

JULY 21, 2021

OPINION

Elude California's Errors: Never Let A Windfall Go To Waste

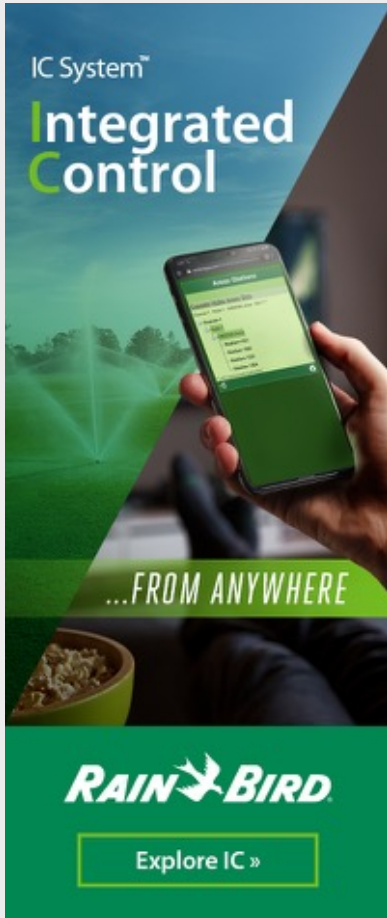
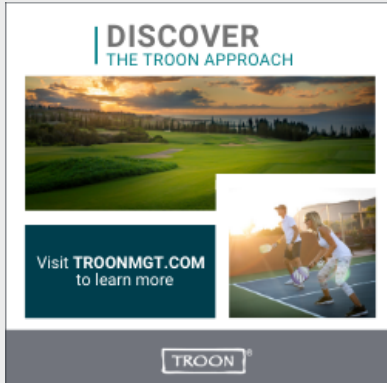
By Craig Kessler, Director, Gov. Affairs, Southern CA Golf Association

If the golf industry can show a little wisdom in combination with a hint of vision, it can avoid making the same mistake my home state of California is now making in failing to take strategic advantage of COVID's unexpected bounty. Anticipating as much as a \$54 billion deficit, California instead realized a \$78 billion surplus and set about spending it on a whole host of things that will be very difficult to cut back once the bounty turns first to stasis followed at some point by deficit. Instead of paying down some of the state's whopping pension debt obligation or adding to the state's rainy-day fund or investing in desperately needed water storage infrastructure – the sorts of investments that pay multiplier dividends in the out years – California has elected to commit most of its newfound monies to programs and line items that will likely cost more money over time without bringing corresponding financial value. Great societal value in many cases to be sure, but not financial value as normatively understood... [READ MORE >>](#)

Club Leadership and Governance – What's the Right Model?

By Larry Hirsh, President, Golf Property Analysts

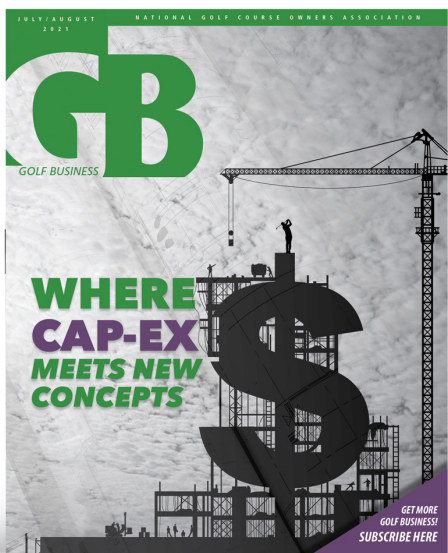
Recently, I was thinking about the various models of club governance and leadership that exist and considering the challenges of each. Then, as if on cue my Google Alerts contained an article from Golfweek by Jay Blasi promoting the Autocratic model of club governance. Commonly referred to as “benevolent dictators,” this model is employed at several prominent golf clubs, although not usually at country clubs. As Blasi suggests, the one man committee for everything provides for efficiencies not often found in the more typical club democracies. However, it's not without challenges. I've observed both success and failure at clubs with a variety of governance models. There are numerous variables... [READ MORE >>](#)



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