"We have to offer something a little extra. It's not the best course, the best equipment, or the best clothing — it is the best service."

SOME of the concepts of price structure maintenance.

I think the stock market has an effect on our business. When the market's up, business is good all over, and people have more money to spend on luxuries such as golf. And when it's down, vice versa. Right now, the market's down, and it can't go too much farther down next year — or can it? As for Congressional CC, we look far increased activity, with the opening of our new, fourth 9 holes scheduled for early next June.

Philip Jackson, Golf Director
Los Angeles County Parks, Recreation Department
Los Angeles, Calif.

I think that some of the important issues facing the golf business in 1978, and municipal golf in particular, include budget restrictions, inflation, and energy conservation. However, the most important issue facing the Los Angeles County golf system in 1978 is increasing the number of rounds of golf played on county courses to make more efficient use of these public facilities during the slack periods on weekday afternoons.

With an increase in the construction of municipal and daily fee courses, gone are the days when golfers sleep in their cars in the parking lot to make reservations to be the first on the tee at Los Angeles County courses. We experienced a slight drop in play in 1976, due partially to an increase in green fees during October of the same year, and there has been no significant increase in 1977.

Being a municipal agency, we are bound by certain restrictions that preclude full participation in golf promotional activities, whereas daily fee golf courses may become involved in promotional activities. Currently, we are requesting that some of the restrictions be removed.

In spite of the problems facing the golf industry, I think 1978 will be a better year as a whole for the golf business and for our golf system as well. With increased technology in turf maintenance, new innovations in management of golfing facilities, new golf clubs being organized, new golf courses being built, and new clubs being made aware of the USGA and its role in golf, I think the golf business in 1978 will show a considerable improvement.

David C. Harmon,
Director of Golf Course Maintenance
Golden Horseshoe & Spotwood Golf Courses
Williamsburg, Va.

As I now see it, the most important single problem facing the golf course superintendent in the year to come will be the ever-rising inflation which is driving the golf course budget sky-high. The word is out that golf course maintenance budgets must be cut, or at least held to the 1977 level. With the prospect of an 8 percent increase in many supplies, parts, and labor, professional turf management decisions will be a must. Many of the frills we have grown accustomed to will have to be shelved. New equipment capable of reducing labor costs will have to be considered. Better trained golf course employees paid a respectable wage will be required for survival.

It will therefore be the responsibility of the superintendent to take six or seven men instead of ten or twelve and still come up with the desired maintenance standard required. Taking time for the winter months to personally train your employees in basic turfgrass management procedures will be required. Operating a golf course maintenance program today is no easy task with OSHA, EPA, and other governmental agencies breathing down one's back, as well as the greens chairman. Only the experienced turf managers will be able to cope with the never ending problems.

I believe 1978 will be an outstanding year for the golf business. With inflation on a constant rise, families will stay closer to home rather than take long expensive vacations. People will spend more time playing tennis, fishing, boating, and, of course, playing golf. Golf courses from public to private should see a sharp increase in play next year. The only factor that could reduce the rounds of golf played would be the local weather pattern.

Chuck Brasington,
Golf Professional
Gainesville Golf & Country Club
Gainesville, Fla.

Most customers seem to be getting more price conscious. Professionals must take advantage of quantity purchase discounts and will probably have to have more special promotion-type sales.

I do not believe that 1978 will be significantly different from 1977, but I do feel that we will have to work harder to get our share of the golf business.

Robert M. Williams,
Golf Course Superintendent
Bob O'Link Golf Club
Highland Park, Ill.

Golf businessmen must make an effort toward holding the line on maintenance expenses in order to offset inflationary trends. While golf course maintenance costs comprise 10 to 20 percent of the golfers' expense dollar, other departmental areas must be given due financial consideration to ensure the well-being of the entire golf operation.

There is a growing concern with water availability, cost, and management. In some West Coast areas, the cost of water has doubled, tripled, and quadrupled in the past year to a staggering annual cost of as much as $70,000. The outlook for 1978 should be better if the overall economy holds steady. Our fiscal year (October 1, 1976 through September 30, 1977) was affected by abnormal weather conditions causing reduced play and a reduction in guest fees. October and November were unseasonably cold, and August and September were exceptionally wet. The average precipitation for this 2-month period is 6.2 inches, while this year we had over 20 inches of rainfall in August and September. Usually the weather situation will balance out over our 7-month playing season, but this year was an exception. Hopefully, 1978 will bring our weather pattern back to a more normal mode in the Chicagoland area.

Roger Maxwell,
Director of Golf
Marriott's Camelback Country Club
Scottsdale, Ariz.

Service is the name of the game. I am at a resort operation that handles approximately 50,000 rounds of golf a year. Each and every round of golf is very important to us. We must make each person feel as comfortable as possible. From our first contact over the telephone to our last effort of putting our guest's travel bag over his equipment, we must offer our best possible service. As the resort golf operation becomes more competitive, we have to offer something a little extra. This something extra is intangible. It is not the best golf course; it is not the best equipment; it is not the best clothing — but it is the best service.

1978 will be our industry's best year ever. The golf business offers more golf courses and country clubs, better products and
more industry-wide advertising. All of this, coupled with the noticeable decline in the tennis boom, means more interest in playing golf. At Camelback Country Club we are constantly improving our product: better accommodations, service, equipment, clothing, and golf course. Because of this effort, we expect to increase our number of rounds of golf in 1978. We realize that a larger number of rounds will increase our total shop sales, gross profit, and most important our net profit.

Frank E. Morey, Golf Professional
The Wilshire Country Club
Los Angeles, Calif.

Golf professionals at golf clubs and courses are going to have to improve their buying power with the help of the manufacturers. The discount stores have ruined the hard goods sales for the club professional. Through their quantity buying, they purchase the same products at great savings which have been denied the pros in the past by manufacturers.

The club professional needs some help from the manufacturer. Increasing club inventory with deferred payments, or consignment arrangement in some manner would help. The manufacturer who wishes to keep his product in the golf shop is going to have to work something out. If the manufacturer does not need the sales from the club professional, we will find it out this year.

I truly believe 1978 will be a good year because golf professionals are going to band together and buy better. The buying co-op idea is getting stronger, and it will keep improving. And some of the manufacturers, I hope, will come to the aid of the golf professional through better buying. The pro should be the hub of the golf business, being situated where every golfer has to pass by. He has to step forward and get the people back through his shop.

Peter F. Miller, Superintendent
Firestone Country Club
Akron, Ohio

1978 will have to be an important year for cost-savings techniques throughout the industry. All except the very exclusive clubs will be asked to provide the same services as 1977, but at the same cost level in 1978. This might be difficult to do in face of a minimum wage increase or mandated labor increases, but through use of equipment and more labor efficiency, overall costs should be able to be held.

Golf business, although maybe less in numbers, will yield a greater return — generally because of increased income derived from increased charges for greens fees, golf cars, golf equipment. It will cost the customer more to play the game.

W. R. Steger, General Manager
River Oaks Country Club
Houston, Tex.

The biggest issue in 1978 will be clubs trying to meet the inflationary cost of operating. All clubs are facing this, just as the members do in their businesses. We will see this year become one where many clubs will look closer at their membership restrictions. They will take in more members as they realize the golf course isn’t really that crowded. Increase in dues will be the answer, along with better management.

1978 will be a difficult year. I expect golf to grow, but to cost much more. Members of private clubs and municipal players will have to pay more to play. I think they do this with some resistance. Management must give them more service for their dollar — a better product.

Steve Horrell, Manager
Singing Hills Country Club
El Cajon, Calif.

Water availability will be our biggest problem in 1978. Should California face another year of drought, golf course irrigation would be one of the first things to be curtailed. Water costs are already high and could become higher.

But 1978 will be a better year. Played to near capacity in 1977 — some anticipated for 1978 with an increase in fees from $5 weekdays and $9 weekends to $6 and $9.

Laurice T. Hall, CCM, Director & General Manager
Pinehurst Country Club
Littleton, Colo.

Costs of country club operations will continue their upward spiral and will challenge management to increase efficiency. Not withstanding such efforts, we will see a need to increase dues and a likely increase in initiation fees as well at private clubs throughout the country. Members and prospective applicants will continue their desires for recreational pursuits in private clubs, but the club that fails to upgrade programs, activities, and facilities may find itself falling by the wayside as newer, more modern facilities are developed nearby to attract the younger members. A vibrant, active, thriving club for the whole family will be one answer. A need to promote food and beverage facilities will exist as members will tend toward some conservation and use athletic facilities more for value.

Without question, we will continue to see an increase in golf and tennis activities by all citizens and, of course, members and guests at private country clubs. Tennis will increase to a greater degree than golf and will assist a better balance of percentage of club members playing these sports.

The past 4 years at Pinehurst have continued to increase over the previous year’s gross receipts from members. This includes food and beverage as well, and by December 1977, our food and beverage will reach $1,100,000 — up from $50,000 in 1976.

Richard H. Eichner, Superintendent
Lakeside Golf Club of Hollywood
North Hollywood, Calif.

At this writing, the paramount issue, at least in the West, remains water conservation. We have yet to receive significant rainfall in Southern California and are still operating under the restrictions imposed by emergency water conservation ordinances. If further restrictions are imposed, I see little choice but to reduce the amount of irrigated area of the courses affected; that is, to cease irrigation of roughs and perimeter areas and perhaps even limit fairway irrigation to landing areas and approaches. The impact on the game and the golfer produced by these management changes, should they indeed become necessary, is not a pleasant thing to anticipate. The cost of restoring these areas to normal appearance, and condition once the drought is over would be an additional consideration of budgetary significance at most course.

One fact of the drought which will remain with us from now on is the increased unit cost of irrigation water. This reflects rate changes approved on the basis of appeals by utilities that lower sales volumes (a product of the conservation effort) must be offset by higher rates to maintain profitability. It is unlikely that price rollbacks will ever occur, so the investment in efficient and sophisticated irrigation systems becomes ever more justifiable.

What kind of year will 1978 be for us? With more rainfall, better. With less, worse.
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<td>23-26—Best Tree Classic, Beat Tree G&amp;CC, Sarasota, Fla.</td>
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<td>26-28—The Irrigation Association, Irrigation Technical Conference, Scioto Hotel, Cincinnati</td>
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<td>26-March 3—American Society of Golf Course Architects, Annual Meeting, Carefree Inn, Phoenix</td>
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<td>27-March 1—Turfgrass Conference, Des Moines</td>
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<td>27-March 2—Canadian Professional Golfers’ Association, Annual Executive Management Seminar, Nara Park, Toronto</td>
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<td>27-March 3—PGA Seminar for Daily Fee Facility Pros, Indianapolis</td>
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EZ-GO. Renowned throughout America for a tradition of quality and lasting value.

Photographed at Doral’s “Blue Monster,” one of North America’s great golf courses.

E-Z-GO TEXTRON
Polaris E-Z-Go Division of Textron Inc.
P.O. Box 388, Augusta, Georgia.
So comfortable you may want to wear them at home.

TRETORN GOLF
30700 Solon Industrial Parkway
Solon, Ohio 44139
Phone: (216) 248-2199
# April 1978 Calendar

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<td><strong>5</strong>—USGA Green Section, Northeastern Regional Turf Conference, Marriott Motor Inn, Newton, Mass.</td>
<td><strong>6</strong>—USGA Green Section, Mid-Atlantic Regional Turf Conference, Northbridge Country Club, Raleigh</td>
<td><strong>7</strong>—Masters, Augusta (Ga.) National GC</td>
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<td><strong>20—22</strong>—Houston Open, Woodlands (Tex.) CC</td>
<td><strong>21—22</strong>—American Defender, North Ridge CC, Raleigh, N.C.</td>
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<td><strong>29</strong>—Greater New Orleans Open, Lakewood CC, New Orleans</td>
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**Note:** May 3—National Golf Foundation, National Association of Golf Club Manufacturers, Golf Product Manufacturers Association, Golf Ball Manufacturers Association, Sporting Goods Manufacturers Association, North American Tennis Foundation, Spring Meetings, Key Biscayne Hotel, Key Biscayne, Fla.

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**March 1978**

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Titleist

#1 on the P.G.A. Tour.
#1 on the L.P.G.A. Tour.
#1 at the U.S. Amateur.
#1 at the Club Pro Championship.
#1 at the National Long Driving Contest.
Titleist. #1 selling balls in golf.
May 1978

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<td>11-14—Colonial National Invitational, Colonial CC, Fort Worth, Tex.</td>
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<td>18-21—Memorial Tournament, Muirfield Village GC, Dublin, Ohio.</td>
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"For over 50 years nobody's made a better pair of slacks... and here's why!"

"We make DiFini slacks in our own manufacturing plant for maximum quality control, to fit the way active men like them. Comfortably. And we tailor them to hold their shape, on or off the green. Generations of our skilled tailors work with care and craftsmanship that's second to none. And in the easy-to-care-for finest fabrics that active men appreciate. We make DiFini slacks in a wide selection to suit all men. Fashion coordinated colors, exclusive patterns and styles and in a complete range of sizes from 29 to 46 (including 35 and 37) in regular, long and short rise. You can't find a better made, better looking, better fitting pair of slacks.

When I put my name on a pair of slacks, they have to be the best."  
Joe DiFini, President.

DiFini also features a vast selection of perfectly matched shirts and sweaters to compliment our tailored slacks, and an exclusive fashion group for ladies.

Contact your DiFini representative, or write: DiFini, 367 Southern Boulevard, New York, N.Y. 10454
July
1978

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20-23—U.S. Women's Open, Indianapolis (Ind.) CC

27-30—Sonny Davis Jr.—Greater Hartford Open, Wethersfield (Conn.) CC
COMMERCER & INDUSTRY
PRIVATE GOLF AND COUNTRY CLUB PROGRAM

The program of insurance protection designed specifically for private golf and country clubs. Have your broker call Brian Waters (212) 791-7826.

Commerce & Industry Insurance Company
From tee to green — go Standard all the way: Ball washers, tee consoles, club washers, tee benches, litter caddies, tee markers, flags, flag poles, cups, hole cutters, rakes, bridges and shelters.

STANDARD GOLF CO., CEDAR FALLS, IOWA 50613.
13-16—World Fertilizer Conference, St. Francis Hotel, San Francisco


28-Oct. 1—World Series of Golf, Firestone CC (South Course), Akron, Ohio
15-16—Michigan Section PGA, Merchandise Show, Long’s Convention Center, Lansing
15-16—Florida Turfgrass Association, Conference & Show, Sheraton Towers, Orlando
15-19—National Recreation & Parks Association, Annual Meeting, Convention Center, Miami Beach

29-Nov, 1—The Irrigation Association, Annual Meeting, Canyon Hotel, Palm Springs, Calif.
"Cuts my fill-time in half. And that's money!"

Avery Beck, Pro; Curt Wall, Maintenance Supervisor, Whispering Pines C.C., Whispering Pines, North Carolina.

The Sure-Fill® battery is a real time-saver. Curt Wall of Whispering Pines reports he can fill two Sure-Fill batteries in the same time it takes to fill one conventional battery.

That's because the Sure-Fill battery has just one dial instead of the usual three vent caps. Turn it to "Fill" and all 3 cells get water at the same time. When the dial is full, turn it to "Use" and the vent wells are closed. The patented dial assures that the water level is the same in each cell; that means longer battery life. And corrosion is reduced, too, because gas is vented farther from the terminal posts.

"I really like it," says Avery Beck, "and I wouldn't hesitate to recommend it to others."

Sure-Fill batteries are available in two models: the SF-88 for normal performance needs, and the premium SF-106 for more demanding runs.

Time savings and longer battery life means money in your pocket, so take the advice of pros who know. Try Exide-Willard Sure-Fill batteries and see why ESB's golf car batteries outsell all others by a mile.

ESB Brands, Inc.
P.O. Box 6949, Cleveland, OH 44101

☐ Please send information on the full line of Exide-Willard golf car batteries.
☐ Please have a salesman call.

PHONE:
NAME:
TITLE:
COMPANY:
ADDRESS:
CITY: STATE ZIP
Oct. 29-Nov. 1—The Irrigation Association, Annual Meeting, Canyon Hotel, Palm Springs, Calif.

15-18—National Swimming Pool Institute, Annual Meeting, Convention Center, Atlanta
Northrup King announces the latest breakthrough in heart research: Medalist® 5 Overseeding Formula.

The heart of any golf course is its greens, especially during the winter overseeding months. Greens are critical to a quality course. Yet, they're easily the most difficult part of the course to establish and maintain. Since 1968, Northrup King research has led the way in solving this problem for Southern superintendents with Medalist Brand formulas—the best line of winter overseeding blends available. Medalist 5 is our latest breakthrough.

It's a carefully formulated and play-tested blend of improved fine-leaved perennial ryegrasses. In Medalist 5, Pennfine Perennial Ryegrass is combined with Eton, Pelo and Derby to give you rapid establishment, excellent mowing qualities, good transition characteristics and exceptional reliability.

If you have problems with the heart of your course (or aprons or tees), talk with your Northrup King man. He'll diagnose your problem and prescribe the right formula for your needs. For more information, write: Medalist Brand Formulas, Northrup King Co., P. O. Box 959, Minneapolis, Minnesota 55440.
5-7—Ohio Turfgrass Conference & Show, Columbus
11-14—Professional Golfers' Association of America, Annual Business Meeting, The Omni, Atlanta
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How to get the tour to come to your course

by Scott Scredon, assistant editor

The televised image of Jack Nicklaus chipping his ball to the cup on the final hole and the ensuing cheers from spectators reveling in their own form of born-again religion excite any golf course manager interested in the game. Watching Nicklaus walk up the fairway, the caddie carrying a bag that causes his shoulders to slope at an angle uneven with the ground, and a teenaged boy, eyes squinting under a visor but hold a leader board upright, completes the setting. A latent desire of the manager is rekindled, the possibility that his course could host a tournament on the pro tour.

The tour’s aura has been so enhanced by television that some club officials may feel their golf course is not “good enough” to host a tour event. The quality of the golf course, however, is only one of many factors considered by the Professional Golfers’ Association of America and its counterpart, the Ladies Professional Golf Association.

But there are problems and the first one is finding an open date. The PGA has no openings through next year and doesn’t anticipate one until at least 1981. “We have proposals coming into our office all the time,” says Labron Harris of the Tournament Players’ Division in Washington, D.C. “We go on year-to-year contracts and don’t expect any dropping off.”

But there is some room on the ladies’ circuit, especially during the winter months. LPGA spokesmen said there will be two new tournaments and seven new golf courses in 1978 and openings in January and February for 1979.

The key to holding tour events is finding a sponsor who will put up the prize money and provide operating costs for the tournament, which can sometimes total more than $200,000. The sponsors are often large corporations which sometimes have selected the golf course. The LPGA will usually go along with the sponsor’s recommendation unless a number of requirements don’t meet their wishes. But a club can propose a tournament to the LPGA by getting a local civic organization to raise money to pay for the tournament. Sponsors will sometimes also listen to proposals from golf course officials who believe they can provide a better course or facilities than another local course which held the tournament the previous year. Finally, there is a chance that the players won’t like a course and their complaints will force a switch in location.

LPGA course guidelines

When a sponsor asks the LPGA to select a golf course, the organization says it looks for more than a place to prop up its television towers. Craig Perna, LPGA director of marketing, does much of the legwork for course selection, many times visiting each course before making his choice. He prefers a course that measures from 6,300 to 6,400 yards. There should be facilities that can provide parking space for thousands of spectators, an adequate number of nearby hotel rooms for the players, and a clubhouse that can hold up to 500 persons for the numerous social events that will occur during the tournament week. The course should also be accessible to major roads and/or mass transit.

All of these elements could be meaningless, though, if club members really don’t want anyone on their course. “We want the membership to wholeheartedly want us,” says Perna. “It’s a primary ingredient.” The members provide much of the volunteer work — including keeping score, parking cars, selling tickets, and monitoring the press room. “Things won’t get done if they aren’t enthusiastic,” says LPGA public relations spokesman Chip Campbell. Perna claims the attitude of members at the North Hills Country Club in Manhasset, Long Island, helped them gain the selection for the 1978 Western Union International Classic. The assistant pro at one Detroit club turned down in a bid to host the Ladies Stroh’s Open next year laments that his membership “didn’t want it that bad.”

The players have no power concerning course selection, but their gripes can force a switch if they feel the course does not reward their good golf shots.

“There was one glaring time this year when it was just not enjoyable,” says Shelley Hamlin, a touring pro for 6 years and vice president of the LPGA Players Council. “All factors of luck came into play. The way the ball would kick off the green, one foot could make the difference between shooting for a birdie and shooting out from under a tree. We won’t be playing there next year.”

The women like to “work the ball,” she says. “We want to be able to fade the ball on some holes, to gamble...
where a good shot will give you a chance for a birdie." The women also enjoy a variety of holes, using power to score on some and finesse on others. Many players, however, don’t like large greens. “They want courses that bring a lot of different shots into play,” says Hamlin.

The most important factor for players off the course is the quality of balls used on the driving range. Hamlin says her counterparts like to use new balls so they can better evaluate the distance each shot travels and the amount of hook or fade from those hit with irons. She says many clubs that host tournaments give the women the same balls that are used by club members.

Clubs should initiate action
The probability of obtaining a tour event increases if the club initiates a proposal since the LPGA will likely evaluate your course and facilities without comparing them to other clubs in the area.

The Newport Golf and Yacht Club in Houston was searching recently for a tournament to help promote its residential/recreation community. Club pro Drew Gross came upon the Women Golf Charities, a local group of about 800 women that raises money for needy persons. “We had the golf course and they had the volunteers,” Gross said. The Exchange Club of Houston, another civic-oriented group, agreed to raise the money for prizes and operating costs by selling “sponsorships” to individuals and charging $250 for each person who played in the pro-am tournament the day preceding the 4-day pro tournament.

“Basically, we told the LPGA what we had in mind, what we wanted to do,” says Gross. “We went back to the LPGA and had no trouble getting the date we wanted.”

The course selection in this instance sounds almost too simple. Consider, however, how the Wykagyl Country Club in New Rochelle, N.Y., about 20 miles from New York City, became host of the Girl Talk Classic in 1975.

“An acquaintance of mine had lunch one day with LPGA Commissioner Ray Volpe, who said the LPGA was looking for a course in the New York City area,” said Marty Connely, club golf chairman and member at Wykagyl. “My friend got back to me and set it up with Volpe.

“You could say we were in the right place at the right time. We didn’t
do anything unusual. Their field representative (an LPGA staff member who checks out the proposed golf course) didn’t come out until the week of the tournament.”

Close proximity to a metropolitan area aided Wykagyl since the tournament had been staged the previous year near Poughkeepsie, N.Y., nearly 2 hours from midtown Manhattan. The advantage of drawing more persons to see the tournament outweighed other factors since Wykagyl didn’t have adequate facilities for the pro-am party or enough parking space. Again, enthusiastic club members pleased the LPGA hierarchy since Wykagyl was chosen to host another tournament this year following Girl Talk Magazine’s abdication as a sponsor.

The Bay Tree Golf Plantation in North Myrtle Beach, S.C., provides a third example of officials obtaining a major tournament by approaching the LPGA. Head pro Sam Timms asked for a tournament during the 1976 season after getting Piedmont Airlines to pay for all expenses. There were no openings then, but the LPGA called Timms a few months later to see if he would be interested in hosting the LPGA Championship in 1977, even though the course measured about 7,200 yards for men and only 5,200 for women. The course length was rectified when five new tees were built and four fairway bunkers removed.

Club officials who believe they have a championship course face a dilemma if a tour event is already playing at another local course. They can approach the sponsor and present their case, but must deal with the prospect of ill feeling with officials and members of the other club. There is, however, the possibility that two or more clubs may find it beneficial to alternate their courses. The San Antonio Golf Association selects new courses in its area at regular intervals to host the Texas Open on the PGA circuit.

Profits and expenses
Although each tournament gives part of its proceeds to charitable institutions, the obvious benefits are prestige, publicity, and money. A number of clubs and golf courses contacted by GOLF BUSINESS would not reveal their total earnings, but Wykagyl’s

... and how pros make money on the

Club pros assume either the role of corporate executive or the midnight-shift janitor if their golf course hosts a tournament on either professional tour. The resort pro often directs the entire operation during tournament week, simply because many times there is no one else to do the work. “Basically all I did for six months was prepare for the tournament,” says Houston’s Drew Gross. The pros at private clubs often concern themselves with “insignificant” duties,” said Ed Nicholson, former head pro at Wykagyl Country Club. “My job was to keep the driving range full of good, clean balls and put the clubs in a safe place,” he said.

Corporations that sponsor the tournaments will often hire a tournament director who assigns specific duties to each manager, leaving the pro at any kind of golf course with minimal responsibility.

Club pros at almost all facilities operate and profit from the driving range and pro shop. Nicholson and Gross charged the 85 touring women $12 each for use of the range and balls, earning about $1,000. Bay Tree Plantation’s Sam Timms bought 400 dozen new balls for range use at $5 per dozen, rented them to the tour pros, then sold them in glass jars to his members after the tournament at about $7 per dozen.

Timms also proved that pro shop merchandise could earn profits during tournament week. An estimated 45,000 persons attending the tournament bought items valued at about $30,000 from an outdoor shop set up in a kiosk and from the regular pro shop.

Persons from the gallery, especially women, bought a large amount of T-shirts and visors. “Men are not apt to go around wearing a visor with LPGA printed on it; but the women love it,” said Timms.

Although spectators were allowed in the pro shop, the outdoor stand sold about three times more goods than the regular pro shop. Timms said persons shied away from the indoor shop and clubhouse, fearing they were not allowed in either facility.

Timms made certain he had enough stock to sell by asking his major suppliers to ship an inventory of goods just prior to the tournament. He sent back the items that weren’t sold and paid postage costs.

Gross and Nicholson, however, did not attempt to make heavy sales on
The LPGA has a boutique on the course during the four days of the pro tournament, and neither man believed he would sell enough merchandise to earn a significant profit. "I don't think there's that much in it unless you're talking about the U.S. Open," says Gross. Marty Connely, golf chairman at Wykagyl, agreed. "I would say if any person wanted to buy a souvenir, they'd get it from the LPGA." Still, Gross said he sold about 240 windbreakers while Nicholson cashed in on rainwear sales on poor weather days.

The resort pros were more concerned with the tournament's overall operation. Each started preparing by visiting other tour stops; Timms in the Carolinas and Gross in Texas. Timms received valuable information about ticket-selling from managers at courses that host the Greater Greensboro and Kemper Open tournaments on the PGA circuit. He also set up joint agreements with clubs to use some of the same equipment, such as leader boards, scoreboards, and ropes.

The pros also organized club members and residents in their communities into committees to oversee scorekeeping, transportation, and a score of other service needs. Timms supervised installation of a portable press room in the golf car building, 120 new lockers, cable lines, and television towers. He walked the course each morning of the tournament with LPGA field staff personnel and arranged a buffet dinner inside the clubhouse following each day's round. He also rented tents to sell hot dogs, hamburgers, beer, and soft drinks. Two were placed on each nine and one near the clubhouse.

The gallery ate plenty of hamburgers and hot dogs, but another tent also attracted heavy crowds, surprising Timms. "A guy approached me about renting a tent to sell cups of yogurt, so I did. They sold like hot cakes."

Marty Connely said his club was paid $15,000 each year by the LPGA for providing its course for Girl Talk Classic the last 3 years. He said the club also earned between $6,000 and $7,000 from food and beverage sales this year. The LPGA's Perna could not reveal the financial arrangements with clubs and golf course, only saying "it varies."

Houston's Newport Golf and Yacht Club did not receive any money for providing their course, but instead signed a 3-year contract for the Houston Exchange Club Classic. Pro Drew Gross decided he valued the exposure his fledgling recreational community would receive more than immediate money. "We're looking for the intangible dollars. We want people to buy property," he said. The costs of operating a tournament without a corporate backer is paid many times by persons who want to participate in the pro-am festivities. The Houston club charged $250 each to 150 amateurs who played in the pro-am tournament, but offered several amenities. Each person received two free tickets for a cocktail party following the pro-am tournament where they were given free drinks and hors d'oeuvres. The club also presented them with a handmade putter from St. Andrews, Scotland; a leather serving tray inscribed with the club logo; five tickets for the pro tournament and free parking. The club spent about $80 for each person who made the $250 investment.

The club must expect extra expenses during the tournament week, but the investment is needed to help earn a profit from food and beverage sales. Temporary persons must be hired in the dining area and club managers may also want security personnel to guard the clubhouse, locker rooms, and parking areas. Oak Hill Country Club in San Antonio said five additional employees were hired in its comptroller's office to help print ticket books so persons in the gallery could buy food and soft drinks. The tickets were necessary since clubs cannot accept cash from nonmembers, a spokesman said. Most clubs said their course maintenance crews worked overtime during tournament week, especially since the course must be mowed each day. None, however, said they needed to hire extra workers.
As a hushed crowd gathered around the 18th hole to watch Hale Irwin tap in a putt to put him under par on the second round play at the Colgate Golf Classic at Pinehurst, N.C., in late August, a smaller scale drama was being played out at the gate entrance to parking lot number 2. Someone wanted to bring in a folding lawn chair to comfortably watch the play. The offense was of course minor, but tournament officials are constantly challenged with ticket holders attempting to enter golf tournaments with everything from beer-laden ice chests to 8-foot folding ladders for “above the crowd” viewing of PGA players in action.

“Protected by Pinkerton”

Security can be just as important to a tournament’s success as publicity, course condition, or weather. Why you need good security

Many of the reasons for in-depth security service at a tournament are obvious, according to Theard. Large crowds — or even moderate ones found at satellite tournaments — can easily ruin thousands of dollars of greens and fairway maintenance investment on one sunny afternoon. And it isn’t only the matter of monetary loss; damage to greens and fairways can seriously affect play by club members or paying customers after the major tournament mean more than gently evicting the golf fan with a few too many beers under his belt, according to Nelvil Theard, Director of Sports and Special Events for Pinkerton’s, the well-known security service which this year will provide guards for 17 of the 44 major PGA events. And when it comes to policing the greens, Theard is no duffer. He has personally handled security at 18 Master’s tournaments — an event that Pinkerton has been servicing since its inception in 1934.

Security has always been a problem at major golf tournaments, but since the sport turned into a popular spectator event in the mid-fifties, tournament directors have been challenged with the handling of crowds which at the bigger events can surpass 100,000 people during the normal 4 days of competitive play.

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tournaments. And while golf fans are generally a well-behaved lot, the growing size of golf tournaments means that local pickpockets, auto thieves, vandals, and even stickup artists can be attracted to the event. The unfortuant reality, according to Theard, is that the scale of modern sporting events and their heavy play in the local press means a security plan is an absolute necessity.

Additional factors also force tournament officials to approach tournament security with some serious thought. Today's tournaments involve big money — not only for the top players but for the sponsoring organization. Whether staged for profit or for a charity, a tournament can generate a cash flow of hundreds of thousands of dollars and a loosely-operated perimeter patrol and ticket checking system can mean tens of thousands of dollars which never get to the cash box.

"It's amazing," Theard says, "the number of people we pick up without tournament tickets. If it weren't for a uniformed guard, the course would be flooded with free entries." (Theard's recommendation for handling the problem saves the culprit from added embarrassment and adds to the cash flow. Pinkerton guards are issued tickets which they sell to "captured" gate crashers on the spot. The proceeds are turned in at the end of the day.)

Two other factors in recent years have also elevated the need for careful security plans at tournaments. The more obvious one is that the large cash gate collections make tournaments a tempting target for opportunistic robbers. Ticket sales booths and money collection points need uniformed and armed protection. The less obvious factor is that the players themselves need and want protection services. Top PGA pros have become celebrities and are constantly besieged by overly aggressive fans, autograph hunters, and just plain screwballs. Control of these characters means the pro can better concentrate on his game — and will more favorably view returning to the tournament the following year.

Careful pre-planning of a tournament security operation is vitally important, according to Theard. With more than 200 PGA tournament security operations to its credit, Pinkerton recommends that security planning operations start at least 9 months in advance. For its assignment at the U.S. Open, Pinkerton is actually drafting up security plans a full year in advance of the tournament.

How to get good security
Step one in the development of a security plan involves a careful analysis of the tournament course, a detailed study of the clubhouse, and a written report recommending the specific guard posts to be staffed — and at what hours — during the event. The report also incorporates a projected cost for providing the service. "The best way to approach the staffing requirements," according to Theard, "is to provide the tournament committee with a complete list of areas that need coverage and then let them decide
what services they actually want."

The number of uniformed — and plain clothed — security officers is dependent on the expected crowd size and the type of posts to be staffed. Guards who handle admission control duties during the morning hours can be reassigned to course patrol duty with big-name players and then moved to assist with traffic leaving in the late afternoon. At most tournaments the guard contingent can be lighter during the first few days of play when fewer spectators are expected.

Predetermined guard post schedules must always be subject to last-minute rearrangements. At Pinehurst, for example, a clubhouse social event for a sponsoring organization required security assistance at the last minute. "We always have last-minute changes in security needs," according to Theard, "so we always have top-level supervisors on the scene ready to shift guards or bring in additional help."

Experience at handling golf tournaments over the years has led Pinkerton to define a number of key security needs which recur at almost all major golf events.

Control of parking is almost always a critical area. Entry to reserved lots by PGA players and officials — along with a limited number of other VIP's — is a sensitive area. Everybody wants to be close to the clubhouse, but only a few cars can be accommodated. Here the guards check for special parking tags or the universally recognized signal from PGA tournament officials and pros — the flashing of a PGA moneyclip. Guards are also trained to be sure the cars are parked in tight formation to maximize the utilization of the parking area. In addition, guards are instructed to watch for cameras, folding chairs, ice chests or other restricted articles — and to advise the spectator that he is better off leaving the article in the car rather than having to surrender it at the entrance gate. If requested by the tournament sponsors, Pinkerton can also handle the sale of parking tickets at lot entrances.

Handling parking, according to Theard, is a duty which requires both courtesy and firmness. At most PGA tournaments the lots in which club members usually park are turned over to "outsiders" running or participating in the event. Members, naturally, don't like being directed down the road to a parking field when they are used to parking within a few feet of the clubhouse entrance.

Ticket sales is another area in which Pinkerton provides both guards and ticket sellers. Usually tournaments have a number of ticket sales booths at the various gates, but efficient traffic movement sometimes requires that tickets be sold out of aprons at vehicular entrances.

Gate security is an additional area which requires a uniformed presence, according to Theard. "Marshalls usually do an excellent job at keeping the play in motion, but they are not equipped to control crowds or act in a police function," he said. "The actual presence of a uniformed guard at a gate or on the course does more for security — and ticket sales — than putting up a 10-foot fence." While ticket checking is the main function of gate guards, they also have specific instructions concerning restricted articles. "We get people trying to bring in everything from portable TVs to folding ladders," Theard says, "and we just have to confiscate them on the spot." While a few spectators may be disappointed they can't watch play in the manner to which they are accustomed, the restriction of articles is an absolute must at crowded tournaments.

At planning meetings security management reviews with tournament officials an extensive list of items which they recommend be kept off the course. Each guard on duty at the tournament has a supply of claim checks so the article can be confiscated on the spot and later picked up at a designated point. (Theard recommends that large signs indicating restricted articles be posted at each parking lot entrance in addition to being printed on the individual tickets.)

The clubhouse and satellite facilities are another area where proper security is a must item. Each clubhouse entrance should have a guard posted who checks for specific clubhouse entry credentials. In addition, guards are usually needed at restricted areas inside the clubhouse such as