In 1963 the town of Glen Ellyn, Ill., faced an acute need to enlarge its storm water drainage system, and as a consequence not only succeeded in proving the system, but as a happy by-product the Illinois village got a municipal golf course as well.

Increased capacity for storm water drainage systems is a need many towns in the United States have had to face in the post-war period because of population increases. Glen Ellyn’s population nearly doubled from 1950 to 1963. From 1960 whenever there was a heavy rainfall the town’s storm drainage system backed up, not being able to handle the flow, flooding the basements of many Glen Ellyn homes.

Engineers called in to study the problem suggested building an additional network of sewers that would carry the increased runoff into the nearby DuPage River. Estimates to carry out this work ran to about $500,000.

At this point William D. Galligan, village administrator, came up with a solution that would be less expensive and would provide the town with a recreation area. Run the storm water into a man-made lake, suggested Galligan, and thus get rid of the overflow and give the town a boating and fishing area simultaneously. Galligan had in fact already located a likely site—a 200-acre tract that would be more than a marsh on the south side of Glen Ellyn—a spot no one had thought of developing.

Galligan theorized that the lake would occupy about half the 200 acres and the surrounding area could be developed as an industrial research park. This approach wasn’t widely accepted and an alternative, using the area that would surround the lake as a homesite, was suggested. It was thought that about 1,000 homesites could be erected on the remainder of the marsh land after the lake was built.

On the surface this seemed a sound proposal, but Galligan was quick to point out that the new homes would someday add about 2,500 children to the population of Glen Ellyn while only providing taxes that would pay for about 40 percent of their education. The balance of this educational burden would have to then be borne by those now living in Glen Ellyn.

George Winchell, a village trustee, then suggested to Galligan that Glen Ellyn was ready, if not overdue, for a municipal golf course that could be built in conjunction with the drainage project. In addition, he pointed out, a course could quickly become self-supporting and profits earned from its operation could be used to retire bonds that would have to be issued to finance the entire project.

Winchell, a partner in a large Chicago accounting firm, Arthur Anderson & Company, offered to investigate the revenue picture at several other publicly-owned courses in towns neighboring Glen Ellyn and project the revenue a municipal course could be expected to produce a year. Galligan then asked the village board to authorize the expenditure of $8,000 to have the 200-acre tract appraised and storm water control engineering studies made. The board authorized the funds.

The terrain in question was dotted with several small lakes and lagoons. In view of this fact the engineering firm, hired to look over the property, suggested that these be retained rather than turn the area into one large lake. It would be far less expensive to excavate the lagoon beginnings than construct a single lake. (This was ultimately to result in even better flood control because engineers could install control gates in three of the lagoons and control the water level in all.)

While this initial engineering study was being made George Winchell was busy digging out financial and operating data on municipal golf courses in the Chicago area, among which were Glenview, Lake Forest, Winnetka and Mount Prospect. From these figures he estimated that the average rate per round should start at $2.50 for the first year and go up to $2.70 by the third.

These figures would indicate an operating loss for the first two years, but also project a profitable operation by 1970. A factor that Winchell said would contribute to the loss early in the game was the inability to use golf cars until the turf was mature enough to support their weight. In actuality, the Village Links, as the Glen Ellyn municipal course is known, lost $8,000 in 1967, its first year of operation. This was in part due to a late opening—July.

When the final count is in, Winchell foresees a profit of $6,000 for 1968 and by 1970 an income excess running possibly as high as $30,000.

Part of the $8,000 the Glen Ellyn trustees had appropriated for an engineering study was used to have golf course architect David Gill of St. Charles, Ill., estimate the costs of a course construction. Gill computed an 18-hole layout at the site would cost close to $300,000. He was also asked, because of his familiarity with other municipal operations, what he thought revenues might run to. His figures agreed neatly with those Winchell had calculated.

When all the figures were finally added up, it became apparent that Glen Ellyn residents would be asked to approve a $1,500,000 bond issue to install the storm water drain system, build the golf course and develop other recreational facilities in the area.

The village trustees were then ready to submit the general obligation bond issue to the voters in a referendum, although several feared it might be rejected because of the golf course rider. True enough, the increase in taxes for repayment of the obligation would be small, amounting to about a dollar per $1,000 of assessed valuation. In effect, the average Glen Ellyn homeowner would pay $1 a year for 20 years for the municipal golf course and the storm drainage system. This would be offset, said Winchell, if the course netted as much as the conservative estimate of $30,000 a year. In this

Continued on page 44
We've led the field for 53 years...

but what have we

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It represents the kind of problem-solving thinking you've come to expect from TORO.

It's the middle-size mower you've been wanting. That means you get the compactness, convenience and maneuverability of the smaller mowers—the rugged endurance of the bigger ones. (The 6 foot 9 inch cut mows up to 28 acres a day!)

It's a hill hugger. The low center of gravity and excellent weight distribution means you have sure-footed stability on the trickiest hills. The 4-speed transaxle with reverse lets you pick the right gear and speed for any cutting condition.

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done for you lately?

30” reels are easily adjustable without tools. And they’re centrally powered so the cutting capacity isn’t dependent upon the ground speed of the machine.

That’s just a small part of the new Super-Pro story.

We hope it’s enough to keep you thinking TORO.

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We keep thinking of you. That’s the only way we keep our reputation. 

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event the tax would be reduced by approximately five dollars.

Ready to present the bond referendum to the village, the trustees discovered there was a legal hitch based on the village administration's setup. A law firm scrutinizing legal provisions of the proposed issue found that the village's park board wasn't authorized to act in concert with the water control board to build a joint drainage system-golf course development. This necessitated a further step, setting up a playground and recreation authority, which would be empowered to act with the water control board, and having the new authority approved by the voters first. The Illinois municipal code requires this. Two referendums would now be necessary: the first to approve the playground-recreation authority, the second, the bond issue.

Winchell, Galligan and the others who were proposing the recreational development now found it necessary to switch from what was about to become a campaign to get voter approval for the bond issue to one that would approve the formation of a new village administrative arm.

The people of Glen Ellyn made their job easy. They passed both referendums by a 6 to 1 margin. Bill Galligan attributes much of the success of the dual referendum campaign to the care with which George Winchell compiled his statistics on clubs and potential revenue figures. He did his work so expertly most of the doubtful were persuaded that a publicly-owned course would not only be self-supporting but that profits from its operation would go a long way toward amortizing the funds raised to build it.

Laying the full scope of the project on the line proved to be another plus when it was discovered that cost estimates would be exceeded by about $200,000. There had been no effort to sweeten the case by playing up the storm water control side of the project and playing down the golf course. Every interested party was kept as fully informed of what was going on as was needed and when an additional bond issue had to be floated to make up this difference, it was again accepted by the voters. This ready acceptance, many in charge of the project feel, was keyed to this policy of stating things as factually as possible.

Costs ran higher than anticipated because of a variety of factors. Land acquisition costs were higher than expected. Although it was late in 1963 when the bond issue was approved, construction was delayed for some time and during this time costs rose sharply; the irrigation system cost more than originally figured; and in late 1966 high winds and heavy rains blew out and washed out much of the seed, making large scale replanting necessary.

However, the Village Links was opened in 1967 and the residents of Glen Ellyn have a first class municipal golf course through the imaginative and clever use of what had been at the outset a municipal liability.

WHAT'S THE COURSE LIKE?
The new Glen Ellyn municipal course has 10 lagoons but players are not beset with water hazards. A player only has to contend with lateral water hazards through the first 16 holes. On the 17th, an extension of the largest lagoon fronts the green. Two-thirds down the 18th, a 370-to-400 yard hole, a finger of the same lagoon intersects the fairway. On both these holes it is possible to skirt these hazards rather than play across them. From a yardage standpoint, the Village Links is really three courses in one. The long route, called the Tiger, runs 6,835 yards; the medium distance, known as Li'l Foxie is 6,300 yards, and Cubs and Chicks can move far enough ahead on the tees to reduce their yardage to less than 6,000. The Penncross tees average 120 feet in length, adding enough yardage to take on the pros at 7,100 yards.

AND THE DRAINAGE SYSTEM?
The 10 lagoons can impound 15 million gallons of water. Each lagoon is surrounded by a basin that retains an additional 15 million gallons. Thus, if a total of 30 million gallons of storm water drains into the Village Links the course is still playable. Engineers estimate it would take 45 million gallons of water to inundate the course. To this they add that it would take seven days and nights of constant rain to create such a runoff, not very likely!

WHAT'S THE COST?
How did the monies raised by Glen Ellyn through the storm drainage bond issue break down and help create the municipal golf course? Here's how they were dispensed:

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Land Acquisition</td>
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<tr>
<td>Storm Water Drainage System</td>
<td>362,000</td>
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<tr>
<td>Course Construction</td>
<td>295,000</td>
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<tr>
<td>Other Recreational Areas (Including lakes development)</td>
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</tr>
<tr>
<td>Buildings for Equipment Storage, Maintenance and Clubhouse</td>
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</tr>
<tr>
<td>Reserve for Contingencies</td>
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</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$1,500,000</strong></td>
</tr>
</tbody>
</table>
By William E. Massee

Club managers should no longer ignore or take lightly the dollars wine can pour into overall dining room profits. The outlook for increased wine business is especially attractive now since wine is the fastest growing beverage sold in the club restaurant today.

In fact, wine had the largest percentage increase of case purchases at golf and country clubs among major liquor types—a 51 per cent rise—over the year 1966.

Additional evidence as to why club managers should enter or increase their wine business is the fact that there has been a 20 per cent increase in cases sold over the past 10 years (1957 to 1967). This is buoyed by a projected 20 per cent rise in the next five years and a 30 per cent increase for the next decade.

How can the club manager who is doing little or no business at all in wines cash in on this lucrative market?

To begin with, he should start with his staff, perhaps asking them for suggestions. The bartender may have some good ideas that could be featured on cocktail lists or on tip-on cards with menus.

The chef may know just the dishes to be cooked with wine and featured on Ladies Day, dinner menus, banquets and buffets. The service staff should be able to come up with good suggestions since they are usually well aware that wine sales build up the check and the tip.

THE FIRST STEP

Since there is often a desire to serve wines if bottles and glasses are conveniently at hand, the first step in extending wine service may well be

Uncork that wine bottle and pour out those profits.
Uncork profits

to get some samples of wine glasses from your supplier and consult with the dining room staff about which one would serve best. A big stemmed glass that can be used for all wines, and even mixed drinks, is generally best. A wine glass is half chimney, the average three-ounce serving calling for at least an eight-ounce glass. These lend an air to long drinks so the manager might start by keeping a couple of dozen glasses at the bar with a display of wines.

Begin filling these glasses with featured wine drinks from the bar, wines you already stock, if any.

There are dozens of drinks ranging from vermouth-on-the-rocks to champagne cocktails.

STIMULATING SALES

Appealing to members’ egos is an excellent way of launching the first wines to be promoted. Certain members can be changed from grumblers to boosters by the tried and true device of asking them for their opinions. It is also a good idea to get three or four members to act as an informal wine committee. Get them to make suggestions. If they feel they have had something to say about the selections, they will talk up the selections and buy them.

To promote more sales, feature one drink and present the first few, compliments of the house, to a birthday or anniversary party or whenever you want to make a gesture. Holidays and celebrations are good for introducing special wine drinks.

It is always good to feature a wine each month, perhaps offering it at a special price or including it as part of the cost of a special dinner. Every time somebody sits down at one of your tables, there should be a reminder that you have wines available—on the menu, from a table tent, by the person waiting on the table, and preferably all three.

For further impact, wines should be displayed wherever possible—in the dining room, in the bar, in hall display or cases. All sorts of attractive racks are now available. Wines should be part of every buffet. Unopened half-bottles can become part of the table set-up.

There are also several punches that can be served to groups by the pitcher: sangria, May wine, the mimosa (a Riviera drink of champagne and orange juice) and various cobblers. A brimming pitcher will serve a party of four, lends itself to decoration and eases service when the dining room is crowded.

WHAT SHOULD YOU CHARGE?

Pricing policy is always a problem. The basic idea should be that selling wine is interesting only when there is enough volume to return a satisfactory profit. At
Why in the world should you be carrying Pepsi-Cola?

Here are three good reasons:

1. Half the country is now under twenty-five. One hundred million thirsty people. A generation explosion: the one we named the Pepsi Generation. More young golfers every day. You've seen them on your course. We talk their language. Our advertising is aimed directly at them, plus all the rest who "think young." Interested in exploding profits? Keep enough Pepsi on hand.

2. Pepsi adds a bonus to your sales. Diet Pepsi, the most famous name in diet colas. It's the one your distaff golfers favor. Pepsi-Cola and Diet Pepsi...two great colas for two great markets.

3. Pepsi service is a one-phone-call operation. From syrup to installation of equipment, to a discussion of better ways to use your space, your local Pepsi-Cola bottler takes care of it all.

If your club's facilities don't offer Pepsi-Cola now, why not find out what real profit is. Contact your local Pepsi-Cola Bottler today!

taste that beats the others cold!

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dinner wine at one table out of six is an indication that you are doing very well. You have a very fashionable, tuned-in membership if a quarter of the club drinks wine. The night you see wine on half the tables is the time to have a celebration, and the way to reach that point is to establish a reasonable markup. Offering wine is a service to members, and twice cost is about as high as you can go to build volume with a minimum of a dollar in profit on every bottle you sell. As a rule of thumb, figure an additional dollar for cost of handling.

For example, a wine costing $12 for a case of 12 should be sold for about $3 a bottle, breaking the basic rule, but wines costing $2 a bottle can be sold for $4, leaving a proper margin. Your price should generally be a dollar higher than the wine would cost in a retail store, providing the retailer is taking normal markups. Champagne, which is so expensive, is a special pricing problem, but a markup of $4 a bottle can be considered high.

It is a mistake to price wines too low in the beginning. A good rosé might well be your lowest priced wine, selling at $3.50 or $4, with a white and red at $4 or a little more. There are several dozen such wines available to you at less than $20 a case.

A bottle of wine can be sold for not much more than a round of drinks, considering a table of four, but the wine profit in this case should be figured as twice the liquor profit. One reason for this is because wine is often regarded as an extra sale, and a party planning to order wine for dinner may restrict themselves to a single cocktail. They are much more likely, however, to order a liqueur after dinner. Such considerations have to be taken into account so that wines fit into your normal pricing patterns.

SELLING BY THE GLASS

Three good wines are needed for selling by the glass—a white, a red and a rosé. Which types these should be depends somewhat on your members, but good choices are a rosé made from the Grenache grape, a light red like a Beaujolais or a Mountain Red from California and a dry white wine of the Burgundy type, made from the Chardonnay grape. Offer a glass of wine for the price of a cocktail, with featured menu items, and see that the staff pours four or five ounces in an eight-ounce glass, leaving at least an inch at the top. Wines cost half or a third as much as spirits, so a large serving does not hurt your profit margin and does please your members. When you are averaging about a case a week of the three basic wines, you are on your way.

If sales go well, you will need a regular stock of the well-known wines—a Beaujolais and Pouilly-Fuissé from Burgundy, a St. Emilion and Médoc from Bordeaux, a Chateauneuf-du-Pape, a Chablis, a Rhine wine and a Chianti. To start out, you might buy four of these wines from one supplier, the other four from another, then sit back and see how they help you sell the wines. Don’t sit back too far, wine salesmen need help, despite their skill at encouraging wine sales. You can get additional wines and help from other suppliers and their salesmen. There are wine lists, brochures, recipe books and all sorts of display pieces and point-of-sale materials like coasters, napkins and ash trays to also aid your wine business.

THE SHORTER THE BETTER

The hardest trick is to keep the wine list short. Long wine lists can confuse members. Your basic list should not contain more than a dozen wines, if that. Additional wines can go on a supplementary list. This is probably the cardinal rule of wine merchandising, certainly the one that offers best chances for success.

The dozen wines should change to suit the seasons. Perhaps six wines will be popular year around, but white wines like Muscadet and Soave attract people in warm weather; reds from Burgundy’s Côte d’Or, from the better Bordeaux châteaux, and from the Rhone, spark interest in cool weather.

All these merchandising techniques are simple things to do. Not even much stocking is necessary because mixed cases of wines can be bought. But even managers with extensive stocks and substantial volume have a tendency to let the wine take care of itself because there are so many other details demanding attention. But Americans are only beginning to think of wines, and they need reminding. A little attention, regularly applied, builds wine sales. In fact, there’s no better way of pleasing members than by extending some extra service. Offering wines is one of the easiest ways to do so.
Food makes the club

By Frank Biancamano

Today's country club manager is confronted with demands for variety in menus by the members of his club. Knowing this he must make an effort to serve his members dishes that escape the ordinary.

"Good food makes a country club," says Stanley Gray, manager of Green Brook CC in North Caldwell, N.J. "I believe this is a basic rule of all club operations," he adds. He's in an excellent position to judge, having been a club chef and club manager most of his professional life.

In today's mobile society, explains Stanley, the average club member gets around the country and even the world, and is exposed to a variety of foods and dishes that have elevated his palate from the plain to the fancy. Many of these foods were traditionally reserved for those people with the means to indulge an extravagant gourmet palate. Now they are within the reach of all.

Among club members may be a business man who does business in Europe, vacations in the Caribbean and is looking to expand his business in the Orient. He travels to all these places, logging more hours in the air a year than his counterparts of a few decades back did in a lifetime. In these travels he is introduced to new and exotic foods and dishes. When he is at home these encounters with the unusual have wrought subtle changes in his tastes that are still very much with him and will remain with him. As a general rule there is no returning to the plain after becoming acquainted with the fancy.

"A manager must realize that these changes are taking place among his members all the time," explains Stanley. "A club manager who wants to see his club remain active and of interest to its members must be aware that all these outside influences are constantly changing the members' wants and desires.

"The central idea of a country club is golf but there are many other activities that surround club life," Stanley says. "If a member enjoys his club and all it has to offer he will take advantage of each and every opportunity he has to use the club." This seems to be borne out by lunch time attendance at the club. Even on a gray day in December several members had guests at Green Brook for lunch.

The site of Green Brook is certainly a great help in establishing a charisma for its membership. Nestled in the wooded northern hill section of New Jersey it is in a rustic atmosphere that seems to shut out the hustle and bustle of adjacent New York and the fast pace of New York life that often spills over into the outlying districts surrounding the big city.

"When a member comes here, whether to play golf or have dinner or just a drink, I think he's most interested in getting to a place that is a quick and complete change in pace. I also feel it's important to make sure that this change of pace is made possible." The physical layout of Green Brook unquestionably invites that kind of relaxed atmosphere. From the main clubhouse and dining hall with its majestically styled arched and beamed ceiling to the main dining area dance floor, the club says to the member—relax.

"To carry out my idea that food is what makes a country club a good one I then try to keep a supply of food on hand from which we can make up most dishes that might be ordered. We have installed equipment for keeping many frozen delicacies. We try to stay with fresh foods if we can, but we serve dishes that contain Alaskan king crab and this is not offered in this area fresh.

"We also try to take advantage of new methods for preparing food. We've recently installed an electronic radiant oven in which we can prepare a steak and baked potato to individual order in 20 minutes. We make every effort to give our members what they order—be it Hungarian goulash or coq au vin. I think it's the high performance level of our staff here at the club that makes it possible," he adds. "The successful running of a club is tied directly to how good a staff the club has. It may be immodest to say so but I think we've got one of the best around, certainly the best in my club experience. Our chef and his assistants take great care in the preparation of food. We keep the kitchen staff aware of this need for care of preparation partly by creating an atmosphere in which they can all function well.

"The members reflect their appreciation of this something extra through their graciousness and obvious good feeling about what we prepare and serve here. I think this attitude among the members brings them here to dine and use our facilities often—the most important indication of their pleasure.

Green Brook's manager sees that club's food is on a par with the best

By Frank Biancamano

Explains Stanley. "A club manager who wants to see his club remain active and of interest to its members must be aware that all these outside influences are constantly changing the members' wants and desires.

"The central idea of a country club is golf but there are many other activities that surround club life," Stanley says. "If a member enjoys his club and all it has to offer he will take advantage of each and every opportunity he has to use the club." This seems to be borne out by lunch time attendance at the club. Even on a gray day in December several members had guests at Green Brook for lunch.

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Food makes the club

Various "nights" featuring different cuisines are held weekly during the season. Among the popular ones are Acapulco, French, Hawaiian. Special events such as Thanksgiving Day dinners add to the variety.

with the club and how its staff performs."

Of course, the world of the country club is essentially the world of golf, and the wise club manager will have his preparation of dinner and other related menus reflect this atmosphere. At Green Brook the membership is very much a part of the mobile, swinging world of today—dynamic and involved in the very busy world of our growing society and economy. This presents manager Gray with the constant challenge of creating culinary delights that will not pale or seem rather ordinary in the eyes of his members.

In the height of the golf season there are many opportunities for Stanley to offer imaginative menus to diners or on other occasions for special events. During the normal summer season Green Brook holds many twilight tournaments. The twilight concept enables a member to put in almost a complete day at his office and then journey to the club for a round of golf, followed by drinks and hors d'oeuvres and a full course sit-down dinner.

The planned menu for such an event incorporates all the pre-dinner dishes associated with a dinner and then offers entrees as variegated as roast Cornish hen and red snapper with caper sauce. In the more routine run of things, Green Brook's kitchen may offer a dinner menu to members who may drop in of an evening that includes broiled lobster tail, brook trout, ragout, beef prime ribs, roast Long Island duckling, sirloin steak and cold salmon in aspic all served a la carte or as a full dinner entree.

"Because our members are so involved with the club and the life of the club, we have many special events throughout the year which always culminate in a dinner," says manager Gray. "As an example we recently held a Scandinavian night for which our kitchen concocted a Smorgasbord that included no less than 30 different dishes running from meat to fish. We know our members have a taste for variety and it's our job to see that something as complex as a Smorgasbord menu is executed as completely as they would expect to get at any of New York's fine Scandanavian restaurants."

Mr. Gray keeps abreast of what he considers to be the problem of finding kitchen personnel, such as good chefs, by having instituted a training program. At present the club is supporting a scholarship for a young man Mr. Gray thinks will someday make an outstanding chef. Green Brook's management is underwriting a course at a well-known chef's school and hopes to have a highly skilled chef at the completion of the program.

Careful planning and an eye to the wishes of his club's members have given Stanley Gray the touchstone of efficient management that has made Green Brook one of the most inviting clubs in Northern New Jersey.
Can you imagine a business run by top executives, all with the title of manager or general manager, with no authority over all of their departments and with supervisors frequently free to make decisions without regard to their superiors? Or imagine an industry in which the board of directors frequently fails to listen to management, and stockholders do not know that they have a manager.

The private country club is just such a business.

Over the last 20 years, the position of club manager has developed from club steward or dining room manager, to club-house manager, to its present state where much of the responsibility for keeping the club running and coordinating its activities rests on the shoulders of the club manager.

The responsibility is his, but seldom the authority, and only rarely the respect. To all too many clubbers, members and officers, the club manager is still

Continued on page 92
Wherever golf is played...

The Par Aide Master Golf Ballwasher includes all the precision features of the Deluxe Single and the Twin. Unitized Interior Assembly and improved drain cap with rubber gasket. All parts are interchangeable except for the cover, body and spider.
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Vertagreen Turf Fertilizers with dependable Vertagard Turf Protection Products for a Professional Turf management program that will turn your course into a smooth playing showplace.

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