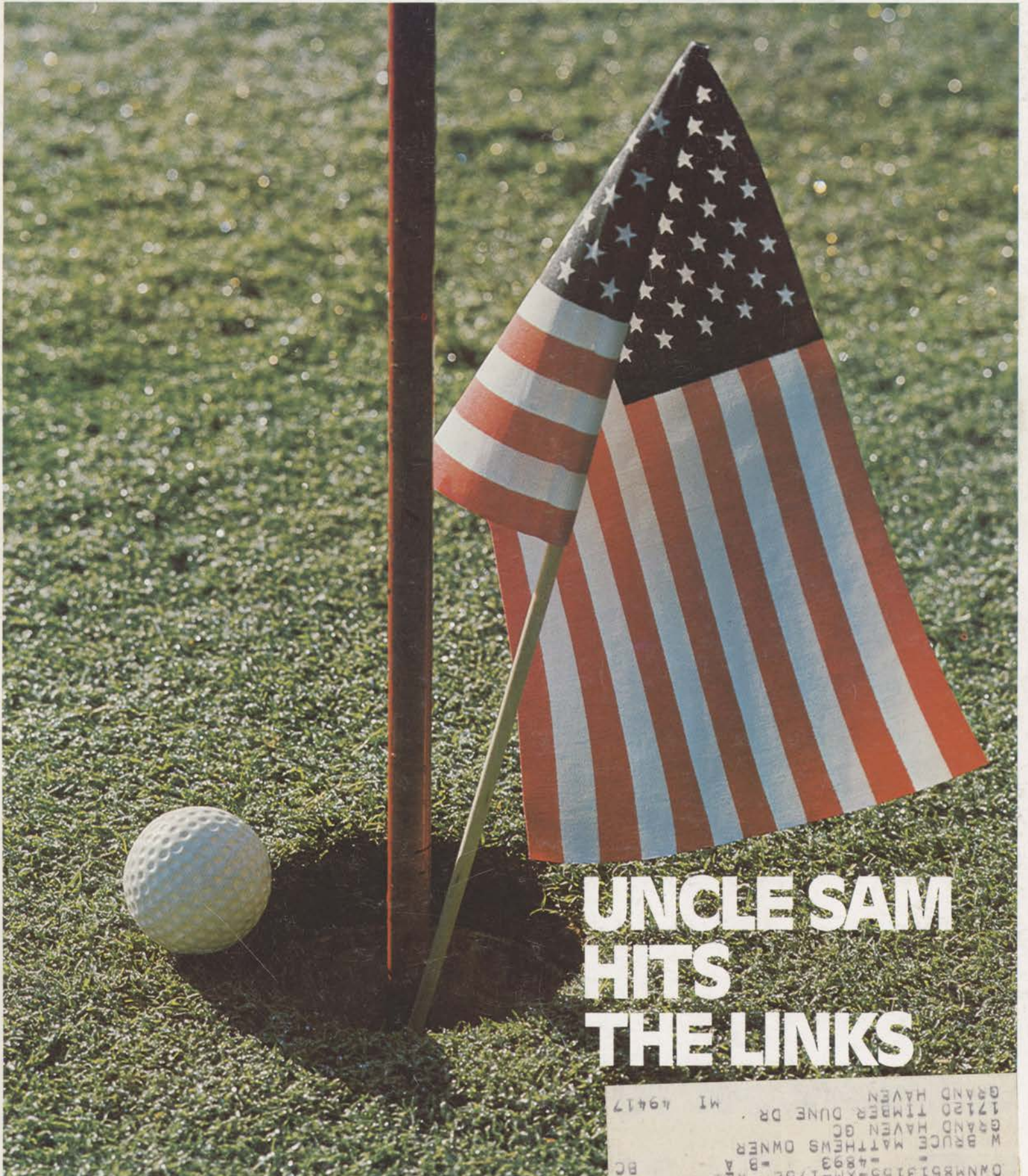


SEPTEMBER, 1976

golf **business**

FORMERLY GOLFDOM



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*If it has a weakness,
nobody's found it yet.*

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Publisher's memo



We're growing again!

Last month, you received the premier issue of GOLF BUSINESS — a new title and a new format for an old friend. After almost 50 years of service to the golf trade, we expanded our page size to 9½ by 13 inches to give us new flexibility in layout and design — bolder headlines, bigger illustrations, more information to help you do your job. We hope you like our new look, but in the final analysis it's the content that counts, and that's why . . .

This month we welcome Dave Slaybaugh to our masthead as editor. Dave brings a great deal of business press journalism experience to GOLF BUSINESS, a long list of editorial accomplishments with Penton/Industrial Publishing Co. He's also president of the Cleveland chapter of the American Society of Business Press Editors.

Dave will be working with Nick Romano, managing editor, who now has several years of solid experience in writing about golf and golf business. They will be guided in running the magazine by Dayton Matlick, editorial director for Harvest Publishing Co. and an editor with many years of publishing background.

With the daily involvement of these company people and from the input of our new industry advisory board, we feel that GOLF BUSINESS now has the full editorial complement to provide you with the very best in news, industry trends, and marketing, merchandising, and management features that you need today as golf businessmen.

And next month, you will be receiving a regular October issue. This represents an addition to our previous publication schedule — another area of growth!

Our primary reason for being is to offer you a forum for your thoughts and to provide important facts and business information for your evaluation and use — when you need it.

At one time the fall period was slow in the trade. Today it's one of your busiest. A time when you begin budgeting, planning, and buying for the 1977 season. A time when you need, perhaps more than at any other time of year, your business publication. A time when, this year, GOLF BUSINESS will be there.

We hope you enjoy this issue. We welcome your thoughts and comments.

Hugh Chronister

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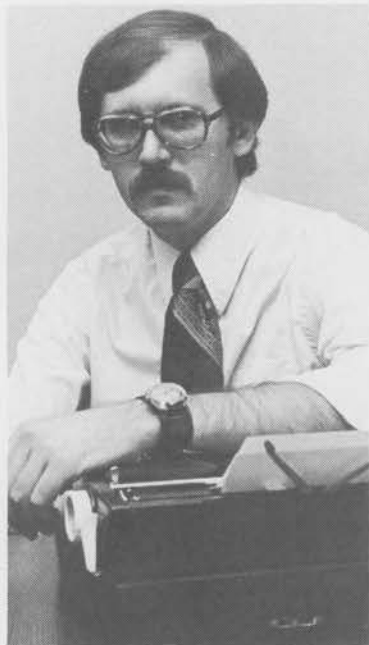
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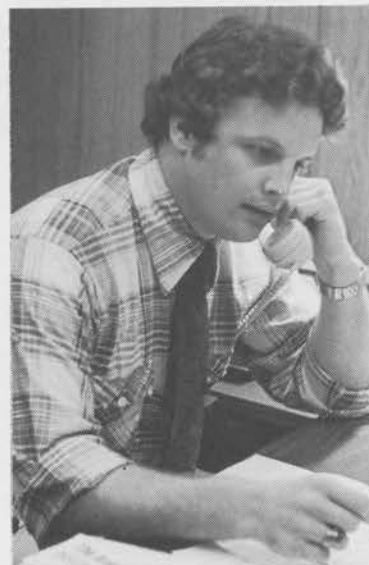
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Editorial



Dave Slaybaugh



Nick Romano

When you come right down to it, there are really just two things a job can provide to make it satisfactory: 1) the financial means to feed, clothe, and shelter you and your family and 2) the knowledge that you are doing something worthwhile for your fellow men and women.

As I look around me at my friends and neighbors, it appears, at first glance, that some are doing jobs that are more worthwhile than others. The man and woman next door are both teachers; a friend down the street is an ophthalmologist who spends one month out of every year manning an eye clinic in some under-developed country; my wife, before she became a mother, was a vocational counselor for welfare recipients; another friend builds houses; and yet another is a research chemist.

These are all important and worthy occupations, to be sure, but so is yours — and, therefore, mine.

Because just as important to a person as how he earns his living is how he spends his leisure time. As editor/publisher/businessman Malcolm S. Forbes said recently in an ad for a leisure-time products manufacturer, "Recreation and work are concomitants. Work is earning a living — recreation is the living you've earned.

"Recreation is a form of therapy. [It] is not only enjoyable, it's essential. The mind never rests. You need to occupy it with something new, or it will go on thinking about the job. Play tennis. Golf. Ride a motorcycle. Something with interest, something competitive. It'll help your work."

Therein lies the importance of your job: providing over 10 million Americans with one of the highest quality leisure-time pursuits available to them — and at the same time, developing and preserving some of the most beautiful land in America.

And that makes my job worthwhile. For my job, my goal for this magazine, is to furnish the best possible information to help you do your work as well as possible.

I've been training for my job for 14 years. It was that long ago when I graduated from high school and went to work for the summer as a greenskeeper at a country club near Cleveland. I spent two summers there, raking traps, mowing greens, spreading lime behind a tractor, and doing the dozens of other things you know must be done to keep a course in top shape.

In the meantime, I started college and worked for a summer on the Athens Messenger. I graduated a few years later with a degree in journalism from Ohio University. Unlike most of my classmates, I went to work at what I'd been trained to do: writing and editing for a magazine. I stayed with the same magazine, a national publication for school and college administrators, for eight years, working my way up from the bottom of the masthead to the top editor's post.

I stayed in that position for 2½ years before accepting the job of editing GOLF BUSINESS. I've been active in the American Society of Business Press Editors, our professional association, for many years and have been a director and the treasurer of the Cleveland chapter. I am currently chapter president and a member of the national organization's ex-

ecutive committee.

So I know how to put out a magazine, and I have some knowledge of golf business. What I temporarily lack in industry knowledge is ably provided by my colleague, managing editor Nick Romano.

Many of you know Nick personally, having met him at association meetings or during his visits to country clubs and golf courses around the country. He has traveled extensively while reporting for GOLFDOM the past two years. Before that, Nick was a columnist and the golf writer for the Muncie Star, ninth largest daily newspaper in Indiana. During his years at Indiana Central University, he handled sports information for the school and held a parttime job at the Indianapolis Star; he also spent four years as sports director for the campus radio station.

Nick, too, is a member of the American Society of Business Press Editors, and he is one of the youngest members of the Golf Writers Association of America. Those of you who have not met him in person will still be familiar with his investigative stories in the past on such topics as the golf car industry, insurance, pro shop credit, and finding a pro job.

And, of course, there is probably no segment of golf business which would not be part of the vast sum of knowledge possessed by our founders and editorial consultants, Herb and Joe Graffis. The Graffis brothers started this magazine almost 50 years ago and have been a resolute and abiding part of the industry ever since. We are indeed fortunate to have them working with us.

By the time you read this, we may already have met, since I will already have started down the path I intend to follow in editing GOLF BUSINESS: that is, getting out in the field, meeting and talking with as many golf businessmen as I can. You—we—have an industry to be proud of. One with problems, like any other, but nevertheless one with an exciting and vital future. We look forward to sharing it with you.

DAVID J. SLAYBAUGH
Editor

Idea file

Handle pesticides, call for gloves

In studies of those people that handle pesticides without the benefit of some sort of protection, it was found chlordane and dieldrin have persisted on the hands of one former pest control operator for at least two years.

Chemical substances such as Endosulfan, TDE, Kelthane, Dacthal, Trithion, Imidan, and Guthion may persist on the hands of exposed workers from one to 12 additional days. Gloves are the only sure protection from additional exposure. All employees should wear them when involved with chemicals on the course.

Pros avoid product delay, order sooner

Dick Van Leuvan of Ernie Sabayrac passes along this helpful hint to pros always caught in the bind of waiting for delayed shipments:

"The main mistake our customers make around the country is they wait to take their merchandise too late in the season. There is just no way most manufacturers can ship thousands of accounts at the same time. If pros could take their deliveries at least one month earlier than they did last year, you will find a large percentage of the problems will disappear."

Managers should get the scoop on ice

Harder guidelines are expected to surface on the handling of ice within your foodservice operation. The Food and Drug Administration has had revisions on laws pertaining to food sanitation set to go since 1974.

Proposed rules indicate ice should be served only by employees utilizing scoops, tongs or other ice equipment or through automatic systems.

The new regulations will place ice in the same category as food in terms of handling. Some state health departments have begun individual crackdowns on how ice is dispensed. Actions have been taken Oklahoma, Arkansas and South Carolina.

Insure pro shop with new coverage

Under a new concept, premium quotations for an entire pro shop insurance package have been reduced without affecting the full coverage aspects of the program.

According to a New Jersey firm, America's Insurance Center, a plan has been developed for PGA members that affords full coverage on contents of the shop, general liability, and open stock burglary.

Along with these coverages are protection of all storage and customers' clubs. Optional coverage is available on golf cars while being stored or in use. Further information on the plan can be obtained from AIC, 562 Boulevard, Kenilworth, NJ 07033.

Foodservice workers aid choking victims

Assisting choking victims is a necessity in today's club foodservice operations. These cases are on the rise and it is the responsibility of the club manager to seek training for his staff to avoid such emergencies.

The American National Red Cross is willing to lend expert training to any foodservice. The procedure widely accepted today is called the "Heimlich Maneuver." It is relatively simple to apply and includes an abdominal thrust.

All techniques are manual and do not need the use of any device.

Recertification day draws near for pro

Even though the national PGA is getting nearer to final tabulation for its membership on recertification, there is still time for pros lacking in points to protect themselves from deadlines.

There are a number of seminars pros can attend to make up the needed points, including: section educational workshops, business schools, or even a superintendent's turf conference on the GCSAA chapter level.

If points are not accumulated, the PGA pro stands to go into inactive status, losing all membership privileges and eventually losing the right to participate in section events.

Personal

Savings and loans better for IRAs

You might be able to get higher interest on your individual retirement account if you start it off in a savings and loan association, rather than a commercial bank. Presently, the banks are at a quarter point disadvantage on the interest rate. The Federal Reserve Board is looking into placing both on the same footing early next year.

Cost of driving going up and up

Fuel prices for operating an automobile jumped 64 percent from 1970 to 1976, according to the American Automobile Association and things don't seem like they are settling down.

Along with fuel, insurance went up 32 percent in the same period with average payments escalating from \$324 yearly to \$427. No surprise is the rising cost of the car itself. This year the average was \$4,934, up from the 1970 average of \$3,488.

Fixed costs attached to operating a vehicle in this country jumped from around \$1,430 in 1970 to almost \$2,000 six years later.

When buying a home, know all the costs

Efforts by the Department of Housing and Urban Development will pay off for people in the housing market when it comes to worrying about the hidden costs of closing.

The new Real Estate Settlement and Procedures Act aims to dispell all the problems such closing practices have caused in the past. When applying for a mortgage, the lender now supplies an estimate of the eventual closing cost.

Trim fat and get that better job

If you're looking for another position, it might be wise to get physically ready for the job interview, as well as mentally.

Experts in the field indicate physical appearance is a big factor in the hiring of new personnel. Thin is not only healthier, it could lead to that better job.

Facing up to the fact you are overweight is the first step. Seeking competent medical help from your family doctor is the next. Get your doctor to establish some sensible eating criteria and then stick to them.

Hilton Head Island is more accessible

Hilton Head Island, S.C., is now easier to get to for a businessman's holiday because of a connecting air service between Eastern Airlines and Air South. Passengers on Eastern flights from more than 20 cities can make a daily connection. They use Air South's new Flight 721, which leaves Charlotte, N.C. at 6 p.m. and arrives at Hilton Head at 7:30 p.m.

In addition, Air South has two other flights to Hilton Head.

Flight 611, an Air South flight, leaves Atlanta at 11:45 a.m. daily and arrives at Hilton Head at 1:30 p.m. Air South Flight 651 operates from Atlanta to Hilton Head Thursday through Sunday, leaving at 6:30 p.m. and arriving at 8:15 p.m.

Rent your clubs and travel light

Golf Rental, Inc. is making golf trips a little more convenient for those travelling to some major resorts. You can rent a set of pro-line clubs right at the airport.

The club are available in six pro-line models for men and two for women with a selection of putters. They are available in left-handed models and with medium or stiff shafts. A bag and 14 clubs go for \$10 a day or \$40 a week. This could be a real plus for roving pros if airlines institute the proposed \$4-\$5 one-way charge for golf bags.

Clubs can be picked up and returned to airport offices or even delivered to rent-a-cars or hotels. The Los Angeles office is open and offices scheduled to open soon include those at San Diego, Las Vegas, Atlanta, Miami, Houston, Honolulu, San Francisco and Orlando.

News

LEGISLATION

Mr. Ford keeps mum on H.R. 1144

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Probably one of the most important bills pertaining to the private club industry, H.R. 1144, was passed by the House of Representatives late last month without fanfare.

It hasn't gained much, if any, publicity this session, but H.R. 1144 could help many clubs survive. The bill, which amends the Internal Revenue Code of 1954, has been lingering in committee for over a year. In fact, it was originally presented in the House on Jan. 14, 1975, by Rep. Joe D. Waggoner (D-La.).

Main focus of the legislation is on allowing private clubs to solicit additional non-member business such as wedding receptions, banquets, and business luncheons. The bill will permit an increase in non-member business from 5 to 15 percent of a club's total gross income. Investment income guidelines will also be raised to 35 percent. Clubs with restrictive admissions policies that discriminate on the basis of race, color, or religion will not gain such tax relief.

One person who has kept his feelings on H.R. 1144 to himself is President Gerald Ford. GOLF BUSINESS contacted the White House to ask the President's thoughts on the bill and got some interesting answers from Special Assistant to Mr. Ford, William F. Rhatican.

Since Ford is a member of several golf clubs in the Washington, D.C., area, it may be presumed he would lend vocal support to the bill when it finally does reach the Senate floor. Rhatican stated that although the President does have memberships in several private clubs, many of which are honorary, he would hold judgement on H.R. 1144 until it reached his desk.

A number of tax reforms are before the Senate right now, and there will be sizable debate on what finally makes it and what won't. Ford himself is calling for a general reform of the existing tax structure. Rhatican said the President's

feelings on tax relief for private clubs will become known as his plans develop more fully.

In the vein of restrictive admissions policies, which is a sideline of the bill, GOLF BUSINESS asked if the President's most active membership, which is at Burning Tree Country Club in Bethesda, Md., was an obvious contradiction to Mr. Ford's long-

standing endorsement of the Equal Rights Amendment.

The White House responded that "the President also believes in individual freedom of choice," in regards to his Burning Tree membership. The club has excluded women for years. Another reason for the membership, according to the White House, is Burning Tree meets Secret Service re-

Belonging to a number of private country clubs, President Ford seems like he'd be a champion for tax relief for such facilities. Mr. Ford has been quiet, though, about how he feels about H.R. 1144, a bill that would enable clubs to increase their gross revenue without additional taxes.



quirements of providing greater security than other golf courses in the Washington area. Ford had been challenged earlier this year at a press conference about an executive order that directed all federal employees to not frequent places that hold onto discriminatory practices.

Probably the biggest backer of H.R. 1144 has been the National Club Association. NCA Executive Director Jerry Hurley, though, has asked those in the private club sector to take a low profile on the bill's subject. Hurley seems worried opposition may grow among hotel, motel and restaurant operators. These businesses would stand to lose the most if the bill passes.

In fact, there has been opposition by the American Hotel & Motel Association. Albert L. McDermott, Washington representative for the AHMA, wrote to Congressman Al Ullman, chairman of the House Ways and Means committee, to voice his industry's opposition.

McDermott pointed to the fact existing statutes and regulations state social clubs are organized exclusively for pleasure, recreation, and other nonprofit purposes. The



Persistence has been the key for Congressman Joe Waggoner (D-La.) when it comes to handling H.R. 1144. Waggoner has been trying for several years to get some sort of tax relief for private clubs by amending the Internal Revenue codes.

AHMA sees the amending of the Internal Revenue codes to be unfair to operators who are in the stated business of coordinating social functions which the nonprofit clubs would also compete for.

The main argument of the hotel, motel people is that if Congress grants clubs additional inroads into non-member business, this will take additional dollars away from government and further erode tax-paying operations. This would also reduce taxes available to local and state treasuries.

Although it has a relatively new name, H.R. 1144 has really been around since March 1972, when Rep. Waggoner first presented it as H.R. 11200. The bill died in committee and was never presented to the 92nd Congress. In the next session, the bill surfaced again as H.R. 1934. It was included in a preliminary tax reform package, but was not included in the final bill.

Even the Treasury Department seems to like H.R. 1144. Rep. Ullmann asked the Treasury Department for a review of the proposed legislation and Assistant Secretary Charles M. Walker gave it his agency's approval.

According to Walker, the Treasury Department estimates an additional amount of less than \$100,000 a year will be generated in taxes if the bill passes.

Sources inside the club industry indicate the bill will help offset the harsh restrictions the business has had to live with since the Tax Reform Act of 1969. Instead of referring to clubs as "exclusively" organized for pleasure, legislation before the Senate would look at the clubs as "substantially" involved in such enterprises.

There is little doubt that with many private facilities in financial distress, the bill would pump additional life into clubs. Added burdens of inflation and the effects of the recession still wear on, and clubs would prefer to go outside to gain additional revenue, rather than continue to raise dues.

If H.R. 1144 fails in the Senate, chances are good that more casualties will continue in the private club sector of the golf business. This bill may help decide the fate of a big part of the industry. The uncertainty of an election year may have a great impact on the bill making it.

CLUBS & COURSES

Natural course built in Baja

Bajamar is the first major development to comply with the new Baja California (Mexico) tourist development laws. The 1,600-acre resort complex, a development of the Valcas Group of companies, features a natural links course designed by Percy Clifford.

Six-time winner of the Mexican National Amateur Golf Championship, Clifford has designed or supervised construction of many courses throughout Mexico as well as others in Costa Rica and Colombia.

"It is our belief," Clifford said, "that Bajamar will eventually become as renowned to golfers throughout Mexico and the United States as Pebble Beach is today."

Located 48 miles south of the U.S. border, Bajamar is the first major golf course to be built in Baja California since 1929. The 18-hole, par-71 course has a championship length of 6,950 yards and a regular length of 6,058 yards. Three interrelated man-made lakes with an adequate fed from a reservoir six miles north of the resort are incorporated into the course design.

"The natural links concept (patterned after the first golf courses developed in Scotland more than 100 years ago) utilizes

the original terrain and indigenous flora. Grass carpeting is used only on the fairways and greens," Clifford explained. "These features create a bold, very different and challenging course."

There are no other natural links courses in Mexico, and the only similar course in the United States is at Pine Valley near Philadelphia.

The Bajamar clubhouse, a 28,000-square-foot, modified-hexagonal building of Mexican architecture, sits on a promontory overlooking the ocean and the golf course. It houses men's and women's locker rooms, saunas, a pro shop, cocktail lounge, and patio. The dining room features a 10-by-17-foot, native stone, double fireplace and seats 240 people. Locker rooms feature masseurs, steam baths, regular and pressure-spray showers, and food and beverage bars. A swimming pool, whirlpool bath, and two lighted tennis courts are located adjacent to the locker rooms.

Bajamar is approximately 20 miles north of Ensenada, Mexico, and 60 miles south of San Diego.

Pinehurst begins sixth course

A sixth 18-hole course at the Pinehurst (N.C.) Hotel & Country Club will be designed and built by golf course architects George and Tom Fazio of Tequesta, Fla.



Victor Castenada, director of golf at Bajamar, demonstrates swing for course designer Percy Clifford (left) and Robert Valdes, chairman of the Vacas Group developers. In the background is the clubhouse, with its three-story-high glassed observation tower.

HELP US . . . HELP YOU!

The editors of GOLF BUSINESS would like you to comment on the magazine's new format and on the articles we have selected. Your comments will guide us in providing information in the future to help you in your work.

Please write your message below, tear out the card and mail it. Postage is prepaid.

What subjects would you like us to cover in future issues of GOLF BUSINESS?

Will you please take a moment to read and answer the question below?

Would you continue to have a pro shop if pending court actions place you in direct competition with additional sporting goods and department stores? Yes No

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Cleveland, Ohio 44102

ATTENTION: Nick Romano



Chet Snyder, mayor of East Gull Lake, taps in a putt on the 18th green of Pine Beach West, newest course at Madden Resorts. Accompanying him in the opening round at the course were C. Elmer Anderson, mayor of Brainerd, and Jim Madden, one of the owners.

William B. Bru, president of Diamondhead Corp., owners of the resort, said the groundbreaking would be the 15th of this month and the course should be ready for play by February 1978.

The new course will be developed from virgin pineland over rolling sandhill terrain. Tom Fazio commented, "If you could pick any type of land on which to build a golf course, this spot would be the ideal type of setting you would select. We will try to retain as much of the natural terrain as possible."

There are three natural lakes on the property, and the Fazios have designed the course to have four full water holes as well as two holes in which creeks come into play. There will be 65 sand bunkers, plus many other built-in and natural hazards.

"We plan to make Pinehurst Number Six a fun, family-type course," Fazio said. "It will basically be a 'membership,' rather than a 'tournament' course. But, depending upon where the tees and pins are placed, the course will be able to be made more and more challenging."

The new course will measure 6,800 yards from the back tees, 6,450 from the men's, and 5,900 from the women's. The greens will be "typical Pinehurst greens": small and undulating. Fairways will be "framed" by trees and other natural vegetation, giving golfers a feeling of solitude as they tour the course.

Minnesota resort opens new course

With the opening in June of the new 18-hole Pine Beach West course, Madden Resorts now offers 45 holes of golf on the shores of Gull Lake just north of Brainerd, Minn. Pine Beach West has some unique features. For those players who feel a need to pray for guidance or to offer repentance for their language or behavior, there is a chapel adjoining the seventh hole. Also, like the other courses at Madden Resorts, Pine Beach West has only natural hazards. There are no sand traps or other man-made obstacles.

COMPANIES

Toro acquires Front Runner line

David T. McLaughlin, Toro Co. president, and Lyle E. Yost, Hesston Corp. chairman, announced jointly last month that Toro has acquired Hesston's Front Runner line of groundskeeping vehicles.

The acquisition for cash includes the finished goods, work in process, repair parts, and tools and dies of the three tractor models Hesston developed for grounds maintenance markets. The

purchase price was not disclosed. McLaughlin said the three Front Runner machines and the family of interchangeable attachments that give them versatility were a welcome addition to Toro's own grounds maintenance line. Hesston now plans to concentrate on farm equipment.

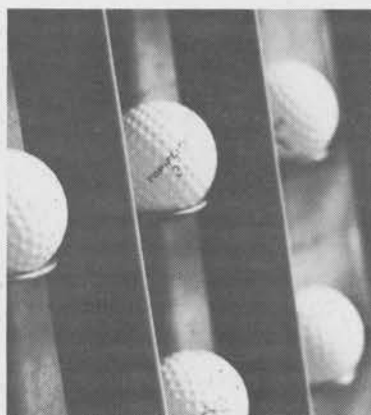
Ryan celebrates 30th anniversary

Ryan Equipment Co., a division of Outboard Marine Corp., marked the 30th anniversary of its founding last month with an employee awards banquet, product demonstrations, and tours of its 80,000-square-foot turf care equipment plant in St. Paul, Minn. More than 250 persons attended.

The firm was founded in 1946 in a small garage by two St. Paul men. It was known as K&N Machine Works until 1963. OMC acquired Ryan in 1968.

Ball advertising found misleading

Over the past two years, competition among manufacturers of golf balls has become fast and furious. All kinds of claims have been thrown out by companies, and late last month a couple of the firms were taken to task for their advertising.



On the assembly line, Spalding's Top-Flite ball continues to be shipped out to millions of golfers. The National Advertising Review Board, though, questions the company's claim of the "longest ball."

In separate actions, the National Advertising Review Board, which is that industry's self-regulatory arm, cited both Spalding and Acushnet about misleading advertising claims made on behalf of their respective golf balls.

Both cases revolved around ad claims referring to their ball's superior distance. Acushnet was asked to clarify its claim of "Maximum Distance", while Spalding was told its promotion for its Top-Flite ball as "the longest ball" was misleading.

Complaints about Spalding and Acushnet advertising had previously been lodged with the National Advertising Division of the Better Business Bureau by the Missouri Public Interest Research Group. The NAD held the companies' claims to be substantiated. Tom Ryan of the Missouri group appealed the decision the the NARB.

In the Acushnet case, since there is an absence of an industry-wide definition of golf ball "distance" standardization, the panel contended Acushnet's claim is based on its testing of its Titleist ball "off the tee" and could result in various interpretations, giving consumers the impression irresponsible claims are being made.

Commenting on the decision, Acushnet golf division general sales executive Dave Branon said, "Acushnet is pleased with the findings of the panel in that they support what Acushnet assesses to be the consumer's perception of the need for and definition of 'Maximum Distance.'"

Branon went on to say his company supports such advertising self-regulation and Acushnet would in the future, clarify its claims in advertising copy as precisely as possible. The contention made in Acushnet's advertising that might have been considered misleading was that the Titleist offered "maximum distance" on every shot. In reality, the Acushnet tests were all with shots off the tee.

The same problem arose with the Spalding case. In Spalding testing, the Top-Flite ball was called the "longest ball" based on a test by the manufacturer, which the NARB called "not readily corresponding to a golfer's usual understanding of the term 'longest ball.'"

Spalding's test consisted of using golfers hitting both Top-Flite and competitive balls. The golfers would hit twice successively, once off the tee with a driver and then from its lie with a 5-iron.

It was the combined yardage of these two shots which Spalding utilized to substantiate its claim of superior distance. The NARB ruled the test was an arbitrary combination selected by the company and had little bearing on what most golfers thought of as the term "longest ball."

Though Spalding made mention of this combination in its advertising, the NARB felt that strong pictorial emphasis in the ads are made on the tee shot. This again would encourage misunderstanding on the part of consumers.

Richard Geisler, president of Spalding, replied to the finding in a five-page letter that voiced opposition to the panel's decision, but pledged his company would be guided by their feelings in order to not willfully engage in misleading advertising.

Probably the biggest objection Spalding had to the NARB finding was the opinion the company's claims were not in line with what the average golfer thought the "longest ball" was. Geisler indicated the extensive research work the Opinion Research Corp. had done on Spalding's behalf to establish what tests consumers thought would be



Richard Geisler, Spalding president, objected to most of the findings of the NARB, but decided to abide by their decision. His company did not want to be thought of being engaged in misleading advertising.

valid to establish which ball had the best distance characteristics.

Maybe the biggest question involving the entire problem of claims made by manufacturers is that even though these firms belong to the Golf Ball Manufacturers Association, no effort has ever been made to get a standardized testing procedure for ball distance among all the companies involved.

In its review of the Spalding and Acushnet cases, the NARB contacted the GBMA and found there was little willingness on the members of that association to develop no acceptable test for all major manufacturers.

It is quite obvious that with the advent of the finding of the NARB, it might well be time for manufacturers to establish such industry-wide tests, for better or worse.

According to Ralph Alexander of the NARB, the advertising industry will continue to clean its house. If ball manufacturers do not go along with its findings and continue to engage in misleading advertising, it would have no recourse but to refer the matter to the Federal Trade Commission.

It might be interesting to see if the question of industry-wide ball testing standards arises at the early October meetings of the GBMA at Palm Springs, Calif.

Many club pros around the country have commented that some of the advertising claims of ball manufacturers do confuse their members and customers.

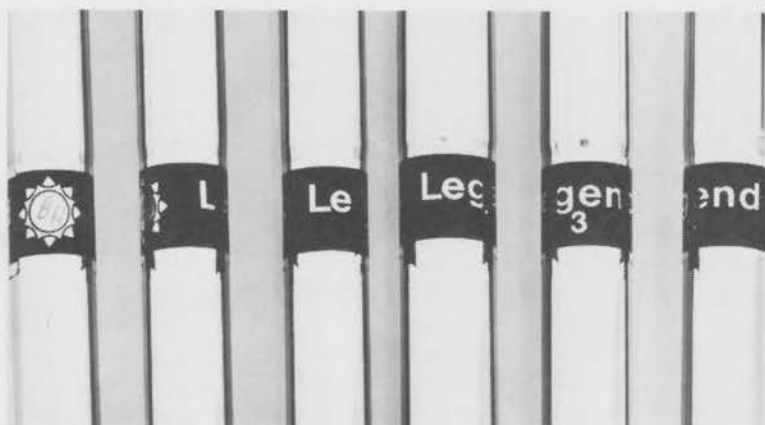
Hogan goes lighter than graphite

In a market where hum drum has become a manner of speaking over the last couple years and nothing really new has surfaced, AMF Ben Hogan recently came out with an innovation that may change the shaft industry.

Calling it the Legend shaft, Hogan President William Sovey described the new alloy shaft as a

with the Legend will cost moderately more than those with Hogan's Apex shaft. For example, in the Director irons, the retail price for a set of 2-9 with the Apex is \$273.60, while the Legend-shafted clubs are \$325.20.

By lowering the total club weight, Hogan has maintained the same swingweight to ensure the golfer's normal swing can produce more club head speed and result in greater distance. Hogan tested this theory with real golfers and on an "impartial" mechanical golfer.



AMF Ben Hogan recently surprised the golf industry by introducing its new Legend shaft. Made out of alloy steel, the shaft is lighter than graphite. The manufacturer states the shaft offers less torque and will ultimately reduce the golfer's slice. Swingweights are the lightest on the market.

breakthrough in the development of lighter clubs.

The Legend weighs 18 to 20 percent less than Hogan's current Apex brand shaft. Over two years of research was put into the project by Hogan personnel with project director Tim Guzzle in charge.

Sovey went on to tell GOLF BUSINESS the shaft offers less torque at impact and its swingweights are lightest on the market. For example, in a D3 swingweight, there is a considerable difference between graphite and the lighter Legend shaft.

Hogan officials indicate demand for the new shaft has already grown due to a media blitz on television and in consumer golf publications around the time of the PGA Championship in mid-August. Pro shops around the country will receive demonstrator racks, which will help them utilize the product for easier sale to the golfing public.

From a price standpoint, clubs

ARCHITECTS

Firm moves office to club/development

Von Hagge & Devlin, Inc., golf course architects and developers, opens its new headquarters in The Wharf Office Building in The Woodlands, Tex., development this month. The architects, formerly headquartered in Miami, developed the second 18-hole golf course for The Woodlands Country Club. Professional golfer Bruce Devlin is a joint venture partner.

"Our operations are diverse and far-flung and The Woodlands is an ideal location for us," said Robert Von Hagge, president of the firm. "Here we have elegant accommodations for our clients, and the golf course we are building

provides a living brochure."

Von Hagge & Devlin has developed more than a hundred golf courses and country club projects around the world (the firm keeps an office in Sydney, Australia) and has four other courses in development near Houston: Lake Conroe, Dallas, Rockport, and Lake Charles (La.). Other projects are under way in Colorado, Arizona, California, and Mexico.

GOVERNMENT REGULATION

EPA warns pesticide makers

In a letter sent to some 4,100 pesticide producers, formulators, distributors, and registrants, En-

vironmental Protection Agency Administrator Russell E. Train announced that his agency soon will initiate an auditing program to examine selected toxicity test reports. "These audits," the letter stated, "will indicate whether the testing was properly performed and whether the test reports submitted to [EPA] fully and accurately reflected the test procedures and results."

Train explained that "EPA's actions on pesticide registration and tolerance-setting are based predominantly on data derived from toxicological testing performed by pesticide companies and commercial and university laboratories. In examining such data, EPA has found evidence of questionable practices and incomplete reporting of test data. One case has been referred to the Department of Justice for investigation." Under the Federal Insecticide, Fungicide and Rodenticide Act, all

pesticides sold in the United States must be registered with EPA.

TURFGRASS PESTS

Research project follows *Ataenius*

The Ohio Turfgrass Foundation reports that Gerald Wegner, a graduate student working on his doctorate at Ohio State University, is conducting a field research program on the *Ataenius* beetle's life history pattern in Ohio. Under the guidance of Dr. Harry D. Niemczyk of the OSU Department of Entomology, Wegner has been studying the beetle at first hand at the Cincinnati Country Club. They have tested control methods on actual fairway turf.

A total of 14 fairways on three

courses in Cincinnati were sprayed with Diazinon and Dursban between April 20 and 24, before egg laying began and when adults were flying. Preliminary evaluations made in June indicate that larval infestations can be prevented with this approach, although two applications may be necessary to prevent adults laying eggs. Wegner's research should indicate the best timing for applications.

SUPERINTENDENTS

Award given to Bel-Air's Twombly

A 1976 Citation of Performance Award was presented to Ardyce R. Twombly, golf course superintendent at Bel-Air Country Club, in recognition of his superior course

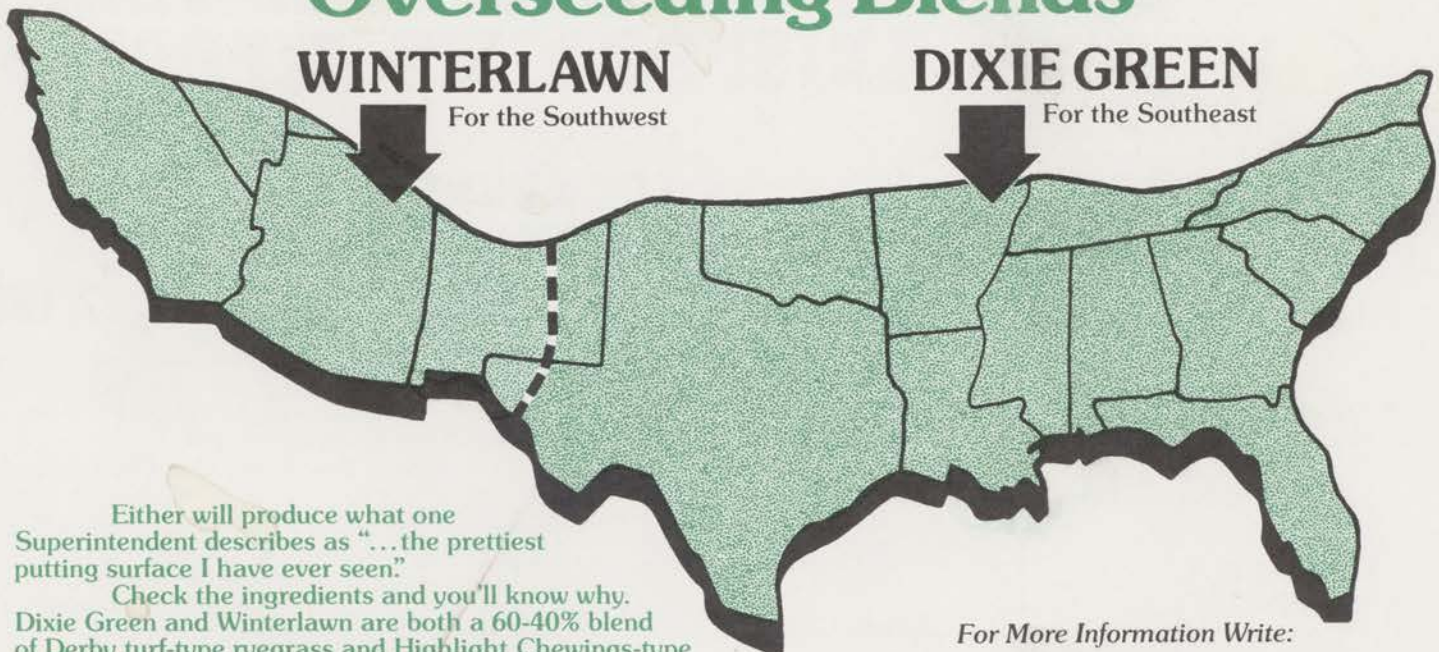
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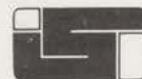


Either will produce what one Superintendent describes as "...the prettiest putting surface I have ever seen."

Check the ingredients and you'll know why. Dixie Green and Winterlawn are both a 60-40% blend of Derby turf-type ryegrass and Highlight Chewings-type red fescue.

This blend gives you rapid germination, smooth spring transition and an impressively dense, dark green putting surface. For verification ask any Superintendent who has tried the blend. Derby is the ryegrass that joined Pennfine and Manhattan on the "preferred list" and Highlight was judged World Champion at the 45th Annual Royal Agricultural Winter Fair in Toronto.

For More Information Write:



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On August 2, the Musser International Turfgrass Foundation and the Cleveland District Golf Association co-sponsored a best-ball tournament at the Sharon Golf Club in Sharon Center, Ohio. Funds from the tournament will help support graduate student Jerry Wegner (center) in his research on the *Ataenius beelze*. Shown with him are (left to right): Bill Burdick, MITF director and superintendent, Canterbury C.C.; Dr. Harry Niemczyk, Ohio State University; Frank Dobie, MITF director and superintendent, Sharon G.C.; and Hank Meiers, executive director, CDGA.

preparation for the 1976 U.S. Amateur Championship Golf Tournament. The Golf Course Superintendents Association of America made the award as part of the tournament's closing ceremonies.

According to Twombly, though, preparing Bel-Air for the tournament was not a particularly arduous task because of the conditions maintained year-round.

"Bel-Air is a rather unique club, where we make improvements continually," he explained. "Although perhaps not noticeable to the amateurs, we have been planting trees, attempting to reduce the amount of *Poa annua* in the fairways and greens, and installing a new automatic watering system."

Twombly, who began his golf course career nearly 40 years ago as a crew foreman in New York State, has a crew of 20 at Bel-Air. He has been a member of GCSAA since 1947 and has served

successively as director, secretary-treasurer, and president of the GCSA of Southern California since moving there in 1971.

ASSOCIATIONS

NCA convention set for LA in October

Three days of hard business are scheduled this fall in Los Angeles, as the National Club Association has its convention October 7-9 in the Century Plaza Hotel.

Seminar and workshop leaders will challenge attendees with over 13 hours of sessions on club law and taxation, "quick and dirty" cost control systems, ways club officers can maximize their effectiveness, the property tax situation, the ins and outs of non-member business expense allocations, and how to

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relate to your state government. Also included will be sessions on club liabilities and what can be done about them, the club's physical layout and its impact on the bottom line, how to promote membership successfully, and how to build a positive management-employee relations program.

In addition to seminars, leading suppliers to the club industry will be available to exhibit their wares and show how their products can improve your club's bottom line.

Also featured during the Convention will be an Opening Reception at the Los Angeles Jonathan Club, where the National Club Association was founded.

A complete Package Registration for the Convention/Exhibition which includes all functions and materials except the spouse tour is \$150 for National Club Association members and \$200 for all others. The Spouse Registration includes all official functions, seminars, and the conducted tours for \$75.00 (member and nonmember).

A separate registration fee for NCA members (\$50) and non-members (\$100) must be paid in order to purchase individual seminar tickets (\$15) or social function tickets (prices vary).

For further information, please write National Club Association, 1129 20th St., N.W., Washington, DC 20036, or call (202) 466-8424.

Architects subscribe to USGA program

Every member of the American Society of Golf Course Architects is now a subscriber to the United States Golf Association's Associates Program. ASGCA President Edwin B. Seay presented a check covering the subscription fee for new members to Arnold Palmer, national chairman of the Associates Program, and Harry W. Easterly, Jr., president of the USGA, at the Congressional Country Club during the PGA Championship. The ASGCA comprises 77 members, all engaged full time in golf course architecture.

The Associates Program is designed to serve two purposes: first, to put the USGA into direct personal contact with the millions of

Americans who play golf; and secondly, to provide the opportunity for individual golfers to support the work of the USGA. Previously, support came solely from member clubs.

More members latest gameplan for CMAA

Settling down into his new office in suburban Washington, D.C., CMAA Executive Director Horace Duncan is currently working on a plan to expand the membership of that organization.

Duncan and his staff completed their move to a new home in late June. The new base of operations home, which was once the Austrian embassy, is situated in a residential part of Bethesda, Md. The entire purchase of the property, which includes full meeting facilities, totalled \$330,000.

"We're looking to broaden the membership base," Duncan told GOLF BUSINESS in a recent Washington interview. With a total membership of around 3,000 and approximately 1,800 of that at golf facilities, both Duncan and the CMAA executive committee see room for growth.

The truth is, according to Duncan, very little noticeable growth has occurred in the CMAA over the last decade. As the association heads toward its 50th anniversary this winter, many in the organization are looking to develop a marketing program that will interest many more club managers in the industry to join the group. Duncan admitted the association has never actively campaigned for new members.

Duncan told GOLF BUSINESS the CMAA board has already accepted recommendations made by committees looking into the problem that the concept of broadening the membership base be presented to each CMAA chapter.

Membership areas the CMAA will concentrate on in the near future comprise a large number of private golf clubs, resorts, and land developments including golf and recreational facilities.

Many in the association presently see fewer younger members coming into the group and as the years go by and more managers retire, the attrition rate in the ranks will grow, effecting the financial stability of the organization.

SAFETY & HEALTH

Work improvements yield club benefits

Grumbings of discontent by golf course employees who fare less favorably than their club staff counterparts are a headache that could develop into a pain in the personnel department. Preventive medicine to upgrade golf course personnel and improve their lot has been prescribed by some superintendents.

A golf course superintendent may ask "why raise golf staff wages?" It should be noted, on the whole, maintenance staff is paid less per hour than club staff. Employees responsible for the operation of expensive maintenance equipment should be worth as much (and paid as much) as waitresses and bus boys. Qualified golf course staff members who are discontent can do more than club staff to spoil a club member's day on the greens. Seasonal employees are more likely to return to jobs they consider rewarding, alleviating the problem of training a whole new staff every season.

Suggestions to improve employment conditions for golf course workers include furnishing staff members with uniforms, estimated to cost about \$1,000 per year; improving work places to comply with OSHA laws, which might be expensive, but would pay off if an OSHA inspection occurred; providing a free noon meal to the golf course employees; retaining three hourly rate, year round employees and extending the season of seasonal employees; and sending personnel to schools on the care and maintenance of golf course equipment.

Besides the direct benefits the course staff would enjoy, these suggestions would help prevent the possibility of fines for violation of federal or state laws, or OSHA and Equal Opportunity Acts. There is a psychological asset gained when the course employees are made to feel as important as they really are. When the staff blends in with the rest of the club there is more cooperation and a healthier atmosphere; everyone feels part of the club and there is a sense of equality.

And who can argue golf course operations do not deserve the same

attention other club operations get, especially if the golf course is the reason most members belong to the club?

EMPLOYEE ISSUES

Uniformed workers send boss the bill

Many club employees may be included in the latest Labor Department ruling which insures minimum wage workers against the added cost of uniforms.

Employees whose work requires a uniform are to be reimbursed by employers if the cost would reduce the employee's wages below the minimum wage or overtime compensation required by law. Anything specific, such as tuxedo, guard uniform, kitchen uniforms, or a certain skirt and blouse style, color and quality, is considered a uniform. Employers are responsible for compensating an employee for the amount the uniform cuts into the minimum wage, and this payment must be made promptly on the next regular payday.

Uniform wearers can collect laundering costs also. There are two ways of determining the rate of reimbursement. First, if there is an established cost of laundering, as in a uniform laundry or rental service, that must be used. If exact cost of maintenance can not be ascertained, especially when uniforms are not cleaned commercially, the Wage and Hours Division of the Department of Labor has set the rate of \$2.20 per week (\$2.30 effective January 1, 1977) as acceptable. Employees who work less than a full week can be allocated 44 cents per day worked (46 cents effective January 1, 1977), but this cost may not be figured on the hourly basis unless the hourly amount has been negotiated under a bona fide bargaining agreement.

Remember, these stipulations are valid if employees are required to obtain a uniform in order to work. Even if workers are asked to procure appropriate dress before starting the job, employers are still obligated to provide for cost and maintenance.

IRS assures clubs tax methods are OK

The Internal Revenue Service says the allocation example used in its Supplemental Instructions is not the only way private country clubs can compute tax returns, according to the National Club Association.

NCA and other tax experts held a number of meetings prior to the issuance of instructions for Form 990-T to determine industry position to be conveyed at a May meeting with the IRS. A June IRS letter to NCA assured the industry the allocation example in its Supplemental Instructions for the Computation of Nonmember Business Taxable Income for private clubs is not the only or preferred method available.

The example used by the IRS, based on a weighted number of days of nonmember usage, was apparently too sophisticated for most club accounting systems. NCA feared IRS field agents would consider the approach mandatory, thus denying use of other current practices, including the "gross-to-gross" method NCA helped define in 1971.

Clubs are still permitted to use any expense allocation basis which reflects a reasonable distribution of costs for time the club's facilities were used by nonmembers, assures the IRS policy statement.

NCA Division Councils and tax and accounting experts, including Harris, Kerr, Forster & Co. and Touche, Ross & Co., joined forces to simplify and clarify the income tax misunderstanding for clubs.

"We are most gratified for the spirit of cooperation extended to NCA by the Internal Revenue Service on this issue," said Arthur Harris, CPA, an NCA officer. "We are additionally pleased that, in its June letter to NCA, the IRS has agreed to highlight this 'example' clarification in future printings of the instructions."

PROMOTIONS

Club members, pros can win equipment

A golfer and his club professional can split \$1,000 worth of golf equipment if they win the 1976 Top-Flite Legacy Sweepstakes



Departing from traditional marketing, PGA/Victor is experimenting with outdoor advertising in an effort to bolster the club pro as the man to see for quality golf equipment. The billboard is registering over 200,000 impressions a day adjacent to Chicago's O'Hare Airport.

Continually testing the conformity of balls to USGA's standards, the "Iron Byron" is a mechanical device modeled after the swing of famed golfer Bryon Nelson.

sponsored by Spalding to promote the new Top-Flite Legacy, a recreation of the 1953 Top-Flite clubs.

By entering the contest at his local pro shop, a golfer can win one of the monthly drawings that entitle him and his pro to the prize. The first drawing was February 10 for the month of January, and the contest will last the rest of 1976. After he enters, a golfer is eligible to win for the remainder of the year, and his pro stands a good chance of winning since he is entered every time a member of his club sends in an entry.

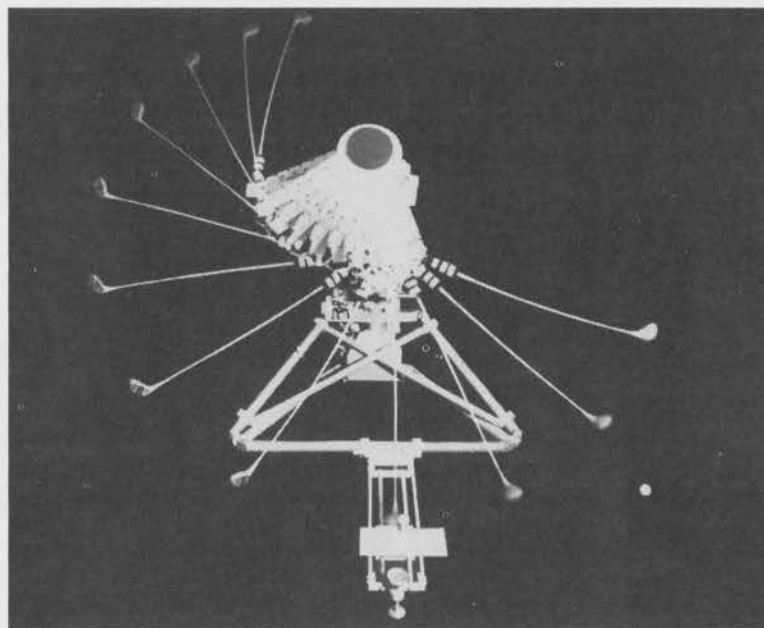
Pros are pleased with the "Split a Grand With Your Pro" sweepstakes, but are also happy to see the re-introduction of the 1953 Top-Flite, one of Spalding's best selling models, which was discontinued in the mid '50s. Top-Flite Legacy is probably closer to being brother than child of its progenitor, about the only difference being its chrome finish; it sticks closely to the traditional style after which it was originally patterned. Enough golfers expressed a desire for the defunct Top-Flite, that Spalding revived and renamed it.

TECHNOLOGY

"Iron Byron" tests balls for standard

Did you ever wonder if there was much difference in the various brands of golf balls you sell? Through combined efforts of the USGA and Polytechnic Institute of New York, golf ball standards have been set up and conformity is being tested.

A mechanical golfer with a swing modeled after famed golfer Bryon Nelson and nicknamed the "Iron Byron" has been developed



by engineers at Polytechnic Institute of New York. It tests the performance of balls for their conformity to USGA's Rules of Golf against a newly-adopted Overall Distance Standard.

The golfer is a one-armed robot equipped with a specially constructed No. 1 wood driver, and the speed and angle of its strokes are adjustable. When set, the "Iron Byron" will repeat the same swing with great precision.

Newly developed electronics equipment and highspeed photography techniques control and measure the performance of the machine, balls and clubs.

The mechanical golfer was used to establish the Overall Distance Standard, a 280-yard test of the maximum performance of current brands of golf balls, but, according to USGA, "will prevent any future arms race in golf balls," and "assure that golf courses will remain as valid, difficult and enjoyable 5, 20, 50 years from now as they are today."

EDUCATION

Club pro curriculum at western college

Probably one of the few universities in the nation to offer a bachelor's degree in institutional management specializing in resort management and "golf professionalism," United States International University in San Diego has named Kenyon Baird to head its new program.

The curriculum will primarily equip and train those who want a career in golf with skills in responsible management. Starting this month, students will be able to get the training necessary to become both teachers of the game and administrators at club and course operations.

Baird, 39, is a graduate of Bethel College, St. Paul, Minn. He gained his masters in 1973 from Azusa Pacific. He is currently working on his doctorate.



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People on the move

Jim Baxter takes over the superintendent duties at Santa Ana (Calif.) country Club . . . Joe Canon is the new club pro at Lost Tree Golf Club, North Palm Beach, Fla. . . . Walter Satterthwait has assumed the club manager spot at Onwentsia Club, Lake Forest, Ill. . . . John Hardwick is the course superintendent at Grand Island (Neb.) CC . . . Harold Teel has club management duties at the Country Club of Naples (Fla.) . . . Ray Schei is new superintendent at Ruth Lake Country Club, Hinsdale, Ill. . . . Tom Gunning is the head pro at Colonie CC, Voorheesville, N.Y. . . . John Perry is the latest club manager at Bethesda (Md.) CC . . . David Hilton has taken over as superintendent at Cape Fear CC, Wilmington, N.C. . . . Doc Wall is pro at Mount Airy (N.C.) CC . . . Ove Bjornson handles the general manager role at Coral Springs (Fla.) Golf & Tennis Club . . . J. B. White is the new club pro at Pine Brook CC, Winston-Salem, N.C. . . . Gregg Webb handles the superintendent duties at Oak Island CC, Southport, N.C. . . . general manager at Alpine CC, Cranston, R.I., is Nicholas Maddalena . . . Steve Burrell has been promoted to national sales manager for Standard Golf Company, Cedar Falls, Ia. . . . Larry Boyle has become head course superintendent at Snee Farm CC, Mt. Pleasant, S.C. . . . Nick Chillemi is new club pro at Cypress Creek CC, Orlando, Fla. . . . Charles Sieber has taken over as club manager at Crane Creek CC, Boise, Ida. . . . Stoney Brown is the new pro at Cherry Hills CC, Englewood, Colo. . . . Bo Alexander is course superintendent at Connestee Falls G&CC, Brevard, N.C. . . .

Steve Ladeburg is the superintendent-manager at Fayette (Ia.) GC . . . Bob Spence is the golf director at Palmetto Dunes on Hilton Head Island, S.C. . . . Edward Hoffman is the club manager at Green Acres CC, Northbrook, Ill. . . . Mary Ann Lopez Mericle is the head professional at Key West (Fla.) CC . . . Bob Gamble has assumed the superintendent duties at Surf G&CC, Myrtle Beach, S.C. . . . Eric Meier has taken over as club manager at Edgewood CC, River Vale, N.J. . . . Herb McDonald has been named the vice president and general manager of Jack Nicklaus' Muirfield Village (Ohio) Golf Club . . . Bob Wallace is the professional at the Nicklaus' Golf Center, near Cincinnati . . . Ernest Gibson is superintendent at Chickasaw Point CC, Vass, N.C. . . . Jim Childs is the new head pro at Findlay (Ohio) CC . . . Leon deHart is in charge of club management duties at Shaker Heights (Ohio) CC, he had been at La Groce CC, Miami . . . Eddie Mena handles the superintendent's chores at Rancho Bernardo CC, San Diego . . . Edward Thompkins is the club manager at Decatur (Ill.) CC . . . Richard Heil is club manager at Lebanon (Pa.) CC . . . Barry Neals is superintendent at Irvine (Calif.) CC . . . Jay Morelli has been named new head professional at Walhalla CC, Rexford, N.Y. . . . superintendent at Cherry Hills CC, Sun City, Calif., is Chuck Whitacre . . . Clifford Le Mieux has moved from club manager at CC of Decatur (Ill.) to the same spot at Ranchland CC, Midland, Tex. . . . David Zahrt is superintendent at Candlewick CC, Whittier, Calif.

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... Len Peters, Jr. has taken over as head pro at Nissequoque GC, St. James, N.Y. ... Howard Gardner is the head pro at Stones River CC, Murfreesboro, Tenn. ... Everett Woxberg is the club manager at CC of Peoria (Ill.) ... Jim Harris handles the superintendent's job at Richland CC, Nashville, Tenn. ... Carl Marinello has been named head pro at Bay Harbor CC in the New York City area ... Don Hagan is the superintendent at Lakeshore CC, Madisonville, Ky. ... Henrikus Barnhoorn is the club manager at El-Niguel CC, Laguna-Niguel, Calif. ... Jeff Voss is the owner-pro at South Haven (Mich.) GC ... Albert Ziarko is club manager at Beechmont CC, Cleveland ... Paul Reinking is the new club pro at Kankakee (Ill.) CC ... John Buffery is manager at Agawam Hunt GC, E. Providence, R.I. ... Bernard Roussel has the same position at Joliet (Ill.) CC ... Jim Arendt has the pro shop responsibilities at South Side CC, Decatur, Ill. ... Joe Cuda is club manager at Rancho Murieta, CC, Sloughhouse, Calif. ... Eddie Brown III is the club pro at Twin Orchard CC in the Illinois PGA section ... Lloyd Fine has been named to the club manager post at Waynesboro (Va.) CC ... club pro at LaGrange (Ill.) CC is Kip Puterbaugh ... club manager at Brentwood CC, Los Angeles, is Alfred Schiff ... Dave Nielson is the club professional at Ravisloe CC, Homewood, Ill. ... you'll find Herbert Rauch the club manager at Costa del Sol Golf & County, Miami ... Lonnie Boone has taken over the club pro responsibilities at Anthony (N.M.) CC ... Albert Giusti can be found in the club manager position at Dothan (Ala.) CC ... look for Philip W. Daenzer in the same job at Glen Garden G&CC, Fort Worth, Tex. ... Horizon City Country Club, El Paso, Tex., is the home for new club pro Bill Richards ... club manager at Walthalla CC, Rexford, N.Y., is Larry Wize-man ... pro at Mountain Gods CC, Ruidoso, N.M., is Jack Warlick ... general manager at Putnam CC, Mahopac, N.Y., is Ron Klink ... Marty Tolomeo has been named head professional at Twin Brooks CC in the New Jersey PGA ... Kim Hand of Manor CC, Rockville, Md., is that club's new professional ... Gary Feldman is the club pro at Bates Creek GC, Lexington, Ky. ... Don Thomas is the club manager at Village 76 CC, Bordentown, N.J. ... Bill Templin is the professional at the U.S. Naval Academy GC, Annapolis, Md. ... club manager at Tualatin (Ore.) Country Club is Steve Salamida ... Warren Moser can be found minding the pro shop at Falling River CC, Appomattox, Va. ... Lake Lindero CC, Agoura, Calif., is home base

for club manager John Morrison ... shop manager at Palmetto Dunes resort, Hilton Head Island, S.C., is Bob Costello ... George Caeners is the club manager at Fresh Meadow CC, Great Neck, N.Y. He had been at Fairview CC, Greenwich, Conn. ... Keith Listiak is currently head pro at Ranch Country Club, West-

minster, Colo. ... Frank Jacobs is in charge of the clubhouse at Avon Oaks CC, Avon, Ohio ... Bernard Thompson has the similar management position at the Country Club of Maryland, Towson ... Jim Terry can be found with the head pro duties at Island View GC, Waconia, Minn.

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No Spreader Calibration	Yes ✓	No	No	No	No	No
No Watering-In	Yes ✓	No	No	No	No	No
Bad Weather Application	Yes ✓	No	No	No	No	No
Heavy Traffic Application	Yes ✓	No	No	No	No	No
No Spreader Clean Up	Yes ✓	No	No	No	No	No
Sufficient Bulk for Coverage	Yes ✓	No	No	No	No	No
All-Natural Growth Elements	Yes ✓	No	No	No	No	No
Disease & Nematode Suppression	Yes ✓	No	No	No	No	No
Water & Energy Conservation	Yes ✓	No	No	No	No	No
Complements Natural Growth Curve	Yes ✓	No	No	No	No	No
Snow & Ice Removal	Yes ✓	No	No	No	No	No
Dormant Application	Yes ✓	No	No	No	No	No
Low Salt Index	Yes ✓	No	No	No	No	No
Bacterial Action	Yes ✓	No	No	Yes ✓	Yes ✓	No
Does Not Burn	Yes ✓	No	No	No	No	No
Long Lasting	Yes ✓	Yes ✓	No	Yes ✓	Yes ✓	No
Less Nitrogen Needed	Yes ✓	No	No	No	No	Yes ✓

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Golf courses in the future should test skill, not strength

by Edwin B. Seay

Ed Seay is president of the American Society of Golf Course Architects. Working out of Ponte Verde Bedra Beach, Fla., he has been involved in the design of more than 50 courses and is now working on projects in 15 states, Japan, the British West Indies, Central America, and Europe.

The golf course of tomorrow may bear a greater resemblance to the course of yesterday than to the one of today.

This will not represent a step backward, but rather indicates what noted golf writer Herbert Warren Wind has called the increasing "sense of maturity" in golf course architecture. There will be fewer gimmicks and a return to the basics of the game in design, meaning diminished use of the "unusual feature" and greater emphasis on testing the skills of the golfer.

The test of skill will take place on a shorter course with tighter fairways and smaller greens. The move toward shorter courses — 6200-6600 yards — is being dictated by higher land costs, higher construction costs, taxes, and land availability.

Land developers are under the gun to meet their financial and completion time obligations and are very anxious to bring their recreational amenities on line as soon as possible because front-end dollars are involved. With this in mind, the shorter course concept is very understandable, if only from an economic point of view.

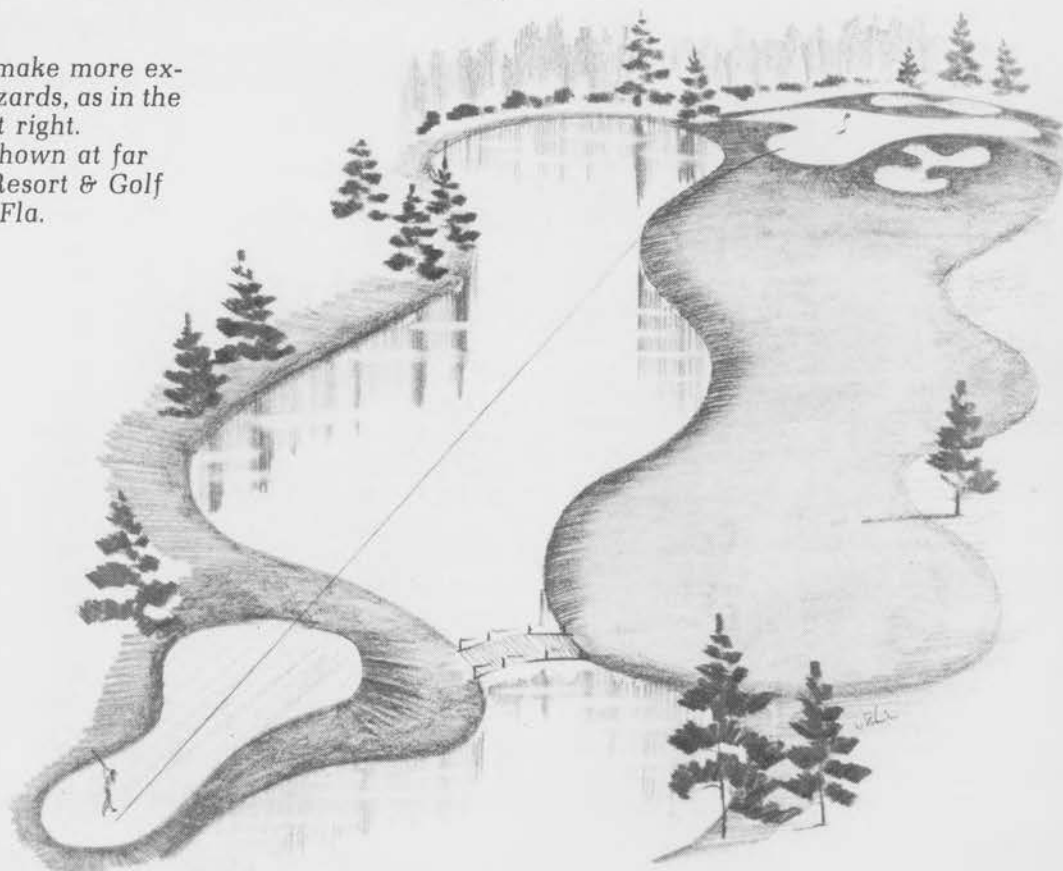
The designing of smaller greens and tighter fairways is also directly related to the shorter course concept

and the emphasis on shot value vs. length. The basics of the game are coming back into design. Shot value, rules, club selection, and a choice of attack are all encompassed in the overall aspects of the game. A player should be offered a course that can test his skills.

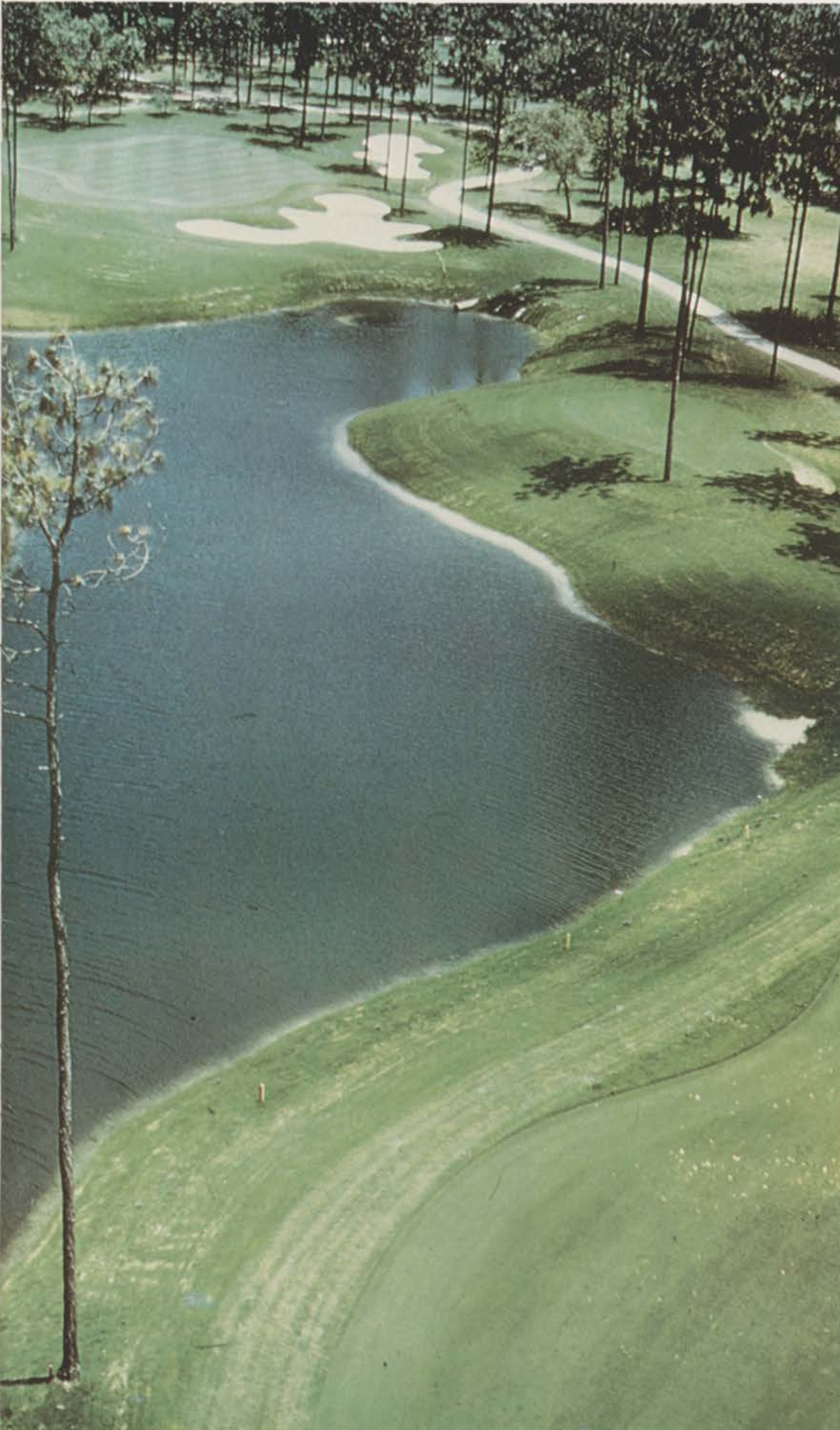
Land development economics will affect not only the length of courses but also the terrain. Land unsuitable for housing or other purposes because of gullies, ravines, or other physical features will be incorporated into golf courses as natural hazards. Once again, rather than posing problems, this will be an asset to the quality of tomorrow's golf course. During the early centuries of golf, courses were built around natural hazards, creating some of the most challenging tests for golfers then and up to the present. British writer and golf course architect Sir Guy Campbell has observed that the original layouts of nature on the eastern Scottish coast have become the blueprint for all links and inland courses since constructed throughout the world. Modern design, Campbell once remarked, is based on the earliest courses where nature was the architect, and animals were the contractors.

Future golf holes will make more extensive use of water hazards, as in the architect's rendering at right.

Futuristic water hole shown at far right is at Innisbrook Resort & Golf Club, Tarpon Springs, Fla.



"Modern design is based on the earliest courses, where nature was the architect, and animals the contractors."



Growth in development courses

There will be a decided growth in the construction of real estate development golf courses as the demand for leisure facilities increases and as more and more developers adopt project plans which include "green belts." More than half of the 256 new courses which opened in 1975 were associated with planned real estate or resort developments. Estimates are that expenditures for recreation during leisure hours will double in the next decade. At the same time developers are learning that golf courses, in addition to increasing land values and stimulating interest in well planned residential and resort communities, can be very profitable. That is an important fact at a time when it is becoming essential to make recreation facilities as self-supporting as possible.

Through the efforts of the National Golf Foundation and the Professional Golfers' Association, poor management practices and facility inadequacies are being pointed out and solutions are being offered that, in many cases, have turned golf course cash flow from red to black almost overnight. A fiscally sound course can support not only itself, but other recreation facilities as well. With proper planning and stringent management, a real estate development course can show an annual profit in excess of \$50,000. (Table 1 is a general indication of a profitable golf course budget.)

The cost of constructing a regulation-length course can range from approximately \$595,650 to \$1.48 million. (See Table 2.) Par threes, executive courses, and shorter par fours can be built more inexpensively. Financing of the real estate development course is usually done through one of three methods:

1) Daily fee — During the first few years especially, developers may elect to open the course to the general public on a daily fee basis. This helps promote interest in the course and in the development, and it sustains the club until there are enough members to support it on a private basis.

2) Non-equity private club — If there are enough project residents, the course might be operated as a non-equity private club with the members paying an initiation fee and annual

Table 1: a profitable course budget

Assuming golf course construction costs are \$600,000, a development golf course income statement (without clubhouse operations) might look like this:

Amortization of principal, including interest at 10% annually	\$ 69,000
Taxes and insurance	25,000
Golf course maintenance (national average considering escalated costs projected 10 years)	130,000
TOTAL golf course operating costs	\$224,000
Income — 40,000 greens fees @ \$7.00 (average)	280,000
PROFIT from operation (total return first year including interest, 19%)	\$ 56,000

NOTE: The above profits could also be achieved by 500 members paying annual membership fees of \$600; or by 300 members, plus greens fees.

Golf courses can add natural beauty as well as dollar value to real estate developments. They help prevent the feeling of congestion and often make good use of otherwise useless land.

membership dues. Many development courses are operated on this basis from their inception and are sometimes opened to non-resident members at higher fees. Under this arrangement, the developer still controls and operates the club for the membership and hopefully realizes a profit from the operation.

3) Membership-owned equity club — Private equity golf clubs are organized so that each member of the community buys an equal share in the ownership of the club, represented by a stock certificate or bond. The membership may be automatic or optional with the land ownership and cost built into the price of the land or buildings.

Oftentimes real estate golf courses are operated under all three phases; opening as a daily fee course, changing to a non-equity private club when the real estate development has suf-



ficient number of residents, and then changing over to the equity-type club when the developer sells out his interest in the club to the residents.

In addition to the profit potential, golf courses are also becoming more popular in real estate developments because of their positive environmental impact. Many developments have implemented "green belt" programs, using golf courses to preserve the beauty of nature and to prevent the feeling of congestion. This may show up as a plus on the balance sheet, too, as next to waterfront sites, nothing attracts prospective land and home buyers like the well-planned golf course. And golf home-sites are just as alluring to non-golfers, who value them for their prestige and quiet beauty.

Development golf courses many times offer an additional practical benefit to the developer — they can be built on land unsuitable for home building; acreage which the FHA might not approve for mortgages. Terrain features which represent flaws for residential development may be assets for the golf course. In some cases developers have built courses on this type of land and then surrounded the course with homes. In one instance, a developer with a 200-acre tract of land devoted 150 acres — 75 percent — to a golf course. He then sought and was granted the highest density zoning possible and built multi-family units around the course, providing a solid nucleus of residents to support the golf club and cutting his construction and utility costs as well.

More par three and executive courses

In addition to future courses being generally shorter, there will be continued growth in the establishment of par three and executive courses. Though many of the reasons for this trend are the same as for shorter regulation courses, other factors come into play as well. Good par threes and executive courses will provide a facility for the many golfers who would otherwise not have an opportunity to play. They are generally less expensive and take less time to play than regulation courses. This makes them ideal for beginner and junior programs. These programs have become increasingly important as the

Table 2: cost estimates of an 18-hole regulation course

Course construction costs, including irrigation system	\$400,000	to	\$ 850,000
Post-construction maintenance (from planting to opening)	25,000	to	110,000
Course maintenance equipment	60,000	to	85,000
Maintenance building	25,000	to	100,000
Car paths, shelters, bridges, etc.	10,000	to	100,000
Golf car storage	10,000	to	20,000
Service road	8,000	to	50,000
Entrance road and parking	3,500	to	35,000
SUBTOTALS	\$541,000	to	\$1,350,000
Plus 10% contingency	54,150	to	135,000
TOTAL	\$595,650	to	\$1,485,000

NOTE: The above estimates do not include cost of land, clubhouse, golf pro shop, and furnishings.

popularity of golf has grown and younger players have too often found themselves squeezed out of using regulation course facilities in favor of adult males and the ever-increasing number of women taking up the game. Par threes and executive courses are also well suited for the senior citizens who are taking up golf in growing numbers but who cannot always handle the rigors of longer courses.

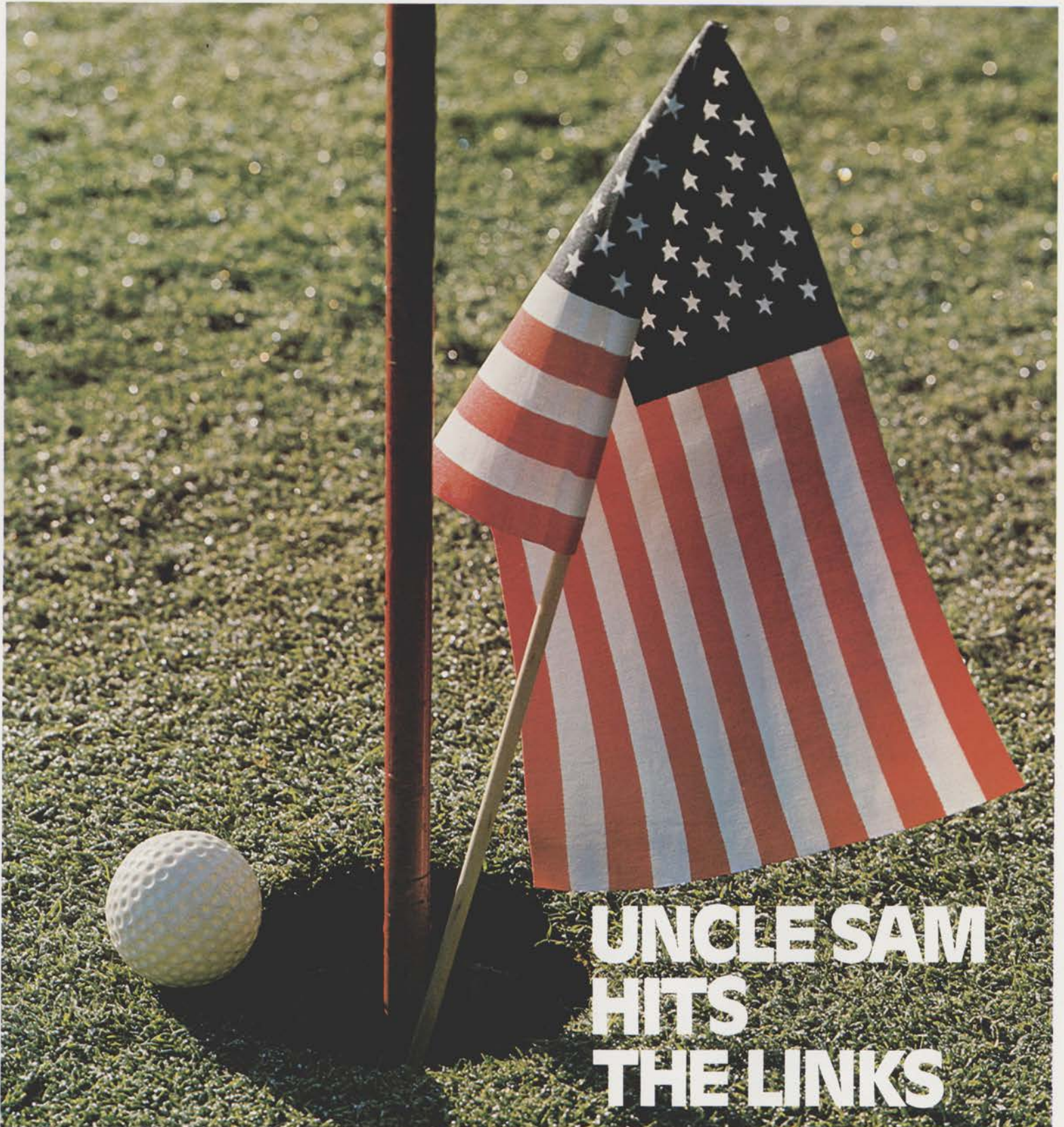
Updating and expanding golf courses

Probably the greatest area of activity in the future will be in the expansion of 9-hole courses and keeping courses up to date.

According to the National Golf Foundation, approximately half of the nation's 11,370 golf courses are 9-hole facilities. In 1975, construction took place on 132 courses, 40 percent of which was expansion projects. As the economy has started to rebound and money for financing has become more readily available, expansion plans have come off the shelf and are being implemented. This trend will continue. There will also be continued updating of golf courses throughout the country. Too often in the past remodeling and improvement have been done in a haphazard manner, subject to the whim of whoever was in charge of the course at the time. The result has been that updating of courses has been done in an inconsistent manner and many courses are faced with new problems created by trying to solve the old.

Master planning is just as important in golf course "facelift" operations as it is in original construction. And there has been a growing movement toward utilizing specific planning in course remodeling projects. As in planning a new course, it is essential to have a golf course architect on the consulting team when planning for renovation.

In general, the future of golf in the United States looks bright. Interest and participation in the game continues to grow, and as the economic outlook has brightened, new facilities are being constructed and old ones remodeled. As land becomes less available and the problems of golf course building become more complex, more and more developers are beginning to take advantage of the expertise offered by golf course architects in seeing a project through from start to finish. Though courses of the future may be shorter and tighter, I feel they will also be better as our profession continues to mature and take advantage of the best nature and technology have to offer. □



**UNCLE SAM
HITS
THE LINKS**



by Nick Romano, managing editor

Although criticized as one of the most obvious failures of this country's bureaucratic government, OSHA is here to stay. At least, for the time being.

The true weight of the Occupational Safety and Health Act has yet to hit the golf course and club business, but unless the agency disappears in the promises of an election year, course superintendents, club foodservice managers, and owner-operators had better get ready to comply with rules set down to protect their employees from themselves.

Where did OSHA come from? Congress instigated the act in 1970 when it observed there were no uniform and comprehensive provisions to protect the more than 80 million working Americans while on the job. At that time, job-related accidents were accounting for more than 14,000 deaths a year, nearly 2½ million workers were disabled, 10 times as many man-days were lost from job-related disabilities as from strikes, and estimated cases of occupational diseases totaled 300,000. A very small percentage of these were in the golf industry. But with a testimonial sweep of a pen, President Nixon signed the act into law and the turmoil of compliance with standards started.

GOLF BUSINESS visited OSHA officials in Washington, D.C., recently and came back with some answers on how the industry will have to deal with the agency.

Golf facilities are not high on the OSHA priority list when it comes to what the agency is attempting to achieve in comparison to heavy industry with its millions of employees.

This does not mean OSHA does not think all businesses are not important. It is obvious that in terms of doing the most good for the greatest number of employees per installation, golf ranks low on the scale. Still, though, OSHA wants to see all industry attempt to comply to standards on a voluntary basis.

Whether your course or club is susceptible to an OSHA inspection could be based on the above criteria. If

there is a lot of heavy industry in your vicinity, your chances for a visit would be less than those of a course in a light or non-industrial area.

Other factors to keep in mind are that OSHA is spread relatively thin throughout the country. There are 10 regional offices that each handle a section of the nation. Manpower is low and the agency is the first to admit it has a deficit in its staff for trained, qualified inspectors.

Again, criteria for inspection scheduling will vary in each regional office. Limitations on budget also work to hamper OSHA in the field.

When OSHA standards for industry were established, some were set up for all industry — these are known as horizontal standards. Other standards have been set up for specific industries, and the golf business may fall under them. These are known as vertical standards.

This specificity can be zeroed in within the golf industry. In its computer coding data, OSHA has definite categories for inspections at both public courses and membership-owned clubs. And yes, there have been inspections at both types of facilities. Violations in a number of areas have been found.

Trying to digest all the regulations has remained a tough problem for those in the golf business, especially when the same standard for a big corporate factory can apply to a golf course with a dozen employees.

According to Neal Finch of OSHA's Washington office, who has dealt a lot with the problems of small business, the technical jargon of the standards can not be made easier to understand. "The verbiage can not be simplified. One way through the maze of all these codes is to hire someone who can understand them. Still, though, the manager has to have some knowledge of the standards."

Finch contends the course maintenance foreman or, in the kitchen, the foodservice manager, should be educated in the standards that apply to their specific jobs. They then could handle the responsibility of making sure all new employees become acquainted with dictated safety practices.

What are some of the violations common in OSHA's course and club

"The true weight of the Occupational Safety and Health Act has yet to hit the golf course and club business, but unless the agency disappears in the promises of an election year, course superintendents, club foodservice managers, and owner-operators had better get ready to comply with rules set down to protect their employees from themselves."

inspections? Just to list a few: violations of the National Electrical Code, failure to have necessary guards on abrasive grinding wheels, lack of adequate fire protection, lack of proper containers to store flammable liquids, sanitation, egress, lack of housekeeping, unsafe use of welding equipment, failure to post OSHA notices, and general recordkeeping.

Complying with these codes can cut costs for the facility in several areas: not being involved in inspections where fines can be levied, the additional costs of insurance to cover accidents which may be directly linked to employer negligence, and the lost time that can occur when

employees are injured in accidents on the job.

In the past, OSHA has made it common practice to make most of its inspection calls unannounced. Since its official inception on April 28, 1971, OSHA had made 318,920 inspections through May of this year. These inspections resulted in 229,231 violations with total penalties accumulating almost \$32 million. The average fine per violation was \$26.44.

Now, though, a case involving a Texas firm that refused an OSHA inspector access to its plant by holding up the Fourth Amendment to the Constitution could throw such surprise tactics for a loop.

Prior to this case, which was heard before a U.S. District Court, OSHA did have to supply a warrant before entering the inspection site. The case is being appealed by the government and may reach the Supreme Court, where many critics of OSHA say the entire question of the agency's constitutionality should be answered. For the short term, though, it would seem the Court would at least settle the agency's right of entry.

Inspections will continue to be made in the interim with or without warrant. Courses and clubs can better understand the act by looking at its principles for protecting employees.

Regarding job safety and health protection, OSHA states that "each employer shall furnish to each of his employees a place free from recognized hazards that are causing or are likely to cause death or serious harm to his employees; and shall comply with occupational safety and health standards issued by the Act."

Other than random inspection, OSHA has also acted on the complaints of employees or their representatives. No reprisals can be taken against the involved employee by management either. If the employee is discriminated against or discharged, he can file a complaint with OSHA within 30 days of the alleged incident.

When inspections do occur, OSHA personnel called "compliance safety and health officers" by the agency will come to the workplace.

As stated before, OSHA's priority system was set up to take care of the worst first. Criteria have been established to determine inspection:

10 Most frequently violated standards all industries — fiscal year 1975

STANDARD	NO. VIOLATIONS	SUBJECT
1910.309 A	36,874	National Electrical Code
1910.215 A04	6,540	Abrasive wheel machinery— Work rests
1910.252 A02	6,049	Welding, cutting, brazing— Cylinders and containers Approval and marking, storage, operating procedures
1910.037 Q01	6,022	Means of egress, general— Exit marking
1910.219 D01	5,935	Mechanical power—trans- mission apparatus—Pulleys
1910.157 D03	5,863	Portable fire extinguishers- inspection, maint., hydro- static tests—Maintenance
1910.219 E01	5,324	Mechanical power—trans- mission apparatus—Belt, rope and chain drives— Horizontal belts and ropes
1910.023 C01	5,211	Guarding floor and wall openings and holes— Protection of open-sided floors, platforms and runways
1910.022 A01	5,106	General requirements— Housekeeping
1910.212 A01	4,686	General requirements for all machines—Machine guarding—Types of guarding



Imminent danger — Any condition where there is a reasonable certainty a danger exists that can be expected to cause death or serious physical harm immediately or before the danger can be eliminated through normal enforcement procedures.

Catastrophes and fatal accidents — Another high priority. Fatalities or accidents resulting in the hospitalization of five or more employees. Such situations must be reported to OSHA within 48 hours after the incident.

Valid employee complaints — Priority to valid violations of unsafe or unhealthful working conditions.

Hopefully, none of the above would fit the golf business, but it is important to reemphasize the guidelines OSHA has set up to tackle the job it has before it. Whether you agree with the agency's principles or not, you cannot ignore the large task the government has before it.

What's an inspection like?

An inspection begins when the OSHA compliance officer arrives at the facility. He will present his credentials, then attempt to become familiar with the relevant facts as they pertain to the workplace. He may ask for a history of the establishment, along with the nature of the business. He will

“In the past, OSHA has made it common practice to make most of its inspections calls unannounced. Since its inception, OSHA has made 318,920 inspections through May of this year.”

then go into the particular standards that may be applicable to the facility.

The compliance officer will then begin the first stage of the inspection, known as the opening conference. Here, he will explain the purpose of the visit, the scope of the inspection, and standards that may apply.

If an employee complaint is involved, the officer may give the employer a copy of the complaint at this time; otherwise, he may go over the standards that apply to the course or club. After this, the employer can then accompany the officer on his inspection. Often employees will have a representative of their own on the inspection circuit.

Areas are then inspected to see if compliance has been met. The route and the duration of the inspection are solely up to the officer. During the inspection, the officer will have full access to the workplace and may make instrument readings and examine all

work records.

After the physical inspection, a closing conference is held between the employer and the officer to discuss any problems remaining in the work area. The officer will explain all apparent violations for which a citation may be issued. Proposed penalties are levied only by the OSHA area director, and the officer is not allowed to discuss these.

Types of violations fall into four categories: de minimis, nonserious violations, serious violations, and imminent danger (discussed previously). De minimis violations have no direct or immediate relationship to job safety and health. A notice is issued, but citations are not.

A General Accounting Office study found that 98 percent of all OSHA violations are rated nonserious. This classification involves cases with an optional fine of up to \$1,000. These have a direct relationship to job safe-

ty, but probably would not cause death or serious physical harm.

Violations where there is substantial cause that death or serious injury will occur are rated as serious. A mandatory fine of up to \$1,000 is levied.

Fines for imminent danger can run up to \$10,000 each. Prison terms for not more than six months can also be given to the employer, if the violation caused the death of an employee.

After the inspection, the area OSHA director will review the citations on the report and then levy fines. Any citation received by the employer must be posted for three days or until the hazard is corrected. If the employer wishes to contest the action, he has 15 days to notify the director. Then the procedure is to seek a date before an independent Occupational Safety and Health Review Commission. This area of OSHA is not a part of the Department of Labor.

Complete records are important

One of the most important aspects of OSHA, and often the toughest for its personnel to keep track of, is the responsibility of each employer to keep a record of all occupational injuries and illnesses.

Most, but not all, employers must keep records. If your course or club employs no more than 10 full or part-time employees you will not have to file reports with OSHA after injuries or illnesses.

Information in these records is to be kept on the premises with each recordable case included. The OSHA "Log" is a convenient way for the club or course to classify injury and illness cases, with an easy way to note the extent of each. Logs should be retained for five years.

Another OSHA record is the "Supplementary." For every recordable incident additional information is requested. Finally, the "Summary" report comes at the end of each calendar year. This report must be completed by February 1 and remained posted until March 1.

Perhaps all the paperwork and the feeling that most OSHA standards are of the nitpicking variety have earned the agency a bad name in industry. Many safety and health experts agree OSHA would need a \$1 billion budget

"The main arm of the golf business that stands to take the brunt of regulations is the course superintendent. The GCSAA through its governmental relations committee is keeping a watchful eye on Washington."



to really be effective. The agency operates on \$100 million.

There is little doubt OSHA has endless rules. In fact, 4,000 within 800 pages of the Code of Federal Regulations.

Even people inside the agency admit moral is not high. Relatively new on the job, OSHA Director Morton Corn has been thought of as extremely idealistic in terms of cleaning up the OSHA mess. Corn, a respected professor of occupational health at the University of Pittsburgh, is OSHA's third administrator in five years. This somewhat shows the tough times the agency has been through.

Many inside OSHA feel the agency has failed. Corn's answer to this is adequate statistics have not been kept to show OSHA's total worth. Still, critics say the agency has been too trivial in nature. Stories have been circulated on how OSHA inspection people were readily involved in worrying about the correct size of toilet seats at workplaces. Corn insists this type of industrial bird-dogging will cease.

The main arm of the golf business that stands to take the brunt of regulation is the course superintendent. The Golf Course Superintendents Association of America through its governmental relations committee is keeping a watchful eye on Washington.

Committee Chairman Lou Haines of the Denver Country Club knows OSHA is out there. "We haven't heard of too many confrontations between OSHA and course superintendents. I can't see too much activity. Who knows, though, what will happen in a couple years," Haines said.

These next couple of years might be interesting ones for the business. The chances are good OSHA will step up its inspections in the small business area, where golf facilities are loosely classified.

One area superintendents, club managers, and owner-operators should focus on right now is the first aid training at workplaces OSHA normally calls for. Someone at the facility must be approved in first aid techniques, unless the facility is three to four minutes away from a doctor's office or hospital. Keep in mind the injuries that could occur at a club, all the way from chemical burns to cuts

and abrasions. The first aid person should be a fulltime employee in a management position. Classes are available in this first aid training. The maximum time allotted would be 26 hours, but there are multimedia courses with as little as eight hours required.

There have been considerable questions raised on whether future safety measures will be attached to the heavy equipment in this industry. For example, will rollbars become mandatory on tractors? For the short term, there seems to be little effort in this area. Attempts to get a comprehensive safety plan set up for agricultural vehicles has been stalled, so it seems there is no imminent problem here.

A big thing to keep in mind about OSHA is it offers help that can get your facility under compliance. There is no consultation service done by the inspection personnel at this time, but the agency has many booklets and pamphlets that will tell you how to meet regulations. The material is free. Both the GCSAA and the National Restaurant Association have guideline booklets that superintendents and club managers can use to zero in on the standard they would need to meet in their separate operations and some codes which would apply to both.

OSHA is not perfect. No one seems to like the government telling them what to do. The overall reason for the establishment of the agency was to get the nation moving toward the protection of its work force. The industry has suffered very little so far in this vein, just looking at the non-dangerous type of work involved at courses and clubs.

Unless there is a large sweep of the political hands after the election, the bureaucracy that is OSHA will probably remain. Corn and his people will attempt to cut the red tape and zero in on the truly important aspects of job safety and health.

For all its faults, OSHA has gotten industry to take a look at itself and what it has done in cutting down on the amount of accidents that can occur on the job. Labor and management have begun to work closer together in order to alleviate the problems the problems on the job.

Golf business should look toward voluntary compliance by getting facilities ready now, not waiting for the inevitable. □

OSHA assistance

Listed below are the ten OSHA regional offices and the States which they serve. They can provide you with the address of the closest OSHA area or district office.

Regional I—Boston

(Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont.)
Room 308-E, John F. Kennedy Federal Building, Government Center, Boston, MA 02203.

Region II—New York

(New York, New Jersey, Puerto Rico, Virgin Islands.)
Room 920, 341 Ninth Avenue, New York, NY 10001.

Region III—Philadelphia

(Delaware, District of Columbia, Maryland, Pennsylvania, Virginia, West Virginia.)
Room 410, Penn Square Building, 1317 Filbert Street, Philadelphia, PA 19107.

Region IV—Atlanta

(Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee.)
Suite 587, 1375 Peachtree Street, NE., Atlanta, GA 30309.

Region V—Chicago

(Illinois, Indiana, Minnesota, Michigan, Ohio, Wisconsin.)
Kluczynski Building, 230 South Dearborn Street, Chicago, IL 60604

Region VI—Dallas

(Arkansas, Louisiana, New Mexico, Oklahoma, Texas.)
Suite 600, Texaco Building, 1512 Commerce Street, Dallas, TX 75201.

Region VII—Kansas City

(Iowa, Kansas, Missouri, Nebraska.)
Room 300, Waltower Building, 823 Walnut Street, Kansas City, MO 64106.

Region VIII—Denver

(Colorado, Montana, North Dakota, South Dakota, Utah, Wyoming.)
Post Office Box 3588, Room 15010, Federal Building, 1961 Stout Street, Denver, CO 80202.

Region IX—San Francisco

(Arizona, California, Hawaii, Nevada.)
Box 36017, 10353 Federal Building, 450 Golden Gate Avenue, San Francisco, CA 94102.

Region X—Seattle

(Alaska, Idaho, Oregon, Washington.)
1803 Smith Tower Building, 506 Second Avenue, Seattle, WA 98104.

Information and copies of OSHA materials may be obtained from these offices.

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Sound advice on coping with noise abatement

by Donald G. Haffner

It's 6:00 a.m. on a brilliant summer morning and the Smith's are wide awake and hopping mad. So are most of their neighbors who were stirred from the final reaches of peaceful slumber by the sound of a tractor and its gang mower taking an early cut on the course bordering their properties.

He doesn't know it yet, but the grounds superintendent across the course at the maintenance shed is in for a tough day, starting with a visit from the officer responsible for enforcing the local noise ordinance and ending with a serious conversation with

"Over the past decade, all of us in the golf industry have become more aware of noise, both as a matter of good public relations and compliance with the law."

a board member, a good friend of Smith.

He'll get off easy, replacing the tractor's muffler and rescheduling cuts to a different time. The officer could have brought along his meter to measure the noise levels of all powered equipment, some of which barked away merrily in violation of various regulations.

Over the past decade, all of us in the golf industry have become more aware of noise, both as a matter of good public relations and compliance with laws. On the PR side, we've become concerned with being a good neighbor, showing courtesy to players and being considerate of employees. And on the legal side, we're affected by OSHA regulations and local ordinances governing noise levels.

It's a sometimes confusing subject, but one we're obligated to understand in order to cope.

Sound and noise

A good place to start is with definitions.

To most of us, noise simply is undesirable sound. It can annoy, cause physical discomfort, or inflict actual injury.

Sound is anything we can hear. It's measured in decibels (dB), beginning with zero, the faintest sound audible to a person with normal hearing — like neighbor Smith. It is measured by meters that record pressure variation in the air caused by sound, just as our ears do.

Many different scales are used for measuring sound, with three of the most common being "A," "B," and "C." We need only concern ourselves with the "A" scale, the one used most, which closely approximates the response of human hearing to broad band equal loudness levels and is expressed as dBA.

Tests like the one the enforcement officer could have made are normally conducted in a controlled environment. The meter is placed 50 feet from the sound source, with no structures



Donald Haffner is vice president and director of engineering of Jacobsen Manufacturing Co., a major producer of turf care equipment. He is a registered professional engineer in Wisconsin.



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nearby to act as amplifiers nor any obstacles in the path that would muffle sound.

OSHA and local standards

As noise intensity and environmental awareness grow, so do the efforts to limit undesirable sound, with increases in regulations and the vigor with which they are enforced.

One concern with noise is the well-being of those who must work near it. The Occupational Safety and Health Act (see preceding story) sets standards for maximum occupational noise exposure. These standards are expressed in decibels on the "A" scale of the standard sound meter and for the maximum permissible daily time

"While OSHA and local regulations may not as yet have created compliance problems for superintendents, precautionary measures taken now could make life a whole lot easier later on."

period for exposure. The levels are measured at the operator's ears.

Permissible noise exposure	
hours per day	sound level dBA
8	90
6	92
4	95
3	97
2	100
1½	102
1	105
½	110
¼ or less	115

These figures, of course, don't mean much unless we relate them to typical golf course noise makers or similar equipment.

So to give us all a perspective, we refer to the precedent-setting Chicago Noise Ordinance, which since its establishment a few years ago has served as a pattern for many other municipalities. Under this ordinance, "No person shall sell or lease, or offer for sale or lease, any powered equipment or powered hand tool that produces a maximum noise level exceeding the following noise limits at a distance of 50 feet . . ." under specific test procedures. Here's a sampling of what applies to us:

Tractors

Manufactured after Jan. 1, 1972	— 94 dBA
" " " " 1975	— 86 "
" " " " 1980	— 80 "

Infrequently used powered equipment of 20 horsepower or less working in residential areas, such as chain saws, log chippers, powered hand tools, etc.

Manufactured after Jan. 1, 1972	— 88 dBA
" " " " 1975	— 84 "
" " " " 1980	— 80 "

Powered equipment repeatedly used in residential areas, such as mowers, small lawn and garden tools, riding tractors, snow removal equipment, etc.

Manufactured after Jan. 1, 1972	— 74 dBA
" " " " 1975	— 70 "
" " " " 1980	— 65 "

It's well to keep in mind that the above figures apply "to the total noise from a vehicle or combination of vehicles" and are not limited to, say, mufflers alone.

Noise sources

Most people think of the exhaust when they think of noise from a machine powered by an internal combustion engine. But other parts of the machine often make nearly as much or more noise.

You have mechanical noise from valves, gears, piston slap; combustion

noise from the walls of the engine; intake noise from the carburetion system; blower noise from the cooling fan; vibration noise from components attached to the engine or machine; and, finally, exhaust noise.

According to an Environmental Protection Agency survey, components of a typical new rotary mower at 50 feet produce:

Exhaust	68 dBA
Intake	64 "
Other	63 "
Blade	68 "

As you see, there is a lot more to controlling noise than bolting on a more restrictive muffler.

The same EPA survey, conducted several years ago, turned up the following "average" noise level figures at 50 feet for other equipment we're all familiar with.

Lawnmowers	74 dBA
Garden Tractors	78 "
Chain Saws	82 "
Snow Blowers	84 "
Lawn Edgers	78 "
Leaf Blowers	76 "
Generators	71 "
Tillers	70 "

Preventive planning

While OSHA and local regulations may not as yet have created compliance problems for superintendents, precautionary measures taken now could make life a whole lot easier later on. If enforcement investigations follow those for safety, then only complaints will be pursued. But don't bank on "if's."

Legal ramifications, of course, are just one area of consideration. Courtesy to players and neighbors and consideration of employees are reasons enough for preventive planning and taking measures to keep the course quieter.

Here are a few suggestions:

1) Course design — Those involved in planning a new course will want to review local ordinances and enforcement procedures. Before deciding on a site, existing residential property and institutional use should be weighed. The location should be examined for existing buffer zones of trees and shrubs and for natural dampeners such as bunkers and swales in the land. Creating these elements later on to keep peace can be costly.

All is not lost, by any means, for ex-



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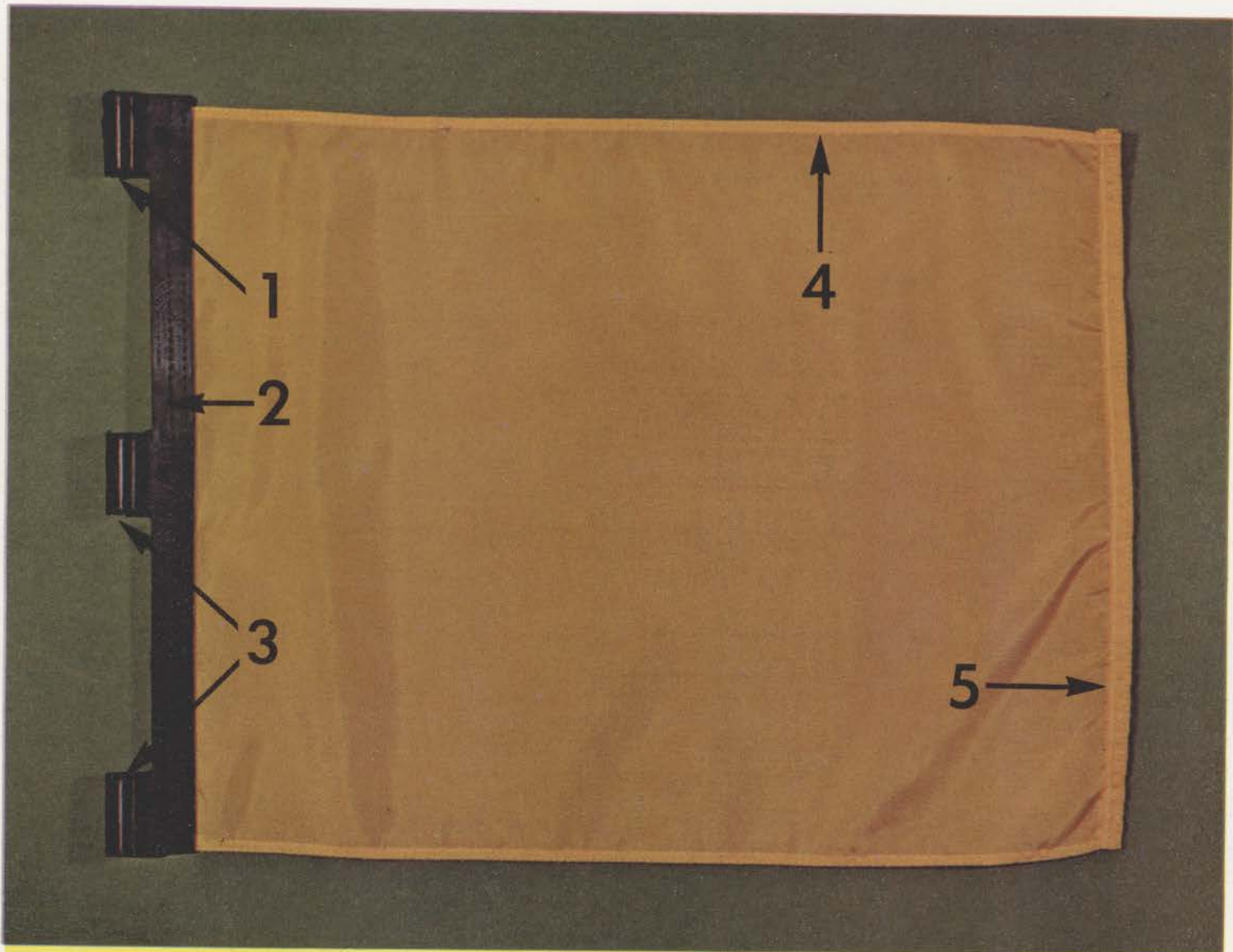
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GF7 Series - Tapered 24" Modern Bottom Stripe		
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GF7-007	7'	Solid White - no stripe
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GF4-28	8'	Translucent Yellow w/24" Fluorescent bottom stripe only
GF4-47	7'	White w/Blue striping
GF4-48	8'	White w/Blue striping
GF4-77	7'	Translucent Yellow - no stripe
GF4-78	8'	Translucent Yellow - no stripe
GF4-86	6'	White w/Red striping
GF4-87	7'	White w/Red striping
GF4-88	8'	White w/Red striping
GF4-97	7'	White w/Fluorescent Fire-Orange striping
GF4-98	8'	White w/Fluorescent Fire-Orange striping
GF4-007	7'	Solid White - no stripe
GF4-008	8'	Solid White - no stripe
GF3 Series - Traditional Striping		
GF3-06	6'	White w/Red striping
GF3-07	7'	White w/Red striping
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GF3-37	7'	Translucent Yellow w/Black striping
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GF1-96	GF1-691	GF1-60	GF1-56	GF1-651
GF1-54	GF1-94		GF1-941	GF1-541

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isting courses that need to contribute to the tranquility of the neighborhood. Trees, shrubs, and fencing are not much help as buffers; horse should be relocated, and the earth can be rearranged to create barriers for deflection.

2) Operation — Even the most thoughtfully designed or modified courses may still have a few problem areas, as communities develop and institutions such as schools and hospitals are established to serve them. But if design can't be changed much, work schedules can, so that noisier equipment is restricted to specific hours of operation in touchy areas.

Naturally, two machines shouldn't be run in the same general area, not only in support of the good neighbor policy but also for the benefit of employees. While running an additional machine doesn't increase noise by adding the dBAs of the two together, the level does rise.

3) Employees — Legal questions on employee health can be avoided by limiting the amount of time a task takes involving noisy equipment — and recording such work on a time log. You might even consider requiring employees to take an exam prior to employment to establish hearing levels.

To keep the family happy, you could provide ear muffs or plugs, or Swedish cotton, to workers operating certain equipment. Cabs might be lined with sound absorbing material and buffers could be used to at least shroud the noise source.

Of course, re-orienting workers to the proper and judicious use of machines can go a long way in keeping noise down. Rough handling and exceeding the equipment manufacturer's recommended maximum engine speed can account for a lot of unnecessary ear strain to say nothing of gradually creating one loud machine.

4) Equipment — The old saw about a well-oiled machine running smoothly (and quietly) couldn't be more applicable. And you can add to proper lubrication the replacement of worn bushings, rubber mounts, etc.; keeping fastenings tight; and tires not over-inflated or worn to the rims if running on solid rubber. Following the

owners or maintenance manual will pay off.

Since the exhaust system accounts for a good share of noise, its various joints should be periodically tightened, and gaskets and mufflers replaced as necessary.

If you're thinking of converting to an automotive-type muffler, it's worth a try. You could experiment with Pinto or Vega mufflers on 8- to 23-horsepower engines, and mufflers for big sixes and small V-8s on tractors. A word of caution: using a muffler that excessively restricts exhaust flow will reduce power.

Suction noise from the carburetor system is quite high, as tests prove, but very difficult to suppress. You can't restrict the flow of air into the engine but you can devise a shroud that will help deaden the noise.

A bright spot on the horizon for older equipment: kits are now being

The subject of sound is complex, involving speed, waves, transmission, atmosphere, cycles, frequency, amplitude, power, and more. Fortunately, it's been simplified to rating systems and regulations that are easy to understand, if not always conformed to.

The methods for coping with noise in our industry are available, and manufacturers have taken necessary measures to assure equipment is engineered to meet current ANSI standards.

There are two important things we should do: one is for superintendents to exchange information on how they reduced noise in their operations; the other is for all of us to make an effort to influence local, state, and federal officials who create standards but may not understand the golf industry and the diverse types and roles of equipment used by it. □

“Rather than struggling along with equipment designed for a less restrictive year, now might be a good time to consider replacing your present or potential troublemakers with new machines.”

developed to help cut noise. These may not be available for awhile, so in the interim the suggestions we've made would be well worth pursuing.

Rather than struggling along with equipment designed for a less restrictive era, now might be a good time to consider replacing your present or potential troublemakers with new machines. In shopping around, be certain that shiny new unit meets current ANSI standards which are those that have been adopted by OSHA. Besides listening to and trying the machine, examine it for features like a cast iron block (it generates less noise), rubber mountings, weldments in critical areas, sound insulation, and the kind of overall sturdy construction that indicates it will be in one piece long after the paint has worn thin.

5) Turf care — It goes without saying, perhaps, but it's worth mentioning that good equipment and turf care procedures will decrease the need for extensive, noisy recovery operations:

Pour your profits, make wine a winner

When it comes to promoting wine successfully, few in the business can do it better than John Hudson.

Hudson is manager at the Fort Wayne (Ind.) Country Club and is firmly convinced most country clubs lack effective merchandising programs for their wine lists. They are not only letting their membership miss out on a pleasant experience, but are also passing up an excellent revenue source.

Over the years, Hudson has had a lot of help honing his merchandising effort from local suppliers in the area like Sidney Hunter. Hunter doubles as

a Fort Wayne club member and a wine distributor pointing to several firms in the industry offering excellent training aids and displays pieces for merchandising wine. For example, the Taylor Wine Co. "Check Booster Plan" is probably one of the most notable manufacturer services.

It would be virtually impossible for any member of the Fort Wayne Club not to be aware of wines, because Hudson never misses a promotional opportunity. His program has resulted in a steady 20 percent increase of wine sales annually. Further, about a third of the membership now almost always order wine with meals — and this percentage, too, is continually growing.

A successful merchandising program has its start with the staff, according to Hudson. He schedules a training session for an afternoon every three months. These sessions serve a dual purpose: They are refreshers for most employees and an indoctrination for newcomers into the Fort Wayne method of wine merchandising. In addition, the staff is made aware of new additions to the wine cellar at these times.

Hudson uses the "Check Booster Plan" in such sessions. Consisting of training films, booklets, a wall poster and tips on how to sell wine to cus-

Ray Roney, left, Taylor's Indiana state sales manager, checks the wine list with Fort Wayne's John Hudson. The list consists of labels and brief descriptions of all wines stocked in the club's cellar. Hudson also installs special wine displays at the dining room entrance as another means of encouraging wine sales.





John Hudson, left, club manager of the Fort Wayne Country Club makes continuing use of the "Check Booster Plan" in his on-going employee training program. Here he shows a waitress the proper way to present a bottle of wine before opening it for her customers.

tomers, this program has had wide acceptance by all segments of the food-service industry.

The complete "Check Booster Plan" includes training sessions and a full-color film, "Opportunity," to uncomplicate promoting, selling and serving wine; training booklets; wine charts and reminder cards for back-of-house use; suggestions for on-premise selling displays, wine lists and table tents. All materials are available without cost. Overall goal of the plan is to enable club management and the dining room staff to realize the maximum wine sale potential.

When the members come to the club for dinner, they will invariably pass a wine display at the entrance to the dining room. Then, when they are seated, the hostess presents the club's wine list with the dinner menu. Each place setting includes a wine glass as another reminder to guests.

His wine list is one of the most impressive tools in Hudson's arsenal. Collected in an impressive, leather-bound volume, the list consists of labels of every wine stocked with a brief description of each. The book is a conversation piece, helping to launch the meal on a festive note.

From time to time through the year, Hudson schedules wine tasting parties at Fort Wayne. At these occasions, which attract as many as 200, Hudson presents a selection of wines from a particular country and then includes some U.S. equivalents. For instance, he would offer an American Chablis with an imported French Chablis, or a German Riesling with an Emerald Riesling. Guests pay a flat ticket price for the tastings, usually ranging from \$2.50 to \$15 per person, with food ranging from cheeses to fancy hors d'oeuvre.

Hudson indicates he is particularly interested in promoting American wines which, in his opinion, are as good as their imported counterparts. Wine is priced between a dollar and \$1.50 per glass at Fort Wayne.

Wine is built into the cost of parties at the club allowing a fifth for every three persons. But the main wine promotion opportunity is the annual President's Ball, a formal gala marking the installation of the new officers. This five- or six-course banquet is served with at least two or three appropriate wines as a working demonstration of how wine can enhance even the finest dinner.

In recent years, club members have quite frequently specified a wine tasting in place of the more usual cocktail hour. There is usually a wine display in the room where cocktails are served before dinner parties. This is done, says Hudson, to encourage the members to make their wine selection before sitting down to the meal. With this system, the club can serve the wine properly since there is sufficient time to prepare the wine for serving.

White wines are the most popular classification at Fort Wayne, with American Chablis and Rhine wine sharing honors with other white wines from California. Hudson is gradually encouraging the membership to branch out into the reds. The tastings are one of the ways he is bringing this about.

Fort Wayne has a limited membership of 500 families. It serves lunch and dinner six days a week, with the dining room closed only on Mondays. Out of a full-time staff of 125 employees, 60 are in the foodservice area, both kitchen and dining room.

Fort Wayne does a combined food and liquor volume in excess of

\$1 million annually, an indication of the support its membership gives the club. Of this volume, beverage service accounts for approximately a fourth. Noting that the gross is down, Hudson points out that profit is up as the members have started ordering more wine but less hard liquor.

Hudson brings a varied background to bear at Fort Wayne. A native of England, he was educated at Leeds College of Food Technology in Yorkshire. Following eight years hotel and club work in his native land and another two in Canada, he came to the U.S. and worked first at the Lafayette (Ind.) Country Club in Lafayette before accepting the manager's spot at Fort Wayne two years ago. □

CAN DATA PROCESSING HELP YOU?

Computer streamlines country club accounting

Managing a country club operation with monthly billings of more than \$200,000 and a staff of 160 — and trying to keep nearly 900 club members happy with the way you are managing that operation — should be a full-time job. But for David Steward, manager of the prestigious Interlachen Country Club in Edina, Minn., it is only part of the story.

David and his small data processing staff have found time to process data and produce reports that help 10 other country club managers do a more effective job of running their businesses. And they are getting high marks for the manner in which they are providing the service.

"We didn't really plan to get this deeply into the business," says Steward, "but we had to have something more effective than a regular service bureau and we couldn't support a full-time system on the basis of our own business. So we decided to get commitments from other clubs who needed data processing services and would share the costs."

That was six years, one computer system, and 10 customers ago. Interlachen had been buying computerized accounts services from a local service bureau. "We had trouble making them understand our business," said Steward. "We don't sell shoes or manufacture gears. The country club business is very complicated and the success of a system depends on how well you know the ins and outs of that business as well as how quickly you can turn out statements."

Cash flow important

"Cash flow is a major consideration for any club operation — particularly in the busy summer months. The club pays out large sums of money for caddy fees, food and beverage inventory, grounds upkeep, and other expendi-



tures, but doesn't collect proceeds until members have been billed for these transactions at the end of the month.

"Our experience was that members paid quickly by return mail when they received their statements. Therefore, if we could close the books rapidly on the last day of the month and get a statement out on or very shortly after the first of the month, we would avoid a lot of unnecessary borrowing to meet payrolls.

"At that time, we were closing the books on the 25th of the month and we were not getting statements out until the 15th of the following month. That put a real crimp in cash flow.

"I decided it was easier for a club manager to learn about computers than it was to teach a data processing man how to manage a club. So I learned how to program and sent Larry Jensen, who was already on our



staff, off to school to become data processing manager.

"We have been able to show our decision was the right one. We guarantee 72-hour turnaround on any statement regardless if the last day of the month falls on a weekend or a holiday. We have never taken more than 36 hours to do the monthly billing.

"We are now able to close our books on midnight of the last day of the month and have statements out to members within 36 hours. That's the key to the success of our operation. We operate our computer operation 7 days a week, 24 hours a day if necessary, during closing, to make it happen."

Interlachen installed its first computer—an IBM System/3 model 10—in December of 1970. It was a card system that provided a complete accounting package and worked effec-

tively until the number of clubs being served grew to the present number. Interlachen recently upgraded to a System/3 model 12 with disk storage and a 450-line-per-minute printer to keep up with the volume of transactions, which has now reached nearly 160,000 monthly for the 11 clubs.

Club accounting unique

"Good management techniques and management information are costly items for a small club," says Steward. "Our cooperative venture has made it possible to provide more timely information to management at an affordable cost. Equally as important, we have been able to encourage some of the clubs to clean up their accounting systems and adopt the Uniform System of Accounts for Clubs published by the Club Managers Association of America.

"We are now able to close our books on the last day of the month and have statements out to members within 36 hours."

"Club accounting is somewhat different from other business, in that we must be able to handle such items as minimum spending rules and service charges on food and beverage and their distribution to the proper employees. But from a transaction standpoint, perhaps what makes accounting most difficult is the variety of point-of-sale locations from which charges might come."

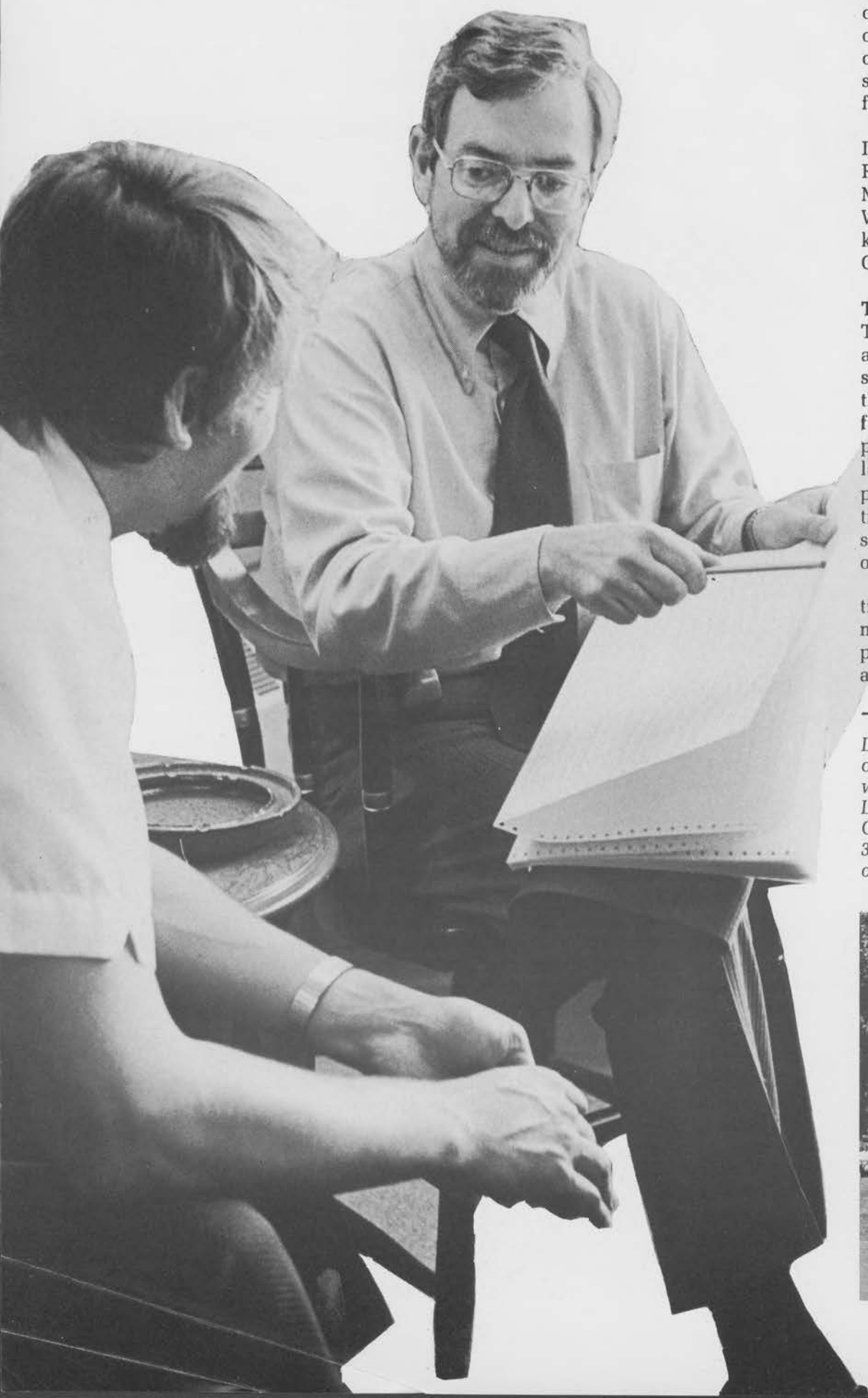
At a club such as Interlachen, "typical" activity results in more than 30,000 transactions monthly. Each transaction is a line item on a member's statement — an average of more than 33 items per member per month.

Comparative reports provide insight

In addition to billing and accounts receivable, the system handles payroll, general ledger and profit and loss statements, food and beverage inventory, and a variety of comparative financial reports.

"Comparative reports are an important part of our business," says Steward. "Comparisons year-to-date with last year's revenue, between departments of the business, and between clubs are all important. Our industry is a bit unusual in that respect: we are all in the same business, but we don't compete with each other. Club membership is largely geographical and therefore there is relatively little competition for members. But comparisons between similar clubs can reveal how well certain operations are being managed."

All of the clubs being served by the Interlachen computer are in the greater Minneapolis-St. Paul area. They range in size and activity from clubs where golf is the primary business to clubs with total service including food and beverage trade, tennis, swimming pools, pro shops and



lessons, and year-round clubhouse entertainment activity. Memberships range from social to full, from junior to stockholder, with more than 15 categories of dues being billed at one of the clubs. All are country clubs except the Campus Club at the University of Minnesota, which is primarily a food and beverage operation.

The clubs being served by the Interlachen system are: Edina, Oak Ridge, Olympic Hills, Campus Club, Minnesota Valley, Rolling Green, Woodhill, Town and Country, Minikahda, and Hazeltine National Golf Club (site of the 1970 U. S. Open).

Timely Input

Two of the clubs — the Campus Club and Edina Country Club — have installed their own data stations to key their transaction data on-site. The information is transmitted over telephone lines to the system at Interlachen for direct entry into the computer. The other eight clubs batch transactions and hand-deliver them several times a week for entry by operators at Interlachen.

Each of the clubs accumulates its tickets on a daily basis by department. After each department has proved its daily receipts, the tickets along with the receipt total by depart-

LEFT: Club manager David Steward discusses a computer-prepared report with his data processing manager, Larry Jensen. BELOW: Interlachen Country Club's 900 members generate 30,000 transactions per month for the computer to log.



"It saves me at least one employee in our accounting department. We couldn't hire a person for what we pay for the service,"

ment are placed in a preprinted envelope and delivered to Interlachen. The data is then keyed into a magnetic diskette on the data station for entry into the computer. Records can be read into the system at the rate of 4500 transactions per minute.

Each club is coded by number and each transaction for that club contains the code, so there is no possibility of mixing accounts, clubs, or members. When the data has been processed by the system, the original ticket is returned to the club to be mailed to the member along with his computer-prepared statement. The statement includes individual charges by date, chit number, description of charge, service charges, sales tax, and total. Preprinted messages publicizing upcoming club events can be printed on each statement.

A wealth of data

Management reports include daily sales analysis by department, with total charges, averages, taxes, etc.; daily proof totals by department; voucher register by vendor, account number, and check number; operating profit and loss statement and comparison report; account status; and daily sales comparison reports. Each of the reports provides the kind of timely data that allows a manager to make business decisions regarding individual departments of the club.

Interlachen's operating profit and loss comparison report, for example, shows each department's receipts for the month compared against the forecast for that month and the actual

receipts from the same month last year. It also shows a six-month comparison basis on the same printout. The report provides detail on 17 profit categories such as: dues, grounds, golf, tennis, pool, food, beverage, tobacco, club rooms, locker rooms, heat, light and power, repairs, etc. Each category is further broken out by activity: golf, for example, by pro fees, prizes, supplies, special events, etc.

The membership master listing contains not only name and home address, but mailing or business address, wife's name, occupational code, birthday, membership date, home and business phone, membership dues, type of membership, and codes for various mailings.

"We have been able to provide any report we've been asked for so far," says Jensen. "We have about 245 user-written programs to provide the reports we need. There is a lot of flexibility in what we can provide to users. We have 15 categories just for mailings for special events at Interlachen alone. There is also good security for all of the user's records. Each day we duplicate a back-up of the day's record, including all master files, programs and transactions on a year-to-date basis. This disk file is stored in a fireproof vault until the next day's disk replaces it. I'm confident that we could be up and running with all master records intact following anything but a catastrophic emergency."

Users praise service

The users of the system have only praise for the competency of the Interlachen crew. Bill Hibbard, manager of the 900-member Minnesota Valley Country Club, said, "I've tried three systems and this is the best system for club business that I've ever seen."

"The system has made a tremendous difference in our cash flow position," says George Burton, manager of Oak Ridge Country Club. "We tried two other services before we signed on with David, and neither gave us this kind of results. We have 10 types of memberships, have billed as many as 16,000 tickets in a month, and our sales are very seasonal. Financial management of that kind of an operation is a real challenge, but the Interlachen system has helped make it more manageable.

"David and his staff are very dedicated to providing first-class service. We feel fortunate to be able to buy this kind of expertise at an affordable price. It saves me at least one employee in our accounting department. We couldn't hire a person for the \$340 a month we're now paying for the service."

"Frankly, I was amazed at how easy it was to go onto the system," said Merle Glampe, manager of the 810-member Edina Country Club. "We made some accounting changes when we went on the system, but we also asked for — and got — some changes in the procedures to suit our particular needs.

"Our cash flow certainly has improved. But perhaps more important, we've eliminated a terrific bottleneck in our accounting office that existed at the end of each month previously. My staff used to be bogged down for a week or more getting out statements that now seem to come automatically.

"We do more than \$180,000 in billings, have 250 employees, and process more than 25,000 tickets during the summer months. We do it very efficiently using our own data station to provide input to the Interlachen system, and we're getting good service and results. David is not a typical country club manager, most of whom would be frightened or intimidated by a computer operation. He and his staff are very capable and dedicated and we're pleased with the kind of service they are giving us."

Selling expertise

"We're not a service bureau, nor are we competing for that business," says Steward. "We are really providing expertise as much as service — and we can do that primarily because we know something about club operations."

Horace Duncan, executive director of the Club Managers Association of America, noted that systems such as Interlachen's can be a great asset to smaller clubs where financial and accounting expertise are not always so affordable. "I'm a great believer in the concept," said Duncan. "I think a shared computer system is a great opportunity to streamline accounting procedures and realize the ultimate in efficiency." □



ANAHEIM ANSWERS THE QUESTION:

Can many courses make money?

"It takes less time to do a thing right than to explain why you did it wrong." The line is from Henry Wadsworth Longfellow, but it states the philosophy of Thomas F. Liegler, director of the City of Anaheim's "Family Foursome."

His 'foursome' is actually the Anaheim Convention Center, a \$23 million multipurpose entertainment and convention complex; Anaheim Stadium, 45,000 seat home of the California Angels; and two 18-hole public golf courses, the H. G. "Dad" Miller and Anaheim Hills.

Liegler has proven to his bosses, the Anaheim City Council and the local citizenry, that it is indeed easier to do it right than explain why not. For the past several years, the 535,000-gross-square-foot convention center has returned more than \$1 million in excess revenues to the city's general fund annually (after expenses). The stadium, which had been financially in the red since opening in April 1966, made a marked change this past year and returned "bottom line" money of \$70,520.

So it wasn't unusual for the City Council to transfer operation of the city's two municipal links to Liegler's department last fall — the birth of his

This canyon edge view of the 18-hole Anaheim public course attests to the natural setting and beauty of the city-owned course. Maintenance workers recently completed replacement of all car paths using asphalt as a new surface plus a massive reseeding and landscaping program.





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Great products deserve great service.

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Circle 110 on free information card

"Family Foursome." what has occurred since, with less than a year to actually review, can be attributed to several of Liegler's programs which have brought national acclaim to the stadium and convention center.

City goes golfing

Anaheim entered the golfing business in 1961, when a group of interested citizens approached the City Council. The ad hoc committee, actually a hurriedly formed golf association spearheaded by Henry G. Miller, worked out an arrangement with the County of Orange Flood Control District.

"Dad" Miller, who at 98 years old still plays golf weekly, was saluted last fall when the links were named in his honor. His personal golf cart is kept at the course, ready for his Friday foursome.

The "Dad" Miller course was but a

plot of land which was owned by the flood control before it was converted into the 18-hole course. The recreational impact on the community was overwhelming as golfers in increasing numbers used the former flood basin.

During the 1975 calendar year, the Miller course produced a "bottom line" revenue back to the city of \$143,193. Play is still on an increase, Liegler notes.

Meanwhile, the city's newest golf facility is located in the natural rolling terrain of the Santa Ana Canyon. Dedicated in 1972, the 18-hole Anaheim Hills Public Golf Course covers almost 235 acres. Provisions have been made to allow for adding nine more holes to the course.

A true country club atmosphere exists at Anaheim Hills, as plush executive homes are being developed throughout the canyon area. The club-

house features the Santiago Dining Room, with facilities available to nearby residents, golfers and non-golfers, for dinners and other affairs such as banquets, meetings, and wedding receptions.

Infancy financial woes

Bringing a new child into the family is costly, Liegler admits. Annual land payments of \$210,698 mean a lot of golf has to be played at the Hills before the bottom line reaches the magical black color.

Marketing is an important factor, however, and thus Edwin J. Stotereau has been appointed to the job. He doubles as operations manager at the convention center.

In addition to booking concerts, meetings, trade shows, and other events for the center, he has ordered directional street signs for both golf courses, prepared brochures, and is busy placing bumper stickers on more than a thousand city-operated vehicles.

Catchy slogans also appear on electronic marquee boards adjacent to the convention center and stadium. Like "Join the Swingers at Anaheim Hills" or "Golf is the Emotional Safety Valve" and "Chip, Pitch and Putt, Now Playing at Anaheim Hills."

It gets the point across, Stotereau explained, as 31,000 cars per day pass the stadium readerboards, while 60,000 motorists and tourists view the informational boards each day at the convention center — directly across the street from Disneyland.

Getting the word out

Inserts in city utility bills, which are sent to residents at the rate of 2,000 per day, also tell of the two public courses. A special two-for-one package was offered to introduce new golfers to Anaheim Hills. This brought



Pro Bob Killion watches while a lady golfer prepares to putt at the 235-acre Anaheim Hills Public Golf Course. Designers combined landscaping and natural beauty to provide a country club atmosphere for the canyon course. Annual land payments of \$219,698 mean a lot of golf has to be played, so an extensive promotional program is ongoing.

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in 78 golfers on the fourth day following the mailing.

A new informational telephone number was activated. Tournament reservations and other data are now available by calling (714) 956-GOLF.

Schedules of public events — some 40,000 are distributed every three weeks to local motels, restaurants and other public places such as the city library system — are printed with messages about golfing in Anaheim.

Physical improvements

Maintenance is an important factor for Liegler's crew. Pride among the employees of the convention center and stadium has spread to the workers at the golf courses. They are now sporting matching uniforms and treat

marking signs; and initiated a color code system for easier identification at the golfing facilities.

Emphasis is on the spit and polish; on landscaping, reseeding, and clearing of rough, and on specific attention to detail. Foodservice operations have been improved as well. Credit cards are now honored and the Santiago Dining Room is participating in a county-wide program called "Let's Dine Out" — offering a two-for-one introductory meal.

Turf officers

One of the early keys to the improvement and popularity growth was the designation of a daily turf officer. He is the man or woman who visits each course, every day, seven days a week.

The Turf Officer is basically a troubleshooter. He checks with the pro and starter, visits informally with golfers along the course, checks the speed of play and the condition of the greens. "He may even visit the restrooms and check for cleanliness," Liegler added. "I personally review the daily reports."

Teamwork is the important ingredient. There is no one single manager; rather, several people become involved, this provides for excellent counterchecking and smooth operation.

A seven-member Golf Course Commission, composed of local citizens and golfers, meets monthly to offer recommendations, input, and guidance to Liegler and the City Council on the daily and long range operation of the public links.

Success in '76?

It is too early to tell how successful Liegler and his team will be in operating two self-supporting, attractive, and accessible public golf courses. However, Liegler himself has no doubts about the matter, especially in light of accomplishments at the convention center and stadium.

"Combined as a four-member family for 1975, the department made a total net return to the Anaheim taxpayers (via the city's general operating fund) of \$963,174.

"Merging the operations of the four facilities into a family unit can only be a step in the right direction," he said. □



Probably one of the nation's oldest living golfers, H. G. "Dad" Miller launches an inaugural drive off the first tee during the dedication services for the Anaheim Hills Public Golf Course.

golfers and other guests in the spirit of what Liegler calls the "Anaheim Way."

"That is a program we're proud of," Liegler adds. "Basically, the philosophy of each employee is that the guest is the most important person in the world. Each employee takes pride in working for a clean, well-maintained facility and doing a job well."

Crews headed by maintenance superintendent John Roche are responsible for a renewed interest in the city-operated golf links. They've added new asphalt cart paths along the winding Anaheim Hills course; completely repainted and recarpeted the Dad Miller clubhouse; made improvements to the greens and fairways at both courses; installed new



Model
70
Rider



Model 80
Rider



Model FM-5



Model GT-S



Model 70
Rider Lift Dump



Model FM-10

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24, 25, 26, 27, 1976.



The Golf-Tennis & Leisure Time Exposition, the first trade/consumer show to feature golf and be supported by tennis, will be open to both the trade and consumers September 24-26 at the Los Angeles Convention Center.

According to Pat Miller, executive director of Universal Trade Shows, organizers of the Exposition, one additional day has been set aside for trade attendance only. Monday, September 27, is being made available so that buyers, pros, and suppliers can meet together and view the latest developments in the industry. Professional trade people are, of course, invited to attend the show any of the other three days as well.

The Convention Center is located on the freeway in downtown Los Angeles, making it an ideal location for this type of show. It provides access easy for the 10 million plus Southern California inhabitants as well as for out-of-towners driving or flying into the area.

Arrangements have been made with the Los Angeles Hilton Hotel to accommodate professional industry people attending the show, at special rates.

In addition to suppliers booths and displays, the Exposition will feature demonstrations, lessons, contests, and



seminars (see facing page for information on the GOLF BUSINESS seminar). Mike Smith, golf trick-shot artist, will put on daily exhibitions. Souther California PGA staff will give free individual golf instructions. Bobby Riggs will demonstrate his unique golf techniques when not hustling celebrities at tennis for the benefit of charities.

GOLF BUSINESS seminar for golf professionals

GOLF BUSINESS doesn't promise to answer all the problems in the industry, but most of the headaches in the pro shop will be discussed during our free educational seminar at the "Pro Day" of the Los Angeles Expo, Monday September 27.

Managing Editor Nick Romano will moderate a panel of top pro shop people in the Southern California area, including PGA Section President Frank Morey. Morey, pro at Wilshire Country Club in Los Angeles, is also a member of the GOLF BUSINESS editorial advisory board.

A variety of topics will be covered during the 90-minute session. The problem-solving workshop will look into the tough competition the pro faces from retail outlets and what might happen in this area in the future. We'll also take an in-depth look at the possible impact the 'pro-only'

litigation will have on shops around the country. Sporting goods retailers and some department stores are already trying to get access to the top quality equipment.

Merchandising hangups, credit aids and club repair will all be touched on along with the future of the pro as a general manager. GOLF BUSINESS' panel will look into the possibilities of management positions for the professional wanting more responsibility in the business.

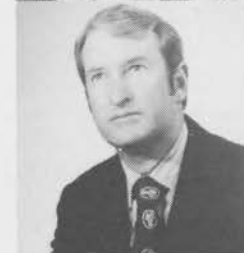
Noted golf businessmen such as Jimmy Powell and Mac Hunter will be on hand to give their view of the industry and where it is going. Plus, there will be time to answer questions from the floor on many aspects of the industry. Right now is when you need to answer some of those problems you have been having in your shop and this exchange of ideas is sure to help.



Jimmy Powell



Mac Hunter



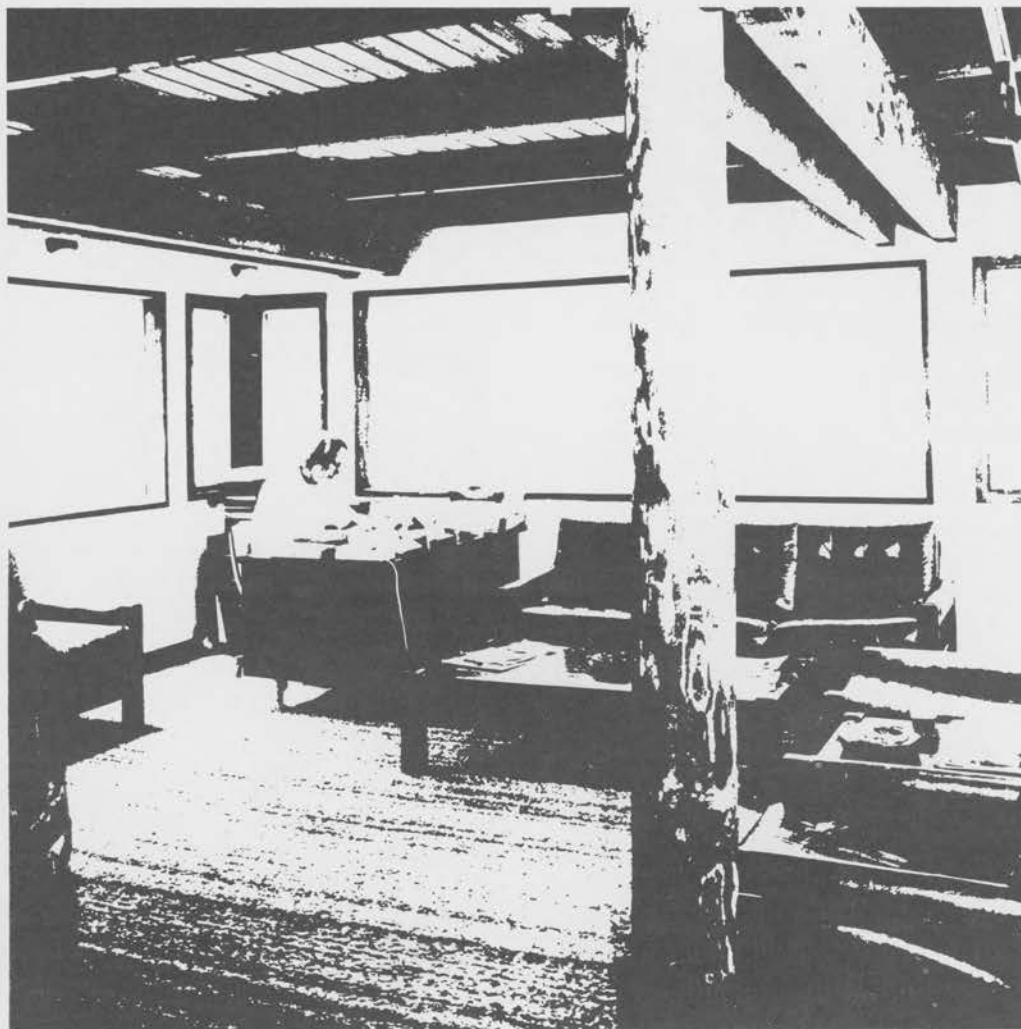
Frank Morey

GUIDE TO GOLF PRODUCT EXHIBITS

EXHIBITOR	BOOTH
Aldila, Inc.	750-751
All American Golf Equipment Co.	819
Caddy Lak	903
California Classics.....	813
California Golf management group	906
Contrec	606
Direct Aim Putters	928
Dri-Grip	404
Exxon Enterprises	706
Fun-n-the-Sun golfwear.....	216
Gama-Fire & Jonal Putters	825
Get-Set Golf Shoe Co.....	935
GOLF BUSINESS magazine.....	823
The Golf Card.....	931-932
Grafalloy	921
Golf International Corp.....	814
Happy Feet Golf Shoes.....	818

Ideal Lockers	709
J & J Country Club Equipment	457
Jackson International.....	815
Le Master.....	911
Los Angeles Golf Association	821
Louisville Golf Club Co.	920
Mark I Ltd.....	651
Mission Hills Country Club.....	456
PGA (Southern California)	938
Par-Lay.....	925-926
Par-T-Bar, Inc.	909
Personal Golf Inc.	939
Pied Piper Golf Carts	817
Portalite Golf Bags	926
Mr. Putt.....	921
Shamrock Golf Co.	929
Silver Lakes Resort	806
Square Two Golf.....	826
Texas Wood Products	742
Touring Pro Ltd.....	824
Unique Golf Products	901
United States Golf Association	934
World Golf Hall of Fame	937

Has credit cornered the pro?



by Nick Romano, managing editor

Sometimes industry is its own worst enemy.

That might be the case with golf equipment and softgoods manufacturers, whose own liberal terms and discount billing continue to cause problems for their credit managers.

Over the two years prior to 1976, credit in golf pro shops was probably at its lowest ebb. National figures showed as many as 2,400 pro shops were in the danger area of being over 90 days past due on their payments.

If there really is a renewed economy — and many indicators point to this — things should be better for the pro, and he should be paying off his bills sooner. But credit figures don't show it. In fact, although the economy and how it influences pro shop sales is important, there is very little to prove that it has a dramatic bearing on improving credit ratings. It may be because of those liberal terms and the seasonal nature of the trade that credit remains one of the constant headaches of manufacturers.

Has there been any change since a year ago?

GOLF BUSINESS talked with manufacturers around the nation and got some interesting answers.

One of the most knowledgeable credit managers in the country, Ray Atwood has been handling the accounts at Acushnet for 20 years. With 11,000 shops to worry about, he has seen little overall change in payment habits over the previous 12 months.

"We're having a big year at Acushnet and my collections are better, but historically between 25 and 30 percent of my business stays in the over-90-days category," Atwood commented.

A restructure of Acushnet's sales territories has helped Atwood even more. The Massachusetts firm has cut down the size of some of its larger account areas, assigned more field salesmen, and made it easier to keep track of shop accounts.

"We use the sales force to help us take care of credit questions," Atwood noted. "The men are on commission, so they have a vested interest in making sure their clients pay on time." Even though there will always be the trouble accounts with undercapitalized pros, Atwood says about 60 percent of his shops are in relatively good shape on payment.

Not as large as Acushnet, but beset by the same problems and a few more, Square Two has only been manufacturing equipment for about a year. The company's Dwight Davis talked about how tough it is for a new company to get off the ground.

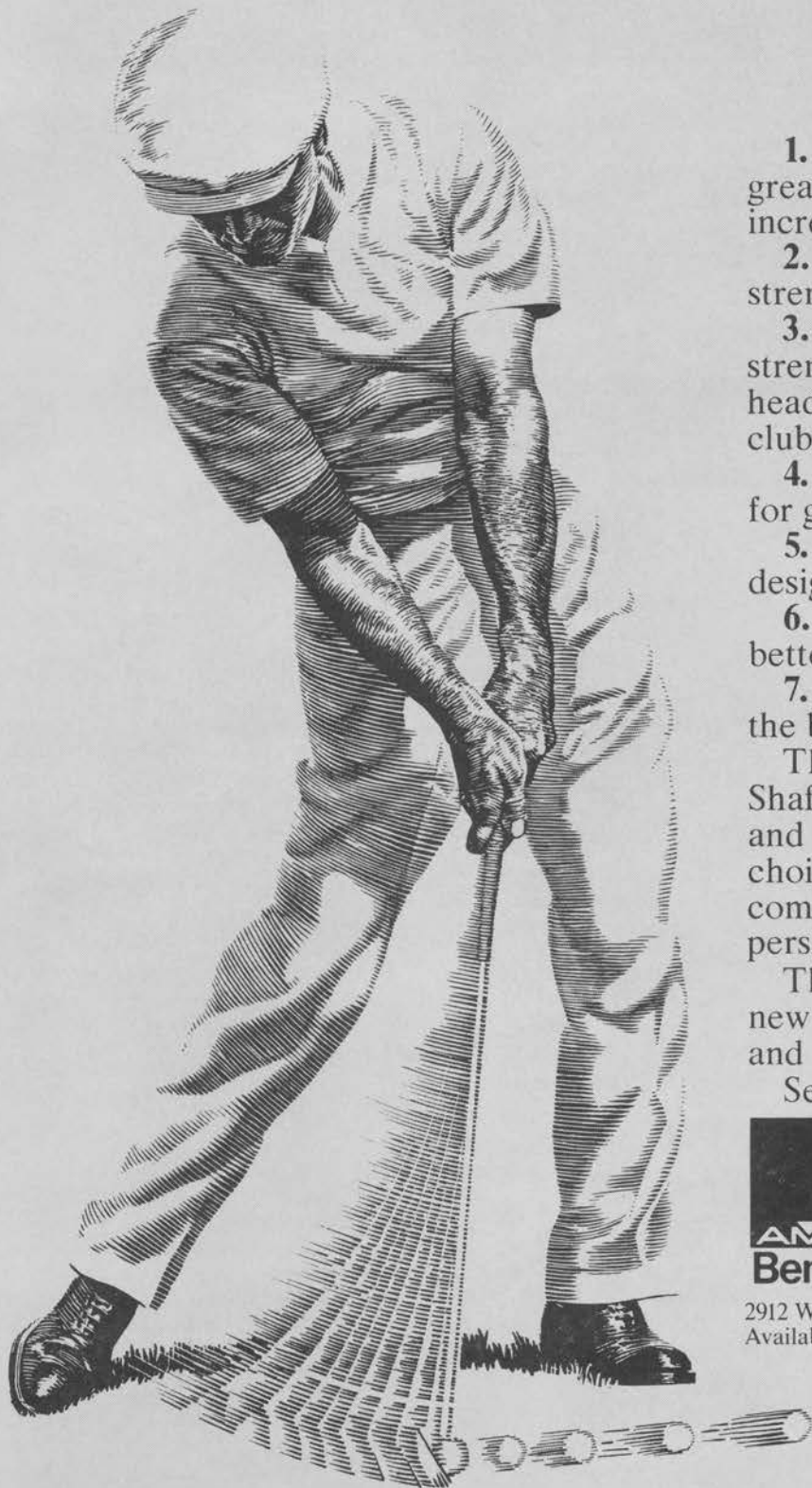
"We're dealing with two or three thousand shops and specialty stores. We haven't been in business too long, but we can't allow accounts to go very long on payment, since our cash flow problems are different from the majors," he said.

According to Davis, demand for his clubs has been good and pros have been paying promptly. Some 10 percent of the New Jersey firm's clients would fall into the over-90-days area. Davis mentioned there has been some reluctance by pros to get involved with another product line like his, because of the tight money situation over the last couple of years.

Hardgoods manufacturers are not the only ones that have to handle

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credit hangups. At DiFini Originals, Sid Vanach has been the credit manager for the last three years and he has his own opinions on credit. "We see more and more pros wanting dated billing, in an effort to increase their cash flow. Some of the really bad accounts we handled in the past have all but dropped out of sight," Vanach said.

Dated billing is nothing new to the industry. It has been around for a long time. Pros often order in the fall and don't pay their invoices until April. There is a long period of waiting for the manufacturers between shipping merchandise and getting payment. Credit terms are set up so those paying early will get significant discounts on their bills. In general, very few pros seem in a position to take advantage of these policies.

Another company relatively new in the equipment business, but with few credit problems, is Lynx Precision

hinder the pro from being thought of as a good businessman.

Al Channell, who has spent his last nine years at the AMF Ben Hogan Co. and the prior 11 at Hillerich & Bradsby, is one of the more outspoken of the industry's credit people.

"I think the rising economy has helped in getting the pros to pay up sooner," Channell told GOLF BUSINESS. "But too many shops are under-financed when they start off, and this can get them in trouble in a hurry."

Only about five percent of Hogan's 5,000 active accounts fall in the delinquent area, and those are quickly placed with a Dallas collection firm. "There are some deadbeat accounts around and when we run into them, I utilize the collection agency to expedite matters," Channell said.

Payment trends will vary with different times of the year, according to the Hogan credit manager, and this might be one area causing the uneven

Karsten manager Bill Meyers works on a system wherein all accounts are due 30 days after the initial invoice. A two percent discount on the invoice total is given if the pro pays within 10 days. No merchandise is shipped if payment is not received after 45 days.

In his third year at Karsten, Meyers handles some 10,000 accounts. One of the biggest problems he has to combat is pros waiting too long to respond when service is poor or merchandise is incorrectly delivered. "I'd say 90 percent of the problems we have with pros is at their end," Meyers said.

The pro being slow in his payment is something that "goes back to the Bible," according to Meyers. "The younger pros coming up seem to be a lot more knowledgeable in dealing with credit. I think the PGA business schools have given them the basics and drilled the hard facts of the trade into them."

Karsten has long had good product acceptance among the pros, so demand is good. Although the economy's downturn in 1974 halted a quick rise in orders, Meyers notes 1976 has been one of the Arizona firm's better years.

Along with its tough credit policies, Karsten has no rebates or excessive discount programs. Unlike some manufacturers who would give a pro a free set of clubs for 10 sold, Karsten believes this type of incentive hurts product worth.

PGA backing helps

The Professional Golfers Association has long provided a reliable way to aid pros by backing their shops through its credit union. PGA treasurer Tom Boyle told GOLF BUSINESS from his Lake Park, Fla., office 90 percent of the 1,200 pros belonging to the credit union have utilized loans to help finance shop costs. Loans up to \$2,500 without collateral have been made to pros utilizing the union, but Boyle pointed out some pros involved in golf car purchases have borrowed between 30 and 40 thousand dollars with the cars as security.

Money going into the credit union draws six percent interest, so Boyle thinks club pros dealing with the plan get a good return on investment. Plus, there is the added advantage of obtaining funds many banks would never provide to some pros. Asked if younger pros relied on the union to help finance the stocking of their

"The pro being slow in his payment is something that 'goes back to the Bible,' according to Karsten credit manager Bill Meyers. 'The younger pros coming up seem to be a lot more knowledgeable in dealing with credit.'"

Golf. Credit manager Bob McNeese told GOLF BUSINESS his firm's policies of keeping stringent terms with pros hold his problems to a minimum. About three percent of Lynx' shops were in the 90-days-overdue column. Charge-offs, merchandise shipped and written off as a loss on extremely poor accounts, run in the area of two percent of McNeese's 7,000 clients.

Lynx has been in a good market position over the last few years. The California company has a highly successful line and McNeese admits that eases his headaches. "We are selling all we can manufacture. In this way, we can be very selective in the customers we deal with and steer away from shops with histories of bad credit."

Like Acushnet, McNeese utilizes the company sales force to streamline payment flow. Still, he admits liberal terms created by manufacturers long ago and still in force today further

state of the market.

Bank cards can help

A growing trend to help pros collect from their buying members and other customers, then pay manufacturers more promptly, is the move by many shops to using bank charge cards such as Master Charge and Bank Americard. In this way, the pro gets his money right away and does not have to wait for buyers who are short of cash.

An added advantage of utilizing the bank cards is the pro or his club no longer have to do billing to members or customers, cutting another overhead cost. If members are slack in their payments, then the bank card companies will pursue for payment.

Deferred billing: stay away

Keeping away from the problems deferred billing can bring, Karsten Manufacturing, makers of Ping equipment, have no such payment plans.



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pga for pride and profit

Victor Golf is a division of Victor Comptometer Corporation.

shops, Boyle insisted that older, as well as younger, PGA members were involved with the program.

Boyle himself does not grant loans. The PGA has a national credit committee, made up of club pros in the Lake Park area, which makes the final decision on loan applications. In the 11-year history of the credit union, the PGA treasurer has seen little problem with pros paying off their obligations.

What makes a good credit rating?

Many pros don't realize their credit rating depends not just on settling accounts, but on paying when they are due. Basic credit ratings on pro shops are as follows: *discount, prompt, good, fair, slow, exceedingly slow, C.O.D., refuses all credit information, bankrupt, not rated.*

Over the last couple of years, some difficult lessons have been learned about new accounts. There are some basic considerations manufacturers make when deciding upon a line of credit for a new pro.

First, they may attempt to get references and background information. A profile of the new pro may be accumulated with information regarding education, age, marital status, previous job experience, and financial condition.

Often, after this is done, manufacturers may suggest the account prepay the initial order and, in turn, the company absorbs all freight and insurance fees. This is an additional incentive to both sides to settle early.

Some other factors may influence credit lines. Proximity to the manufacturer may be a plus. The lines of communication may be easier to keep open, if the pro is easy to contact. He may even get a larger line of credit.

Salesmen in the field and their ability to collect from slower accounts may also aid the new professional in getting a better rating. Indirectly, the salesman's responsibility in checking credit of his accounts can help the young pro.

If the credit of the head professional the new pro previously worked for was good, this could sit favorably with a new account. Chances are good that as an assistant, the new head pro learned the value of a good credit rating from his boss.

Pros moving into new positions may not realize it, but often the ability of their memberships to pay them on time after purchases is another factor manufacturers may take into account. As pros are rated for promptness, memberships also form a history of

"Costs are involved in the monitoring of delinquent shops, correspondence, sending additional statements, phone calls, and any fees for collection agents."

payment. Further studies of the memberships may be made at private clubs to see if the members patronize their pro or shop elsewhere.

Like the new pro, the older pro accustomed to liberal terms or with a history of poor payment can be characterized also. Several criteria may place certain pros in the general category of a bad risk.

Pros trying hard to pay off their accounts will probably not mind polite reminders from credit managers if they become past due. Bad accounts will probably become outraged, perhaps in an effort to stall for time.

Accounts who are neither delinquent nor prompt are still the most difficult to access in the credit question. This middle ground with its slight changes in payment trends can be extremely damaging to the supplier. Add to this the ever-present fear marginal accounts of one year may become the defaulting accounts of another.

Such losses are not frequent, but industry observers say every loss that does occur demands 25 additional sales times the amount of the loss to offset the bad transaction. The vast majority of club professionals are not involved with such arithmetic, but most need to realize the dramatic effect such losses have on the trade.

Slow pay hurts the industry

Credit costs money. Most club professionals realize this. What might be missed, though, is the great amounts manufacturers pay out to collect slow-paying customers. Costs are involved in the monitoring of delinquent shops, correspondence, sending additional statements, phone calls, and any fees for collection agents.

In a greater sense, as the pro may have cash flow problems when his customers fail to pay him on time, the same is true for the manufacturer. If payment is withheld, manufacturers can not utilize those funds to pay suppliers of raw material, employee wages, or profits which may be plowed back into additional product lines. Loss of profit is a critical aspect

of slow collections.

What is the impact on the golf professional? If credit problems continued to grow, manufacturers may turn to other avenues of getting their merchandise into the market, such as golf specialty outlets and sporting goods dealers. The scope of pro shop-lines may even be reduced, so companies can obtain adequate profit.

Merely conjecture, but an alternative for manufacturers with long credit hassles with certain accounts would be to suggest to those courses or clubs that their pros are bad credit risks, and perhaps new shop management is needed.

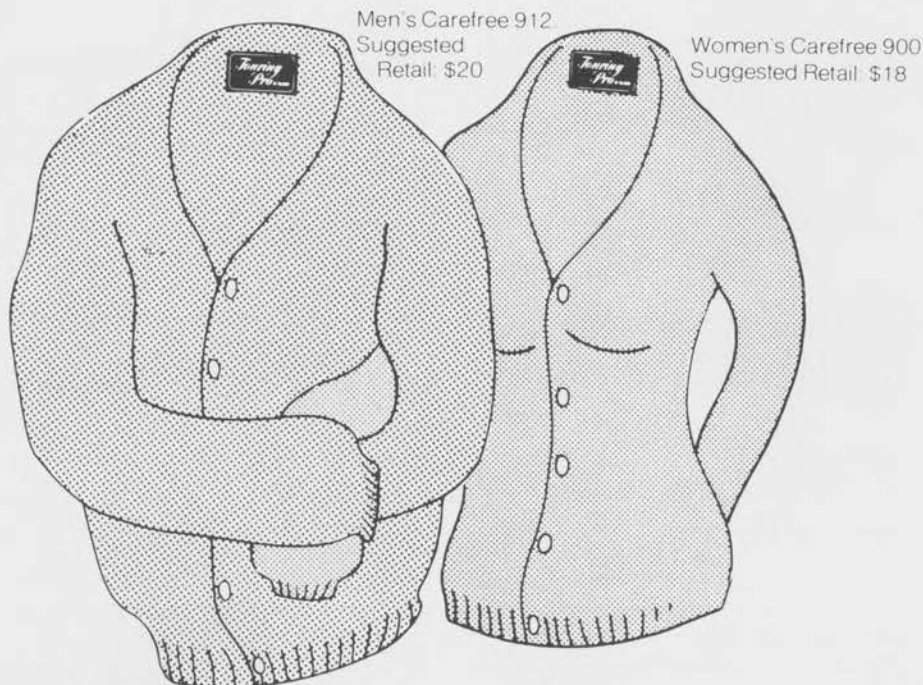
If credit problems grow, companies may be forced to borrow money to pay their suppliers while waiting for pros to settle their accounts. Unfortunately, this trend could further hamper sales by raising prices for the golf consumer.

Another version of this, which some companies have already adopted, is called "anticipation." This is a practice in which the manufacturer raises his prices, then offers the pro a further discount for immediate payment. Again, though, prices rise. For pros just paying on the due date, no advantage is gained. Simply, it is redistribution of profits. Those who pay on demand gain at the expense of others.

Answers to the questions brought up in this report are not many, but a few are offered.

Within private clubs, these memberships could help the new pro by providing him a guarantee of reasonable patronage. Ordinary management support along with floor guarantees and a buy-back of stock are just some alternatives.

Again, problems of this nature can be settled at the source. Stopping the liberal terms of the past may help weed out the bad credit risks in the trade, reduce costs for manufacturers, and at the same time decrease the chance of pros unwittingly causing their customers to pay higher prices for equipment. □



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Coming events

SEPTEMBER

27—Midwest Field Day, Purdue University, West Lafayette, Ind.

27-29—Club Management Institute, advanced beverage management, Seattle.

/ NRA educational seminar, bar management, McAfee, N.J.

27—NRA educational seminar, meat, fish & poultry workshop, Niagara Falls, N.Y.

29—NRA educational seminar, controlling food cost, Houston.

OCTOBER

1—Florida PGA section merchandise show, West Palm Beach.

1-3—Northern California Turfgrass Council Turf & Landscape Irrigation Seminar, Asilomar Conference Grounds, Pacific Grove.

3-6—PGA education workshop, teaching and playing, Omaha.

4—Nebraska GCSA monthly meeting, Hillcrest CC, Lincoln.

/ Region 3 CMAA meeting, Bethlehem Steel Club, Hellertown, Pa.

/ Midwest GCSA monthly meeting, Butler National GC, Oakbrook, Ill.

4-7—National Association of Golf Club Manufacturers & Golf Ball Manufacturers Association fall meetings, Canyon Hotel, Palm Springs, Calif.

5—Tri-State GCSA monthly meeting, Owensboro (Ky) CC.

5-6—NRA educational seminar, California wine workshop, Napa.

/ Southeastern National Foodservice Show, Atlanta.

5-7—Club Management Institute Symposium I, Chicago.

7-9—National Club Association annual convention, Century Plaza Hotel, Los Angeles.

9—NRA educational seminar, controlling food costs, Holiday Inn Central, Tampa.

10-13—PGA educational workshop, job arrangements, negotiations and human relations, Cleveland.

10-14—Florida Turfgrass Association management conference, Sheraton Towers Hotel, Orlando.

11-13—Club Management Institute, creative food management, Denver.

12-13—NRA educational seminar, security and internal control, Chicago.

12-14—NRA educational seminar, bar management, Norfolk, Va.

12—Philadelphia GCSA monthly meeting, Concord CC, Concordville, Pa.

/ Northern Ohio GCSA monthly meeting, Westfield CC, Westfield Center.

/ Iowa GCSA monthly meeting, Sunnyside GC, Waterloo.

/ Indiana GCSA monthly meeting, Eagle Creek CC, Indianapolis.

/ NRA educational seminar, controlling food cost, Tampa, Fla.

13—Northern Michigan Turfgrass Managers Assn. monthly meeting, Sugar Loaf Village, Cedar.

14—Long Island GCSA monthly meeting, Smithtown Landing Club.

18—NRA educational seminar, purchasing, Holiday Inn Jetport, Elizabeth, N.J.

18-19—Metropolitan PGA 4th Merchandise Show, Colonie Hill Hotel & Country Club, Hauppauge, N.Y.

18-20—Club Management Institute, managerial psychology, Cornell U., Ithaca, N.Y.

19—NRA educational seminar, basic supervision, Rochester, N.Y.

20-21—Southern California Turfgrass Council 16th equipment & materials exposition, Orange County Fairgrounds, Costa Mesa.

24-27—PGA educational workshop, teaching and playing, Portland, Ore.

/ PGA educational seminar, golf shop design, display and merchandising, Chicago.

24—NRA educational seminar, basic supervision, Wichita, Kan.

25—NRA educational seminar, meat, fish and poultry, Bethlehem, Pa.

26—NRA educational seminars, basic supervision, Boston.

/ Train the Trainer, Holiday Inn, Rosemont, Ill.

27-28—Wisconsin Golf Turf Symposium, Pfister Hotel, Milwaukee.

28—NRA educational seminar, controlling food cost, Paducah, Ky.

31-Nov. 3—PGA education seminar, club repair and custom fitting (I Basic), Hartford.

NOVEMBER

1—Tennessee GCSA monthly meeting, Tullahoma.

2—Tri-State GCSA monthly meeting, Western Hills CC, Mt. Vernon, Ind.

3-5—Club Management Institute, leisure activities management, Florida International University.

3-6—PGA educational seminar, club repair and custom fitting (II Advanced), Hartford.

4—NRA educational seminar, controlling food cost, Cleveland.

5-10—PGA Business School I, Orlando, Fla.

8-9—60th International Hotel/Motel Educational Exposition, New York City.

8-10—NGF seminar for public course operators, Chicago.

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- 9 Dealer/distributor
- 10 Golf association
- 11 Course builder/architect,
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2. Job function;
(check one only)

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- 2 General manager
- 3 Club manager
- 4 Buyer Purchasing agent
- 5 Golf professional Assistant pro
- 6 Pro shop manager
- 7 Director/commissioner of parks & rec.
- 8 Superintendent
- 9 Assistant superintendent
- 10 Elected club official (paid only)
- 11 Other (specify) _____

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3. Size of golf facility
(check one only) 9 holes 18 holes
 27 holes 36 or more holes

4. Does your facility operate a practice/driving range?
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Products

Add continental flare to menu with oven-ready beef specialty

Beef wellington is a classic gourmet meat course which rarely appears on club menus because it takes time and care and expertise to prepare from scratch. With the help of Regal Foods Inc., however, you can now offer this entree to your members and guests with very little fuss and bother. It comes to you prepared, frozen, packaged (a dozen 7-ounce servings per box), and ready for baking. Prime tenderloin beef, seasoned and trimmed, is smothered with a liver pate and an onion-mushroom duxelle, then crowned with a light pastry shell. Cook 30 to 35 minutes for rare and 45 for medium.

Circle 201 on free information card



Pro can analyze players' swings with eight-shot sequence camera

The Sequence Eight Camera takes eight consecutive photographs, stopping the action and allowing photoanalysis of a golfer's swing by the teaching pro. The camera's Sports Finder viewfinder enables quick and easy framing, and the electronically controlled shutter permits the pro to vary picture intervals from .07 to 7 seconds. Asanuma Corp. now offers the camera for the first time in the United States with a Polaroid back which provides development of the completed picture sequence within 15 seconds. The pro can take a sequence of photos of a player's swing (or a portion of it), then immediately give the person a point-by-point critique using the photo sequence as a visual aid.

Circle 202 on free information card



Boring system helps install lines without digging up golf course

Now superintendents can install sprinkler systems, water or gas lines, and electric cable under virtually any part of the golf course or club grounds without costly and unsightly turf damage or interruption of normal activities. The Mighty Mole boring system by McLaughlin Mfg. Co. does the trick. With it, service lines can even be installed under drives, walks, and cart paths without costly trenching and repairs or disrupting traffic flow. Mighty Mole bores clean compacted holes with straight-line accuracy, even on exceptionally long runs. A narrow starting trench only a few feet long is all that's required on long runs for starting and boring alignment. The mole-head design pulls through the earth, drawing the flex-alloy boring rods and power unit behind it. Boring rods are quickly coupled as required during the boring operation. Gasoline, hydraulic, and pneumatic systems are offered.

Circle 203 on free information card





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Circle 131 on free information card

Products



Sell club cleaner

Golf Klub Kleaner cleans woods or irons in seconds without harming the clubs' finish. It comes in a neat little dispenser bottle that looks like a golf bag and fits easily in the pocket of the real thing. Fore-K Products, Inc. offers the cleaner in a dozen-dispenser display box for high impulse sales and fast turnover in the pro shop.

Circle 209 on free information card



Easy rider

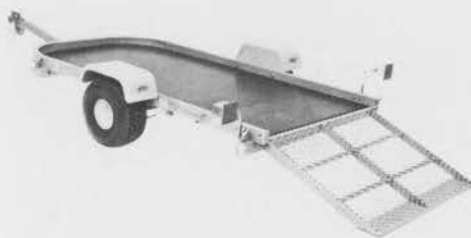
X-Peditor model 500 golf car's "vertical shock converter" suspension soaks up the bumps by converting vertical shocks into a linear shock plane. Its entire electrical control system (forward/reverse, speed selector, accelerator pedal) is mounted in a single console which can be replaced or serviced quickly and easily. The rear body is hinged to swing up and out of the way for access to the batteries and drivetrain. An enclosed, weatherproof storage compartment holds jackets, purses, and other belongings out of sight. From Huber's Sales & Service.

Circle 211 on free information card

Greens fertilizer

ProTurf 22-0-16 high-density greens fertilizer is completely homogeneous, so each granule contains the same balance of nutrients printed on the bag. Because of its density and uniformity, the product flows freely through a rotary spreader. It has no phosphorus to interfere with *Poa annua* control, but provides fast-acting and sustained-release forms of nitrogen as well as potassium. O. M. Scott & Sons.

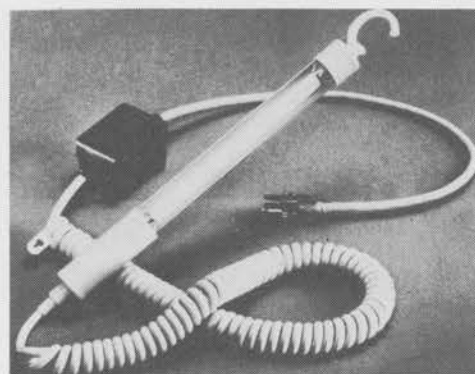
Circle 214 on free information card



Ramp-loading trailers

Snow Co. offers three new utility trailers with loading ramps which can be raised or lowered in a matter of seconds to facilitate transporting small tractors or other course maintenance equipment. The wood-deck model shown has a 48- by 96-inch deck and a capacity of 1,150 pounds. A perforated-steel-deck model has the same dimensions and capacity; a second steel model has a 72- by 120-inch deck and a 2,000-pound capacity.

Circle 212 on free information card



Portable fluorescent light

Unlike incandescent portable work lights, fluorescent work lights from Potter Industries remain comfortably cool to handle and work around. They provide a wide, glare-free, shadowless work area and produce considerably more light per watt of power consumed. Five models are offered ("Midget" shown); all have three-wire grounded safety plugs and operate on standard alternating current.

Circle 204 on free information card



Reach-in refrigerators

With the addition of a new refrigerator, Hobart Corp.'s H Series now includes medium-temperature, low-temperature, and hot food cabinets. A variety of sizes, finishes, and accessories is available. Standard features include high-density polyurethane foam insulation, a seamless one-piece interior, and self-closing doors with magnetic gaskets.

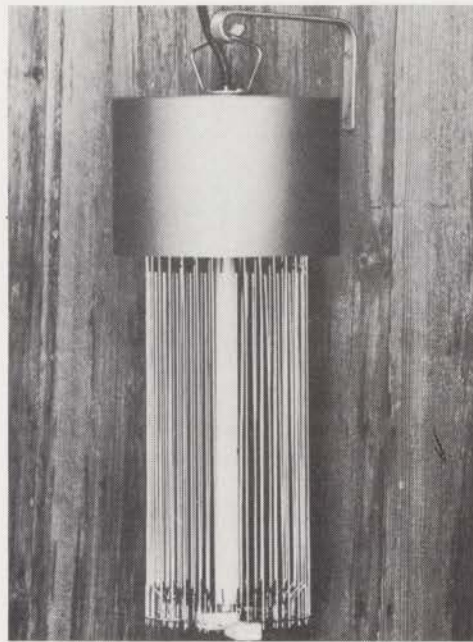
Circle 213 on free information card

Chemical sprayers

Root-Lowell Corp. sprayers have soft parts (gaskets, hose, plunger cup) which are virtually inert to chemicals that can destroy ordinary compressed-air sprayers. Two- and 3-gallon polyethylene tank and pump units are avail-

able, plus a 3-gallon galvanized steel version. All come with a 36-inch hose, rotatable shut-off, 15-inch curved brass extension, and adjustable-pattern nozzle.

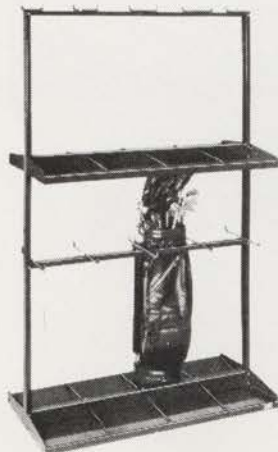
Circle 205 on free information card



Bug zapper

A portable insect electrocutor, called "Mr. Zap," controls flying insects such as flies, wasps, mosquitoes, gnats, and moths. Use it indoors or out, around the pool or clubhouse. The device plugs into any standard electrical outlet and uses black light to attract insects. It is safe to touch and works without poisons or noxious vapors. Available from Gardner Manufacturing Co.

Circle 207 on free information card



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Circle 105 on free information card

**Showcase:
The club bar**



Cordially yours

A new cordial from Hiram Walker & Sons, Inc., Swiss Chocolate Almond, recreates the taste of a chocolate-almond candy bar in a liqueur. To make it, several varieties of cocoa are blended (in complete secrecy) with pure Madagascan vanilla and choice almonds. Serve the drink on the rocks or mixed with other liqueurs and spirits. It also makes a tasty ice cream topping.

Circle 216 on free information card



On target

Long a fixture in English pubs, dart games are becoming more popular in the Colonies. Add to the recreational atmosphere of your club bar area by hanging a DartMat on the wall. Made by hand in India of natural coconut fiber, the board is silent and self-sealing. It comes from Envair Corp. with six tournament-quality wood-shaft darts with black and white turkey feathers and lead weights.

Circle 217 on free information card



Swivel-seat stool

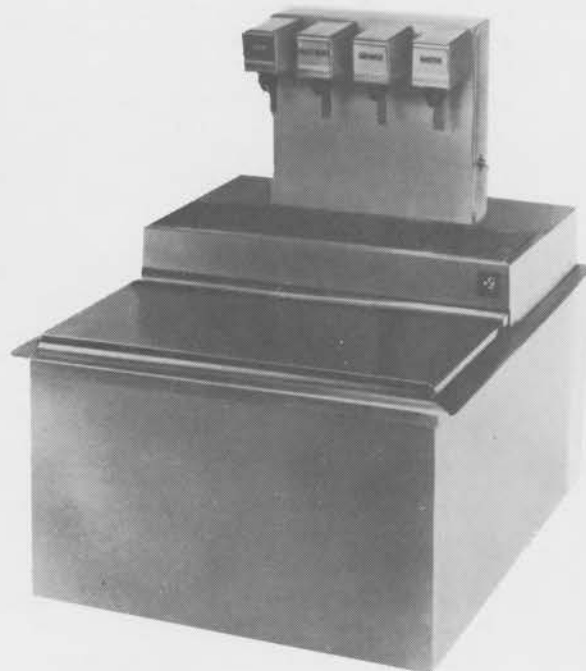
An elegantly styled swivel bar stool expressly designed for the country club is offered by Charlotte Chair Co. The solid oak frame adapts well to a wide range of finish and upholstery possibilities, as well as offering natural strength and fitting any decor.

Circle 218 on free information card

Cold drink dispenser

The Imperial drop-in ice chest with beverage tower, a product of Bar-O-Matic Dispensers, has a sealed-in coldplate which saves energy and cost by utilizing ice made elsewhere. Units available dispense up to seven flavors of soda or a combination of soda, iced tea, and wines. All stainless steel, the chest drops into any counter and comes complete with CO₂ lines, fittings, regulator, and tanks.

Circle 219 on free information card



Large-screen TV

VideoBeam model 750, a two-piece color television set from Advent Corp., should draw customers to the bar like flies to honey. The compact receiver/projector console beams the program to a 3 $\frac{3}{4}$ - by 5-foot curved projection screen 7 feet away. Wire-less remote control selects UHF or VHF channels, adjusts volume, turns set on/off.

Circle 220 on card



Mini-cube maker

Model SC70-30 ice maker from liquid Carbonic Corp. produces 70 pounds of small 11-sided cubes in 24 hours and stores up to 30 pounds. Vary cube thickness just by turning a paddle wheel, vary cube length by changing the water pan level. The machine fits easily behind a bar or counter.

Circle 221 on free information card

Sandwiches or snacks

Armour Star cooked salami offers a distinctive taste through a blend of beef and pork cuts seasoned with garlic, salt, and pepper. Semi-firm packing insures that the salami can be sliced easily thick or thin. Use the meat for cold-cut platters, sandwiches, buffets, appetizer trays, or salads. From Armour & Co.

Circle 222 on free information card



Swing easy

What's a bar without swinging doors? Eliason Corp. offers its Easy Swing double-action self-closing doors in a wide variety of standard and custom sizes and configurations. All are gravity operated, with no spring closers or high-pressure closing devices to fail. Ideal for kitchen entrance.

Circle 223 on free information card



Model 8810



Lester MATIC "BIG FORTY" 40-AMP CHARGER

All over the country, users of big-battery electric vehicles are turning to Lester-MATIC chargers for fast, dependable charging. The all-new Lester-MATIC "BIG FORTY" offers a full 40-amp start rate—really pours the amp-hours into your batteries during those important early hours of charging. Normally, high capacity batteries are charged to 3/4 capacity in only 4 hours. After the peak charge, the rate automatically tapers down to 3-amps, preventing overheating and excessive gassing, and resulting in excellent equalization of cells with low water consumption.

Both golf car and industrial users in northern areas have found the "BIG FORTY" to be a top cold-weather performer—extending vehicle hours and cutting time on-charge. Lester's new heavy-duty "BIG FORTY" will keep your big batteries in peak condition over a maximum life period.

All Lester chargers feature solid-state circuitry for years of trouble-free performance. A unique flux oscillator circuit compensates for changes in line voltage. Lester chargers are easy to use by untrained personnel—no taps or rate controls to set. Over 200,000 chargers in daily use have proven the reliability of the Lester-MATIC. Specify Lester for your next electric vehicle charger.

Specify the Lester-MATIC "BIG FORTY" with your car order, or special order from your distributor.

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Product literature

Meet OSHA regs

A 72-page catalog of safety supplies to assist in meeting OSHA regulations has been issued by Interex Corp. It includes over 1000 items ranging from signs of all kinds to fire extinguishers, emergency wash stations, and eye and ear protection. Products are illustrated and cross-indexed for easy reference.

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Front reel trimmer

A new front trimming mower that offers automatic drive, balanced stability, easy engine access, and a tight turning radius is pictured and described in a 4-page brochure. Called the Triplex Trimmer, this 70-inch mower from Jacobsen Manufacturing Co. was designed for precision trimming of fine golf course grasses. The brochure gives full specifications.

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Free film brochure

Modern Talking Picture Service has published a brochure of 16-millimeter sound motion pictures available on free loan to golf and country clubs. Sponsored by business firms, trade associations, professional societies, and other organizations, the films are all on topics that stimulate interest in meetings; they range from 9 to 33 minutes in length; all are in color. One title described in the brochure is *Move Along, Enjoy Golf*, in which golf pros Amy Alcott and

Arnold Palmer review the do's and don't's of golf etiquette.

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Weather recorders

Lufft recording instruments to continuously track atmospheric pressure, temperature, or relative humidity are detailed in a 4-page, illustrated catalog from Watrous & Co., American distributor of the German instruments.

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Chain saw techniques

Written as a guide to safe and efficient chain saw use, *Work Technique for the Occasional Chain Saw User* is actually an introductory or refresher mini-course in wood-cutting. The 16-page color booklet is available from Husqvarna, Inc. Instructions include the rules of cutting, how to handle and service the machine, and how to fell, limb and buck any size tree you're likely to encounter.

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Time/control/alarm systems

A 4-page full-color brochure pictures a broad range of time recorders, clocks, building control systems, fire alarms, and security systems applicable to maintenance or clubhouse facilities. All are products of Simplex Time Recorder Co.

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Classified

When answering ads where box number only is given, please address as follows: Box number, c/o Golf Business, Dorothy Lowe, Box 6951, Cleveland, Ohio 44101.

Rates: All classifications 50¢ per word. Box numbers add \$1 for mailing. All classified ads must be received by the Publisher before the 10th of the month preceding publication and be accompanied by cash or money order covering full payment.

Mail ad copy to Dorothy Lowe, Golf Business, Box 6951, Cleveland, Ohio 44101.

FOR SALE

FOR SALE New York State, 9-hole golf course, 160 rolling acres, steady play, semi-private, active social and golf programs, restaurant and bar, colonial 9-room residence and clubhouse combined, additional buildings, excellent income, \$650,000.00. Box 89, Golf Business, Box 6951, Cleveland, Ohio 44101.

FOR SALE. 100 acres in sunny south Texas with preliminary work done on a 9-hole course and driving range. \$1750 per acre. Details from Tompkins Young Real Estate, P.O. Box 518, Portland, Texas 78374.

FOR SALE AQUAMASTER (Patented) Golf course electric drinking fountains. Install over 1 mile using 115 volts from maintenance building — some irrigation. Manufactures rep wanted. H. N.

geisler Co., 591 N.E. 5th St., Pompano Beach, Fla. 33060. Phone 305 942-8076.

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MISCELLANEOUS

GOLF CAR TIRES First line 18 x 8.50-8, \$15.25; 18 x 9.50-8, \$15.75 plus F.E.T. Send for our line. Golden Triangle Sports, Inc., 6317 Library Road, Library, Pa. 15129. Phone 412 835-6898.

GOLF COURSE DESIGN and renovation, irrigation system design and modification of existing systems, cost estimates. William M. Martin, 2009 Southshore Drive, Benton, Arkansas 72015. Phone 501 778-4452.

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DISCOUNT SUPPLIES — Gold Pride grips, range balls, head covers, graphites, etc. Golfing letterhead inquiries only. Golf Discounts, P.O. Box 19355, Washington, D.C. 20036.

POSITION WANTED

GOLF POSITION WANTED available now - PGA member 20 years married, experienced as manager, greenskeeper, Box 84, Golf Business, Box 6951, Cleveland, Ohio 44101.

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37 YEAR OLD CLASS "A" P.G.A. professional seeking winter location either teaching or operating and/or leasing driving range in warm climate. Wife also available. Now owners of a popular 18-hole Par-60 golf course in Ohio. Good references, credit and experience. Can invest. Reply Box 91, Golf Business, Box 6951, Cleveland, Ohio 44101.

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Edwin V. Murphy
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Speidel Golf Course Crespen Golf Course

Since we are located in the transition zone, summers are hot with conditions ideal for diseases and weed pests. Our maintenance program supplies about 8-9 lbs. of N/1,000 sq. ft. per year along with a minimum amount of fungicides every 14 days. Even though we have heavy play, and are located in perhaps the most difficult area of the U.S. to grow grass, and give our greens minimum maintenance, Penn-cross has held up very well now through three seasons with little or no crabgrass, poa annua invasion and excellent putting turf.

Lavern L. Wernett, Sup't
Kanawha County Parks & Recreation
Charleston, West Virginia

I am the Senior Golf Course Supervisor for the City of Santa Barbara, California. I would like to tell you about the changeover at the City Municipal 18-hole golf course and the four lawn bowling greens that are located within the city. In the past I have been overseeding the seaside bent greens with Penncross Bentgrass, and have achieved excellent results. I had always felt that golfers were the hardest people to provide good turf for, but when it comes to lawn bowlers it is even more of a challenge.

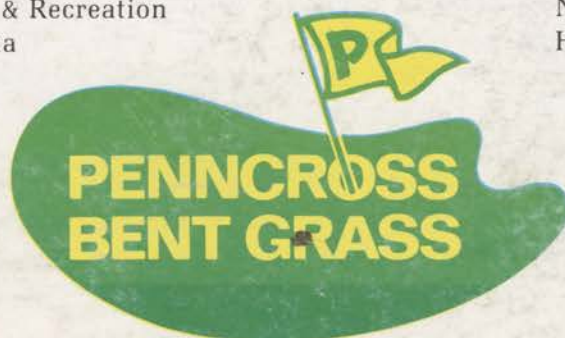
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Santa Barbara Community Golf Course

Here is the great part — In October, 1971, we sowed 14 pounds of Penncross Creeping Bentgrass, putting green quality, to the acre (saved a lot of money here—8-9,000,000 seeds go a long way! Better than 250 seeds per square foot). Grass was up in five to seven days, thick and beautiful; course was playable on Memorial Day, 1972. It was perfectly super on July 4th. We received many fine compliments from players, visitors, pros, and the superintendents were amazed at the lush quality of the turf. We were the talk of the area. The Penncross improved with age.

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