



THE COMPANY COURSE

Firestone's 'Plant No. 3'

American industry misses few business opportunities. And the golf business is no exception.

Like so many assembled initials, corporations like IBM, NCR and TRW own or influence over 150 of the country's golf facilities. Firestone Country Club must rank as the most identifiable and prestigious of this type course.

Operated as an investment instead of a write-off, Firestone Tire & Rubber Co.'s golf complex in Akron, Ohio is fondly dubbed "Plant No. 3" by some of its employees. A staff of more than 140 works diligently to keep Firestone a



show place for the company and in turn, for golf business itself.

Some 46 summers have passed since the founder of the company, Harvey S. Firestone, first determined that a site on the southwest side of Akron would be established as an additional recreation area for his employes, and despite all its publicity from the pro tour, the club has essentially retained that purpose to the present day.

Firestone, which will host the 57th PGA Championship this August, entertains a golfing membership of 800 employes and their families, and 38 memberships to non-

employes that were issued when the club went outside company ranks to solicit members. The 38 will undoubtedly be the last, for the club also has a social membership of 800 who are waiting to be given full membership status.

Blue collar or white collar makes no difference for membership at Firestone. All are equal in the eyes of the club, and in fact almost 40 percent are hourly employes. When there is an opening in the membership, whoever applies first is accepted, whether it be vice president or laborer.

"The course was started for company recreation purposes," according to A. E. "Scotty" Brubaker, vice president for advertising and public relations at Firestone. "Mr. Firestone believed that golf was a great recreation, and it fit in with his philosophy that a happy worker is a good worker." This is also why Firestone has an advanced recreational complex for its employes including swimming pools, gyms and athletic fields. Firestone has had boxers and swimmers compete in Olympic competition over the years.

"The club itself does not make money on its own," Brubaker said. "It is run as part of Firestone's advertising and public relations budget. Firestone takes great pride in what it does, and this course is a showpiece for us. The course is manicured better than most courses because of this. If we are going to invite people here for tournaments and be on television, then we have to keep up our quality image. Some may not believe this, but we work on a very strict and structured budget. But we also go first class."

National prominence has come to Firestone through its association with the touring pros. The club first hosted the 1953 Rubber City Open which was sponsored by the Akron Jaycees. The facility was donated by Firestone as a civil project, as it continues to be for the American Golf Classic held every year. Since 1960, the course has given \$720,000 to Akron charities from tournaments.

For instance, preparation for the PGA Championship has been going on since 1971 when Firestone's tournament committee got the green light from the PGA. Brubaker emphasized that employes would

volunteer their services for free, and that club members and friends receive no discounts to attend the tournament. All profits from the tournament are channeled into the tournament committee and then to charity. The only obvious benefit the club receives from the tournament is of course national exposure, which fits in with Firestone's philosophy of using the club as an advertising and public relations arm of the company. The man who's job is to carry that philosophy out day to day is the club's general manager.

At 34, Doug Good has to be one of the youngest general managers in golf business. A Drake University graduate, Good is the prime mover in coordinating the vast schedule of Firestone. "My working arrangement with Bobby (Nichols, the club pro) and Pete (Miller, the club superintendent) is great, but in reality our relationship to each other is quite different than the arrangements made between the 'trio' at other types of clubs."

Each department at Firestone is run on its own. The only real coordination comes through Good's office and lies primarily with the calendar. With his responsibilities to Brubaker, Good is the one person at Firestone who has to know what's going on and why.

In the course of one week, a variety of activities will occur in the clubhouse. For instance, one night the company might entertain the South African Board of Trade. The next evening, a wedding reception is on in the main dining room with over 400 guests. Breakfasts, brunches and lunches dot the schedule of the Firestone kitchen and its Good's job to keep it all together.

As far as specific uses by the company of its showpiece, Firestone turns the clubhouse into a big meeting room every year for its annual stockholders gathering. Training seminars for dealers are conducted on a regular basis. The dealers come in from all over the country for the informative sessions.

"What I like the most about this job is the freedom I have," says Good. To his peers, Good would seem to have a dream job, but the Iowa native insists that he has a strict budget and there is no blank check to the purchases he makes

during a year. "I work for businessmen. Every time I want to buy something, I have to prove the worth of the purchase. There is a lot of red tape and I have to work with cost accountants, but I think there is a tremendous amount of good rapport among the entire management here," Doug remarked.

A vital part of the Firestone team is its head pro, tour player Nichols. He is an extension of the corporate public relations philosophy on the tour, but Bobby also plays an integral part of the running of the pro shop and the golf car concession. During peak season, the shop employs a staff of 14, and Brubaker emphasized that Nichols is totally responsible for the shop and the golf cars. Firestone has a fleet of 85 cars, and Nichols is in complete control to purchase. His father Owen, a former pro, is in charge of maintenance of the cars. Assistant pro Paul Lorzoren handles the running of the pro shop.

The most critical department at "Plant No. 3" revolves around a complex of white buildings no more than 100 yards from the clubhouse. This is the base of operations of superintendent Peter Miller.

"I don't always agree with the corporate approach, but I am convinced this is the only way to run a country club," Miller said. "I have had problems here, but they have not been because of Firestone. There are many good things about our affiliation. For one, we have a five-year plan for improvements that we operate on. This way, there is always something in the works, and there is always planned improvement taking place. It is not a hit-and-miss thing.

"We have progressive equipment replacement also, and this is a great help," he said. "And most country clubs do not operate with

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purchase orders for buying. This is a much more efficient system. And of course, I have a union to organize my men."

Miller said that although the corporate structure helps organization, there are also times when he looks at other more loosely run clubs, and sees some of the things they can do and he can't. Then he regrets that Firestone in some areas is not flexible enough for some little things that make clubs better.

"Because we have a union for my staff, I used to be bitter about how high the wages are I have to pay," Miller said, "but it delineates the help much better and we run much more efficiently because everything is laid out in advance." He said the club is run on an eight-hour day, something many superintendents across the country might find hard to believe. "It is all a matter of scheduling," he said, "and more clubs could do it. There is no reason for 16 and 18 hour days and overtime that goes along with it."

He said he hires no help under 18, and nobody that works less than 40 hours a week. When March 15 rolls around, Miller knows exactly who will be working, how many people he will have on his staff, and what their capabilities are. He has 18 people coming back from last year's summer staff.

Good: "I work for businessmen. Every time I want to buy something, I have to prove the worth of purchase. There is a lot of red tape and I have to work with cost accountants, but I think there is a tremendous amount of good rapport among the entire management here."



"I suppose the corporate Firestone touches my operation all the way through at every point," Miller said. "But I am trying more and more to work through Doug Good as general manager. We deal with Firestone's engineering department quite extensively, and we use their purchasing department also. These services they can provide make things a lot easier at times."

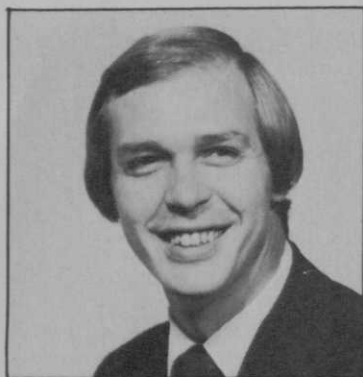
Miller said his department is run as a part of the corporate Firestone as a whole, and that many people think this means he has an unlimited budget to work with. He said this impression is given because Firestone is so large. "There are some areas where Firestone has seen fit to extend beyond what a normal country club would do in the same situation, situations where I do not have to be held to a strict budget," Miller said. "But on the whole, this is run as a big business in the true sense, and the bottom line is important, very important."

One area of the corporate structure that is another great aid to Miller is that he is always dealing with the same corporate people come budget and other times. Selling projects and programs to people who have dealt with them for years is much easier than the job another superintendent might have selling his programs to a club committee that rotates every year or two.

"Let's face it," Miller said, "this club is a showcase for Firestone. We have the basics that every club has, but we also have the ability to add the fine taste and touches that make the club the showcase that it is. They cost more, but it means that much to Firestone."

Run like a corporation, treated like an investment and viewed as an asset, Firestone is probably the premier course of big business in golf business.

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THE COMPANY COURSE

Directory of Corporate-Owned Facilities

(Courtesy National Golf Foundation)

ALABAMA

Riverview Golf Course
West Point Mfg. Co.
Riverview, Ala. 36872
Reg. 9 Private

Goodyear Golf Club, Inc.
464 Goodyear Ave.
Gadsden, Ala. 35901
Reg. 18 Private

Gulfsteel YMCA Golf Course
Alabama City Station
Gadsden, Alabama 35904
Reg. 18 Private

Vanity Fair Foundation Golf Course
P.O. Box 831
Monroeville, Ala. 36460
Reg. 9 Private

Coosa Pines Golf Course
Coosa River Newsprint Division
Coosa Pines, Alabama 35044
Reg. 9 Private

ARIZONA

Cobra Valley Country Club
Drawer N
Claypool, Arizona 85532
Reg. 9 Private

Longhills Golf Club
Box 7
Benton, Arizona 72015

ARKANSAS

Wilson Golf Course
Wilson, Arkansas 72395
Reg. 8 Private

CALIFORNIA

Montclair Golf Course
2477 Monterey Blvd.
Oakland, Calif. 94611
Par-3 9 Daily Fee

Bakersfield Public Golf Course
1119 Watts Drive
Bakersfield, Calif. 93307
Reg. 18 Daily Fee

Monterey Park Golf Course
3600 Ramona
Monterey Park, Calif. 93940

Mesa Verde Country Club
3000 Clubhouse Road
Costa Mesa, Calif. 92626
Reg. 27 Private

Glen Avon Golf Course
4545 Pedley Road
Riverside, Calif. 92509
Par-3 18 Daily Fee

Trona Golf Club
P.O. Box 303
Trona, Calif. 93052
Reg. 18 Private

McCloud Golf Course
P.O. Box 346
McCloud, Calif. 96057
Reg. 9 Daily Fee

COLORADO

Woodmoor Country Club
Box X
Monument, Colorado 80132
Reg. 27 Daily Fee

Fox Acres Country Club
Red Feather Lake, Colorado 80545
Reg. 9 Private

DELAWARE

Hercules Country Club
Hercules Road
Wilmington, Delaware 19808
Reg. 27 Private

Louviers Golf Course
Newark, Delaware 19711
Reg. 18 Private

Seaford Golf & Country Club
Seaford, Delaware 19973
Reg. 9 Private

FLORIDA

Monsanto Employees Golf Association
Box 1507
Pensacola, Florida 32560
Reg. 18 Private

St. Regis Golf Course
P.O. Box 87
Cantonment, Florida 32533
Reg. 18 Private

Dodgertown Golf Club
P.O. Box 430
Vero Beach, Florida 32960
Reg. 9 Daily Fee

Walt Disney World Golf Course
P.O. Box 4
Lake Buena Vista, Florida 32830
Reg. 54 Daily Fee

Bellview Biltmore Hotel & Golf Club
Clearwater, Florida 33517
Reg. 36 Private

International Min & Chem Golf Course
Rt. 37
Mulberry, Florida 33860
Reg. 9 Private

GEORGIA

Mary Calder Golf Club
P.O. Box 570
Savannah, Georgia 31402
Reg. 9 Private

Crescent Lake Golf Course
Attapulgus, Georgia 31715
Reg. 9 Private

Kraftsman's Golf Club
Turner Bend Road
Rome, Georgia 30161
Reg. 9 Private

J. P. Stevens & Company Golf Course
c/o J. P. Stevens Co.
Dublin, Georgia 31020
Reg. 18 Private

Green Island Golf Course
P.O. Box 4113
Columbus, Georgia 39104
Reg. 18 Private

Porterdale Golf Course
Box 392
Porterdale, Georgia 30270
Reg. 18 Private

Goodyear Employees Golf Course
Rockmart, Georgia 30153
Reg. 9-hole Private

HAWAII

Francis Brown Country Club
P.O. Box 248

Aiea Oahu, Hawaii 96701
Reg. 18 Daily Fee

ILLINOIS

Par-3 Golf
2505 S. Neil Street
Champaign, Illinois 61820
Par-3 27 Daily Fee

Anets Golf Course
Northbrook, Illinois 60062
Par-3 9 Private

INDIANA

Brockway Golf Association
Brookside Road
Lapel, Indiana 46051

Killbuck Golf Course
Rt. 2 Box 269
Anderson, Indiana 46011
Reg. 18 Private

Indiana Farm Bureau Co-op
P.O. Box 271
Mt. Vernon, Indiana 47620
Reg. 9-hole Private

IOWA

Sloan Community Recreation Association
Sloan, Iowa 51055
Reg. 9 Private

KANSAS

Happy Hunting Golf Club
12925 W. 71st Street
Lenexa, Kansas 66216
Executive 9 Private

Skyview Golf Course
2744 George Washington Blvd.
Wichita, Kansas 67210
Reg. 9 Private

KENTUCKY

Lynch Country Club
P.O. Box 155
Cumberland, Ky. 40823
Par-3 9 Private

Stearns Golf Course
Stearns, Ky. 42647
Reg. 9 Daily Fee

LOUISIANA

Port Sulphur Golf Course
c/o Freeport Sulphur Co.
Port Sulphur, Louisiana 70083
Reg. 9 Private

Springhill Country Club
P.O. Box 291
Springhill, Louisiana 71075
Reg. 9-hole Private

MARYLAND

Sparrow Point Country Club
1648 Wise Street
Baltimore, Maryland 21219
Reg. 27 Private

Brantwood Golf Club
Chesapeake City Road Rt. 213
Elkton, Maryland 21921
Reg. 18 Daily Fee

MASSACHUSETTS

General Electric Golf Course
303 Crane Avenue
Pittsfield, Mass. 01201
Reg. 9 Private

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Lanesboro Pitch & Putt
South Main Street
Lanesboro, Mass. 01237
Par-3 18 Private

United Shoe Country Club
134 McKay Street
Beverly, Mass. 01915
Reg. 18 Private

Hampden Country Club
138 Wilbraham Road
Hampden, Mass. 01036
Reg. 18 Private

Westboro Country Club
121 Main Street
Westboro, Mass. 01581
Reg. 9 Private

MICHIGAN

Burroughs Farm Golf Club
5341 Brighton Road
Brighton, Michigan 48116
Reg. 18 Executive 9 Daily Fee

Dun Rovin Country Club
16377 Haggerty Hwy.
Plymouth, Michigan 48167
Reg. 18 Daily Fee

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For More Details Circle (113) on Reply Card

MINNESOTA

Tartan Park Golf Course
904 Bush Avenue Bldg. 45-1W
Lake Elmo, Minnesota 55042
Reg. 18 Private

Westfield Municipal Golf Course, Inc.
1460 West 5th Street
Winona, Minnesota 55987
Reg. 9 Private

MISSISSIPPI

Natipco Country Club
Natchez, Mississippi 39120
Reg. 9 Private

MONTANA

Anaconda Company Golf Course
Box 151, Black Eagle
Great Falls, Montana 59401
Par-3 9 Private

NEW JERSEY

Sharon Country Club
Sharon Road
Robbinsville, New Jersey 08691
Reg. 18 Private

Hominy Hill Golf Club
Mercer Road
Colts Neck, New Jersey 07722
Reg. 18 Private

Toms River Country Club
419 Washington Street
Toms River, New Jersey 08753
Reg. 9 Private

NEW YORK

IBM Homestead
Boardman Road
Poughkeepsie, New York 12601
Par-3 9 Private

Bethlehem Management Club
Southwestern Blvd.
Hamburg, New York 14075
Reg. 18 Private

Oneida Country Club
Genesee Street Route 5
Oneida, New York 13421
Reg. 18 Private

IBM Country Club
10 Astros La Sands PNT.
Port Washington, New York 11050
Reg. 9 Private

Flagler Hotel Golf Course
Box 95
South Fallsburg, New York 12734
Executive 9 Daily Fee

NORTH CAROLINA

Bar-Mil Country Club
Rt. 3 Box 368
Greensboro, North Carolina 37400
Par-3 9 Private

Mooresville Golf Course
Box 540
Mooresville, North Carolina 28115
Reg. 9 Daily Fee

NORTH DAKOTA

La Moure Country Club
SW of City
La Moure, North Dakota 58458
Reg. 9 Private

OHIO

Hemlock Springs Golf Club
4858 Coldspring Rd. RFD 2
Geneva, Ohio 44041
Reg. 18 Daily Fee

Wildwood Golf Club
601 Aberdeen Drive
Middletown, Ohio 45042
Reg. 18 Private

General Electric Employee Act. Assoc.
Cincinnati, Ohio 45200
Par-3 18 Private

Hartwell Golf Course
Forest & May Street
Cincinnati, Ohio 45200
Reg. 9 Private

Dayton Power & Light Golf Course
25 N. Main
Dayton, Ohio 45402
Reg. 9 Private

NCR Country Club
4435 Dogwood Trail
Dayton, Ohio 45429
Reg. 36 Private

The Oak Harbor Club
County Road 17
Oak Harbor, Ohio 43449
Reg. 18 Daily Fee

Holiday Country Club
4625 Whipple Avenue—NW
Canton, Ohio 44718
Reg. 9 Par-3 9 Daily Fee

Juli-Fe View Country Club
RD No. 1
Orrville, Ohio 44667
Reg. 18 Private

OKLAHOMA

Air Park Golf Club
Box 39
Burns Flat, Oklahoma 73627
Reg. 9 Daily Fee

PENNSYLVANIA

Crucible Management Club
Box 224
Industry, Pennsylvania 15052
Philadelphia Electric Co. Country Club
Lynn Blvd. & Wadas Avenue
Upper Darby, Pennsylvania 19082

Brockway Glass Golf Course
Wood Street
Brockway, Pennsylvania 15824
Reg. 9 Daily Fee

Eagle Lodge Country Club
La Fayette Hill, Pennsylvania 19444
Reg. 18 Private

Bethlehem Steel Club
RD 1
Hellertown, Pennsylvania 18055
Reg. 27 Private

Fountain Springs Country Club
P.O. Box 232
Ashland, Pennsylvania 17921
Reg. 9 Private

River Valley Club
Westfield, PA 16950
Reg. 9 Private

RHODE ISLAND

Wanumetonomy Golf & Country Club
Browns Lane
Middletown, R.I. 02840
Reg. 18 Private

SOUTH CAROLINA

Chester Golf Club
P.O. Box 203
Chester, S.C. 29706
Reg. 18 & Exec. 9 Daily Fee

Wellman Country Club
P.O. Box 188
Johnsonville, S.C. 29555
Reg. 18 Daily Fee

Ware Shoals Golf Course
Ware Shoals, S.C. 29692
Reg. 9 Private

Lancaster Golf Club
P.O. Box 859
Lancaster, S.C. 29720
Reg. 18 Private

Dusty Hills Country Club
P.O. Box 1001
Marion, S.C. 29571
Reg. 18 Private

Fort Mill Golf Club
P.O. Box 280
Fort Mill, S.C. 29715
Reg. 18 Private

TENNESSEE

Old Hickory Country Club
Box 61
Old Hickory, TN 37138
Reg. 18 Private

Lupton City Golf Course
Lupton City, TN 37351
Reg. 9 Private

Skyview Golf Club
Centerville, TN 37033
Reg. 9 Daily Fee

TEXAS

Elgin Country Club
Elgin, TX 78621
Reg. 9 Private

Pamcel Golf Course
Box 937
Pampa, TX 79065
Reg. 9 Private

Cypress Golf Course
P.O. Box 38
Cypress, TX 77429
Reg. 9 Private

Diamond Shamrock Golf Course
P.O. Box 500
Deer Park, TX 77536
Reg. 9 Private

Texaco Country Club
Box 9892
Houston, TX 77401
Reg. 18 Private

Huber Golf Club
Box 831
Borger, TX 79007
Reg. 18 Daily Fee

Chemcel Golf Club
Celanese Chem. Box 428
Bishop, TX 78343
Reg. 9 Private

Hultman Acres Golf Course
P.O. Box 4026
Corpus Christi, TX 76117
Par-3 9 Private

Dear Park
Route 5 Box 4C
Orange, TX 77630
Reg. 18 Daily Fee

Diamond Oaks Country Club
5821 Diamond Oaks Dr.
Fort Worth, TX 76117
Reg. 18 Private

Great South West Golf Course
520 Ave. J East
Arlington, TX 76010
Reg. 18 & Par-3 9 Private

VERMONT

Windsor Country Club, Inc.
Route 5
Windsor, VT 05089
Reg. 9 Private

VIRGINIA

Brickwood Golf Course
RFD 3, Box 241
Petersburg, VA 23803
Reg. 9 Private

Reston Golf & Country Club
Reston North Golf Course
Reston, VA 22070
Reg. 18 Private

Reston Golf & Country Club
Reston South Golf Course
Reston, VA 22070
Reg. 18 Daily Fee

Bassett Country Club
Bassett, VA 24055
Reg. 9 Private

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For More Details Circle (126) on Reply Card

Insist On, Enforce Specs In Course Construction

Club administrators should insist on the best written specifications possible when dealing with golf course construction companies. Specifications based on the best research available and followed by rigorous insistence, according to George M. Kozelnicky, executive secretary of the Georgia Golf Course Superintendents Assn., and a member of the Dept. of Plant Pathology & Plant Genetics at the University of Georgia, Athens.

"This is an important area," Kozelnicky told GOLFDOM, "one that is sadly neglected too often, and abuses can really hurt the club. And nobody is going to look out for the club but itself.

"I have heard," Kozelnicky said, "that there are proponents of the idea that construction cannot be

blamed for problems in the managing of turf but that turf managers are unable to make construction work. The idea is surely nice for the constructor because it relieves him of a lot of responsibility. He need therefore pay no attention to such things as drainage, percolation rates or sand source or size of composition."

Kozelnicky said what is so ridiculous about the idea is that it is easily refuted by research. He said proponents of the idea cannot in any support their position with any available proof.

Graphite Growth Study

Annual sales of graphite fiber shafted clubs by 1984 could be as low as three million pieces or as high as six million pieces. This is a conclusion of a Stanford Research Institute Study conducted for True Temper Corp., Cleveland. The study indicates a growth of the number of graphite fiber units to six million pieces would be a growth to about seven percent of the market.

Stanford Research Institute, which has been independent of Stanford University since 1970, projected a general growth in worldwide sales of golf clubs would reach 85 million pieces a year by 1984, as compared to some 38 million in 1974.

These findings conflict with information about the study incorrectly mentioned in the January GOLFDOM article, "The Maturing of Graphite."

"Specifications should be so written that they provide no loopholes because they are eagerly

sought out," he said. "If one wants sand of a particular size, say so in the specs, and then be sure it is used. If you must test, test. There are plenty of laboratories available and the cost of testing at the time of procurement will be far less than the cost of the trouble after the job is finished."

Sporting Goods Assn. Show Draws 35,000 to Houston

"The success of the National Sporting Goods Assn. show bears out the theory that our industry is one of the last strongholds in times of economic hardship," new NSGA president Joe Murray said. The show was held Jan. 23-26 in the Astrodome and Astrohall complex in Houston.

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Lynwood Golf Club
Box 881
Martinsville, VA 24112
Reg. 9 Private

Glen Oak Country Club
P.O. Box 338, Schfld. Sta.
Danville, VA 24541
Reg. 9 Private

WASHINGTON

Valley View Golf Course
Box 1826, Liberty Lake
Spokane, WA 99019
Reg. 18 & Exec. 9 Daily Fee

WEST VIRGINIA

Meadowbrook Recr. Club
Route 6 — Box 546A
Charleston, WV 25311
Reg. 18 Private

WISCONSIN

Roberts Golf Course
13175 W. Graham St.
New Berlin, WI 53151
Reg. 18 Daily Fee

WYOMING

Sinclair Golf Club
P.O. Box 75
Sinclair, WY 82334
Reg. 9 Daily Fee

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