Piedmont Club</th>
<th>Hall of Club</th>
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<td>Plays or Variety Shows</td>
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**TABLE IV**

PROGRAM OFFERINGS OF PRIVATE NON-PROFIT RECREATIONAL CLUBS OF BATON ROUGE, LOUISIANA
<table>
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<tr>
<th>Club Name</th>
<th>Number of Families</th>
<th>Approximate Number of Members</th>
<th>Cost of Stock or Certificate</th>
<th>Cost of Stock or Certificate</th>
<th>Annual Membership Dues</th>
<th>Approximate Value of Facilities</th>
<th>Dues</th>
<th>Number of Months in Operation</th>
<th>Part of Membership Dollar Paid for Use of Facilities</th>
<th>Part of Membership Dollar Spent on Program</th>
<th>Money Spent Annually on Program</th>
<th>Approximate Number of Members</th>
<th>Approximate Value of Facilities</th>
<th>Annual Membership Dues</th>
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VITA

Norman Anthony Marcel was born December 25, 1930, in Houma, Louisiana.

He attended school in Terrebonne Parish, graduating from Terrebonne High School in 1948. In 1957, he received the Bachelor of Science degree from the University of Southwestern Louisiana in Lafayette, Louisiana. One year later, he was awarded the Master of Science degree from Louisiana State University.

His experience includes one year of teaching mathematics and health and physical education at Glasgow Junior High School, Baton Rouge, Louisiana; four years teaching health and physical education at Robert E. Lee High School, Baton Rouge, Louisiana; and one year as an Assistant Professor in the Department of Health and Physical Education of Francis T. Nicholls State College, Thibodaux, Louisiana.

He is married to the former Margaret Mackey, and they have two children, Mary and Paula.
Candidate: Norman A. Marcel

Major Field: Physical Education

Title of Thesis: A Study of Selected Private Non-Profit Recreational Clubs in the Baton Rouge Area

Approved:

Francis A. Drury
Major Professor and Chairman

Max Goodrich
Dean of the Graduate School

EXAMINING COMMITTEE:

Jack W. Wilson

C. W. Hilton

Lydia F. Kermill

Evelyn E. Olin

J. W. Kistler

Date of Examination:

July 24, 1964