

political hammer against foes.

In the future, OSHA will be stepping up its effort to meet its own rules, Marshall promises. "These deficiencies raise in my own mind the question of whether other federal agencies are complying with the Occupational Safety and Health Act in protecting government workers across the nation," he said.

Although Marshall has been in office approximately 5 months, he has asked that the public, the Congress, and the press give him some "breathing space" to get OSHA back on course. Chances are good he will get that extra time. The effort by the Carter Administration is slanting OSHA toward a common-sense approach in the future. Chances are good that many of the unworkable policies of the past will be shelved for regulations that industry can accommodate.

Many in business are already impressed with OSHA's new administrator, Eula Bingham, who is known for her common-sense approach to regulation. There are definite indications OSHA will finally be thinking about the little man. The establishment of a special office for small business is imminent. This would probably cover the golf facilities in the country.

Noting the cries of small business, Marshall said, "Many in the small business community have complained that they are overwhelmed with the paperwork involved with complying with OSHA regulations."

## EDUCATION

### Young tour pro has chance both ways

Just in case all the skills needed to stay a member of the PGA Tour desert the young professional, the association's education department has kept some hope alive for many of the would-be money winners by allowing them to attend PGA business schools while they are on the circuit.

What it amounts to is that, at selected sites, the PGA will conduct

one of its business schools for three days prior to the tournament. For example, this format was adopted at the recent Houston Open at Woodlands Country Club. More than 40 tour players are involved in the program.

Director of Education Joe O'Brien has set up the curriculum for the younger tour player who cannot afford to leave the tournament trail long enough to complete regular PGA business schools. Special courses have been constructed over the three-day span. Range of subjects includes: equipment repair, course conditioning, history of the PGA, golf course design, time management, public speaking and public relations, golf ball and club design, physical conditioning, and financial budgeting and taxes.

Upon successfully completing the course, the young tour player will be fully accredited and will receive Class A player member card. If a player decides that his tour days are over, he will be required to return to the books, completing specific educational requirements necessary to receive a certificate as a continuing Class A professional.

## COMPANIES

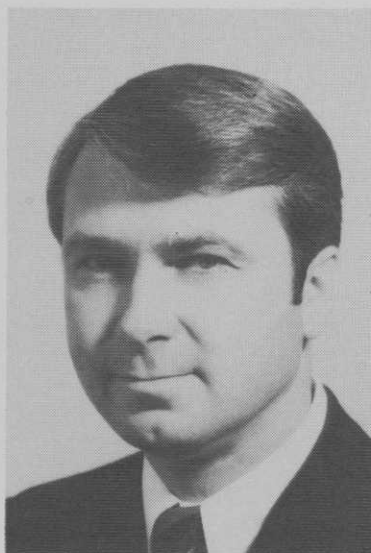
### Hogan's Guzzle gets \$10,000 AMF award

With a pair of innovative golf products under his belt, the Ben Hogan Co.'s Timothy L. Guzzle was recently presented a \$10,000 merit award by the parent AMF Corp. for his research and development efforts at the Fort Worth firm.

Guzzle's success this past season with Hogan's Legend-shafted club and the Leader golf ball gave AMF management enough evidence to award the cash prize.

The Legend has been a fast mover in the pro shops of the country, due to its lighter and more effective shaft. The Leader ball has a durable cover, giving Hogan a competitor for this market.

AMF started the cash award program in 1964 and gives out



Award winner Tim Guzzle.

honors to all its various companies. Top award for the year was \$20,000 for work on a new automatic bowling score system.

## MARKET RESEARCH

### CMAA profile shows clubs big tax bite

Real estate taxes have shot up drastically over the past 5 years at 81 percent of the private country clubs responding in a recent "Operational Profile" of its members' facilities by the Club Managers Association of America.

The 23-page study, which focuses in on just about every area of club management, covered 393 country clubs. In the tax area, the CMAA found 19 percent had had their taxes increased at least once in the 5-year span, 21 percent twice, 13 percent three to four times, and 22 percent five or more times.

Amount of the increase was also analyzed. Approximately 22 percent of the clubs had boosts under 10 percent, 25 percent fell in the 10-19 percent increase bracket, 17 percent saw their tax bills increase between 20 to 29 percent, 14 percent went up between 30 to 49 percent and a significant 13 percent had their tax load increase more than 50 percent.

When looking at the tax problem on a geographic basis, the

northeast, as expected, saw the highest increases. For example, 85 percent of the 129 northeastern clubs responding said their taxes had increases over the last 5 years. Compare that to the next largest percentage from a geographic region, which was the northwest and central with a combined percentage increase of 76 percent. The southwest saw an increase of 75 percent.

Establishing an average tax load for the private country club, the study came up with a real estate tax bill of \$39,800. Although the study did not differentiate in its geographic breakdown which of the clubs in this category were country clubs or city clubs, because the CMAA has members in both fields, the average tax bill for the northeast facility was far and away the greatest. The northeast bill was \$57,600, doubling the southeast's \$27,800 and far from the closest, the southwest with its \$41,200.

Other taxes were also covered. Country clubs, it was found, pay on the average \$6,000 in personal property taxes, more than \$45,000 in payroll taxes, and an additional \$1,500 for licenses and permits. The grand total for all country club taxes average \$85,600.

Asking how many of the clubs had greenbelt legislation in their area, only 26 percent did. Oddly enough, of the 55 percent that answered no to whether greenbelt legislation was available in their area, only 21 percent said they would lobby for such changes in the law.

Other areas of the survey covered private country club dues and initiation fees. Annual dues at the clubs profiled were \$900. Monthly dues charges having the largest percentage of the respondents fell into the \$50 to \$74 area. Indicating the increase in the monthly dues area, in 1971 only 5 percent of the country clubs had monthly dues charges more than \$100. That figure has now ballooned to 21. Average initiation fee at the profile club was nearly \$2,900. Even with that average 16 percent of the nearly 400 country clubs answering had initiation fees of \$5,000 or more.

Club use trends are also analyzed in the study. All managers reporting indicate that their facilities

will be used more than ever. Some 70 percent of the country clubs reporting see use increasing this year.

To get more details on obtaining a copy of the survey, write CMAA, 7615 Winterberry Place, P.O. Box 34482, Washington, DC 20034 or call 301/229-3600.

## CLUBS & COURSES

### California City has new course planned

Trying to lure golfers from crowded courses in Los Angeles, the city planner of California City, Calif., has plans for a new \$1 million municipal facility on the drawing boards.

George Howes, California City planner, is working with the architectural firm of Von Hagge & Devlin, Woodlands, Tex., on the new 18-hole layout for the community due north of the Los Angeles metropolitan area. The project is part of a renovation of the town's civic center.

"We feel the completion of the complex will be a real attraction to the congested golfing situation in the Los Angeles area," Howes reported to GOLF BUSINESS.

Plans for the municipal course opening are set for spring of 1978. Preliminary designs for the course have already been presented to city officials. The golf course is just the first of several recreational projects planned for the city. According to Howes, California City ranks third in area size for cities in the state.

## PROMOTING THE GAME

### New Scout badge is for golf

Golf is the subject of the newest merit badge of the Boy Scouts of America. There are currently 120 subjects covered in the merit badge program, 19 of which are sports. Richard Dutcher, BSA staffer in charge of the program, pointed out,

"We want to continue to foster interest in sports which last a lifetime, long after you are likely to drop team competition."

With 1½ million boys between the ages of 11 and 17, the Scouts offer a unique opportunity to promote the game where promotion is most needed: with junior-age youngsters.

Among requirements for the golf merit badge are knowledge of golf techniques, from grip and stance to shot-making, knowledge and use of golf etiquette and rules, a properly established handicap, golf exercises, and participation in at least one round of competitive play. Scouts are also asked to review the sport's history and to discuss the advantages of amateur



golfers and six vocational opportunities in golf.

A 72-page golf badge instructional booklet was compiled and edited by Joseph C. Dey, executive director of the United States Golf Association for 34 years, with author assistance from Arnold Palmer, Julius Boros, Jack Nicklaus, Johnny Miller, Billy Casper, Gary Player, Lee Trevino, and Tom Weiskopf.

Clubs and others interested in securing copies of the golf merit badge pamphlet to promote the program may obtain single copies from their local scouting office, or bulk supplies can be purchased from the National Supply Division, Boy Scouts of America, North Brunswick, NJ 08902, at the rate of \$22 per package of 50 pamphlets. Payment must accompany the order. Ask for pamphlet No. 3397.

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