Golf course managers, educators and industry representatives from around the world will gather in St. Louis, Feb. 17-22, for the 51st International Turfgrass Conference and Show. Join them for this once-a-year opportunity to learn about the latest developments in turfgrass management, services and equipment.

Conference highlights include:
- preconference seminars
- four days of education sessions
- turfgrass industry show
- annual meeting and election
- ladies' program
- certification examination
- social events

More conference information and registration materials will be mailed to GCSAA members in October. Others may use the coupon below to request materials. Please complete and send to: GCSAA Headquarters, 1617 St. Andrews Drive, Lawrence, Kan. 66044.

Send GCSAA Conference and Show materials to:

name

address

city state zip

golf course/firm

Companies check here for exhibitor information ___
<table>
<thead>
<tr>
<th>COMPANY</th>
<th>MODEL</th>
<th>POWER</th>
<th>GEAR</th>
<th>ELECTRIC</th>
<th>WHEELS</th>
<th>LENGTH</th>
<th>WEIGHT</th>
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<tr>
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<td>Master Glide IV</td>
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<td>4</td>
<td>W</td>
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<td>SST</td>
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<td></td>
<td>Classic</td>
<td>G</td>
<td>4</td>
<td>W</td>
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<td>Club Car, Inc.</td>
<td>1980 Model Deluxe Club Car</td>
<td>E</td>
<td>4</td>
<td>W</td>
<td>93.3</td>
<td>48</td>
<td>836</td>
<td>A</td>
<td>F</td>
<td>W + 5</td>
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<td>E</td>
<td>4</td>
<td>W</td>
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<td>93</td>
<td>48</td>
<td>699*</td>
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<td>S</td>
<td>W,B,G</td>
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<td>X-444</td>
<td>E</td>
<td>4</td>
<td>W</td>
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<td>596*</td>
<td>S</td>
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<td>GX-440</td>
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<td>W</td>
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<td>660*</td>
<td>S</td>
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<td>W,B,G</td>
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<td>Electric Caddy</td>
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<td>4</td>
<td>W</td>
<td>94</td>
<td>44</td>
<td>925</td>
<td>TS</td>
<td>S</td>
<td>any automotive color</td>
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<td></td>
<td>E</td>
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<td>W</td>
<td>94</td>
<td>44</td>
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<td>11E</td>
<td>E</td>
<td>4</td>
<td>W</td>
<td>111</td>
<td>45.2</td>
<td>947</td>
<td>A</td>
<td>F</td>
<td>silver grey</td>
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<td></td>
<td>21E</td>
<td>E</td>
<td>4</td>
<td>W</td>
<td>130</td>
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<td>1,010</td>
<td>A</td>
<td>F</td>
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<td>Go-Fore</td>
<td>310</td>
<td>G</td>
<td>3</td>
<td>W</td>
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<td>MG 470</td>
<td>E</td>
<td>4</td>
<td>W</td>
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<td>44</td>
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<td>TS&amp;C</td>
<td>S+F</td>
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<td>MP 370</td>
<td>E</td>
<td>3</td>
<td>W</td>
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<td>44</td>
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<td>W</td>
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<td>95</td>
<td>48</td>
<td>715*</td>
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<td>Nordco Electric Vehicles</td>
<td>4-Runner</td>
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<td>4</td>
<td>W</td>
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<td>Taylor-Dunn Mfg. Co.</td>
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<td>E</td>
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<td>W</td>
<td>89.75</td>
<td>45.25</td>
<td>784*</td>
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<td>S</td>
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<td>4</td>
<td>W</td>
<td>96.88</td>
<td>45.25</td>
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<td>Yamaha Motor Corp., U.S.</td>
<td>G1-A</td>
<td>G</td>
<td>4</td>
<td>W</td>
<td>94.6</td>
<td>44.9</td>
<td>670*</td>
<td>S</td>
<td>FRP</td>
<td>W</td>
</tr>
<tr>
<td></td>
<td>G1-E</td>
<td>E</td>
<td>4</td>
<td>W</td>
<td>94.6</td>
<td>44.9</td>
<td>528*</td>
<td>S</td>
<td>FRP</td>
<td>W</td>
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</tbody>
</table>

COLOR CODES: W=white, Y=yellow, G=green, B=blue, R=red, S=silver
* w/o batteries or fuel
** FRAME & BODY MATERIAL: A=aluminum, FRP=fiberglass
<table>
<thead>
<tr>
<th>Variety</th>
<th>Complete line</th>
<th>$2,350</th>
<th>201</th>
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<td>&quot;</td>
<td></td>
<td>$2,650</td>
<td>202</td>
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<td>&quot;</td>
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<td>$2,275</td>
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<td>&quot;</td>
<td></td>
<td>$2,550</td>
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<tr>
<td>None</td>
<td>Suntop, AM/FM cassette, windshield, carpeting, gauges</td>
<td>$3,995</td>
<td>205</td>
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<tr>
<td>Special club logos &amp; stripes to match</td>
<td>Windshield, hubcaps, weather enclosure, tow bar kits, 4 passenger personnel carrier pick-up box</td>
<td>$2,832</td>
<td>206</td>
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<tr>
<td>any of 60 automotive colors</td>
<td>lights, horns, hubcaps, tops, towbars, rear seat &amp; seat, windshield</td>
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<tr>
<td>nearly all at extra cost</td>
<td>top, windshield, rear hitch &amp; towbar, seat brake, scuff plates, chrome front bumper, special decals</td>
<td>$2,750</td>
<td>208</td>
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<tr>
<td>nearly all at extra cost</td>
<td>&quot;</td>
<td>$2,750</td>
<td>209</td>
</tr>
<tr>
<td>nearly all at extra cost</td>
<td>&quot;</td>
<td>$2,625</td>
<td>210</td>
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<tr>
<td>nearly all at extra cost</td>
<td>&quot;</td>
<td>$2,625</td>
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</tr>
<tr>
<td>&quot;</td>
<td>tops, lights, horns, windshield, hubcaps, chrome bumper, other</td>
<td>$2,195</td>
<td>212</td>
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<tr>
<td>&quot;</td>
<td>&quot;</td>
<td>$1,975</td>
<td>213</td>
</tr>
<tr>
<td>W,Y,G,B,R, gold, tan, brown, tangerine</td>
<td>drink holders, ammeter, windshield, sun roof, AM/FM stereo 8 track, clock, cigarette lighter, top</td>
<td>$3,830</td>
<td>214</td>
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<tr>
<td>special colors</td>
<td>sunroof, windshield</td>
<td>$2,250</td>
<td>216</td>
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<tr>
<td>&quot;</td>
<td>&quot;</td>
<td>$2,350</td>
<td>217</td>
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<tr>
<td>any</td>
<td>top, windshield</td>
<td>$2,580.85</td>
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<td>any</td>
<td>top, windshield</td>
<td>$2,387.10</td>
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<td>any</td>
<td>top windshield</td>
<td>$2,341.30</td>
<td>220</td>
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<td>any</td>
<td>top windshield</td>
<td>$2,203.90</td>
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<tr>
<td>G</td>
<td>towbar, suntop, windshield</td>
<td>$2,550</td>
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<tr>
<td>G</td>
<td>towbar, suntop, windshield</td>
<td>$2,655</td>
<td>223</td>
</tr>
<tr>
<td>any automotive color</td>
<td>fiberglass top</td>
<td>$2,495</td>
<td>224</td>
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<tr>
<td>extra charge</td>
<td>stand-up bag racks, others</td>
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<tr>
<td>extra charge</td>
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<td>$2,845</td>
<td>226</td>
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<tr>
<td>none</td>
<td>sunroof, sweater basket, hubcaps</td>
<td>$2,725</td>
<td>227</td>
</tr>
<tr>
<td>none</td>
<td>&quot;</td>
<td>$2,725</td>
<td>228</td>
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</table>
however, such political processes are inevitably judged and dealt with differently in different places.

Since these goals are used as criteria for approving the budgets, it is necessary to communicate the goals to the departmental managers along with the approved budgets. This step will bring to light any hidden goals used by budget committee members, if such is the case. It will also eliminate politicking by departmental managers, thereby reducing unnecessary animosities.

Who implements the budget?

Scope: There is a general misconception that it is the General Manager who implements the budgets. Implementation is different from control. The departmental managers implement the budget. The General Managers may control it through information about actual implementation. The person who implements the budget can perform two functions. First is to utilize the resources approved in the budget to do the best job possible. The second is to generate information about the exact manner in which resources have been utilized.

Limits: The person who implements the budget is limited mainly by his attitudes. If the resources approved are sufficiently adequate, then it would cover the cost of actual activities as well as keeping proper records. Most often managers responsible for implementation concern themselves only with the technical aspects of the job. Their attitude towards keeping records is that of apathy. “Too much paperwork” is a phrase heard most often from professionals.

Strategy: Keeping records of daily activities is as crucial a step as the actual performance for the person who implements the budget. The records should serve them in preparing future budgets. It is also helpful in evaluating their performance. The importance becomes obvious when we shall deal with the use of a budget as a tool for performance evaluation.

Outcomes of the process:

It is not too difficult now to visualize the outcomes of a budgeting process. Outcomes are not to be confused with uses of a budget, which we shall talk about at a later date. To make it brief, there are three outcomes of a budgeting process:

Defining goals and priorities:

As made clear throughout this article, different actors in the budgeting process come together with different views, skills and objectives. These differing objectives get gelled into a coherent set of goals during the budgeting process if carried out properly. Hidden goals are brought to light, overambitious goals get trimmed through information about technical limits, and professional competence can boost up new explorations.

Organizing your tasks:

Detailed planning occurs during the preparation stage and departmental activities get interlinked during the presentation and approval stages. Not only do the tasks get organized but understanding can also be achieved between different departments. The information system essential to the actual control of budget implementation, and without which budgeting would not be meaningful, gets actually established during the budgeting process itself.

Patterns of influence:

Even if the budgeting process is distorted, it is easier now to read the different patterns of influence that are considered to be part of the political process and, therefore, difficult to comprehend. In fact, in some places the budgeting process is deliberately carried out in a distorted fashion to maintain certain patterns of influence. Such distortion, however, is a double-edged sword. While maintaining the patterns of influence, it also hinders proper organization of work and may ultimately cause far more serious problems.

Summary:

The process occurs in five stages. Each stage must meet its goals through the performance of certain activities. The table on page three shows who is to perform the activities. Practices as to who carries out the activities in stage 1 and 3 will vary from place to place. It is essential, however, that these activities be performed or else the process will be distorted. Such distortions occur much more often than is commonly believed.

Consideration of budgets remains incomplete without proper attention to the uses to which a budget is put. These will be dealt with in the last of this series of articles.

Table 1.
ONE PRODUCT
FORE
TURF & ORNAMENTALS

DISEASES OF TURF
Algae, Copper Spot, 
Dollar Spot (Sclerotinia), 
Fusarium Blight, 
Fusarium Snow Mold, 
Helminthosporium Melting Out, 
Pythium, Red Thread, Rhizoctonia 
Brown Patch, Rust, Slime Mold.

DISEASES OF ORNAMENTALS
Carnation, Crabapple, ornamental 
Dahlia, Lily, Tulip 
Holly 
Hollyhock 
Honeysuckle 
Iris 
Pansy 
Rose 
Snapdragon 
Zinnia 
Azalea, Camellia, 
Rhododendron 
Chrysanthemum 
Flowering dogwood 
Gladiolus 
Pachysandra 
Peony

Controlling diseases of turf and ornamentals requires a regular, preventive spray schedule rather than a curative one. A program of FORE fungicide gives you effective protection against 10 unsightly turf diseases plus algae and control of 22 damaging ornamental diseases. FORE is a broad-spectrum fungicide that helps maintain healthy turf and ornamental plantings. It is highly concentrated, making it an economical product, mixes readily with water, and stays in suspension with a minimum of agitation. Also, FORE is compatible with most other pesticides.

Call your local chemical supplier for additional information on FORE fungicide.

ROHM and HAAS
PHILADELPHIA, PA. 19105

Read the label carefully and use only as directed.

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When answering ads where box number only is given, please address as follows: Box number, % Golf Business, Dorothy Lowe, Box 6951, Cleveland, Ohio 44101. Rates: All classifications 85¢ 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.

BUSINESS OPPORTUNITIES
GOLF COURSES: Want to buy or sell a golf course? Our business is exclusively golf courses transactions. We also do golf course market value appraisals. McKay — GOLF COURSE AND COUNTRY CLUB PROPERTIES. 15553 N. East St. (U.S. 27), Lansing, Mich. 48906.

FOR SALE
EIGHTEEN HOLE CHAMPIONSHIP golf course, 55 golf cars, excellent equipment, large club house, large pool and tennis courts. Piedmont, North Carolina. By owner, $650,000. Reply to P.O. Box 11545, Winston-Salem, N.C. 27106.


USED EQUIPMENT
USED GOLF CARS FOR SALE. 3 and 4 wheel, gas or electric, any make or model. Best prices. Will deliver in quantities of 10 or 20 per load. Call us now for your immediate or future requirements. Mid-Atlantic Equipment Corp., 420 Penn Street, Spring City, PA 19475. 215 948-5020.

USED GOLF CARS FOR SALE: 40 1977 E-Z-Go gasoline and 1 electric. Excellent condition. River Oaks G.C., 1 Park Avenue, Calumet City, Ill. 60409.

POSITION WANTED
AGRONOMIST: B.S. Turfgrass Agronomy. M.S. Soil Fertility. Ten years experience in golf course maintenance, four years as Superintendent Golf Professional which required supervising, planning, and budgeting grounds operations and operating the pro shop as own business. Desire work as Golf Course Superintendent. Married, 26 years old, excellent health. Available after November 15, 1979. Resume upon request. Box 198, Golf Business, Box 6951, Cleveland, Ohio 44101.

PRO-MGR.-SUPT. 25 years experience in all phases of golf club operations. Specializing in financially troubled clubs. Have proven record of taking over difficult situations and turning them around. Reply Box 200, Golf Business, Box 6951, Cleveland, Ohio 44101.

GOLF PROFESSIONAL POSITION WANTED. 25 years PGA member. Excellent teacher and promoter of golf, and members. Continues on page 29

OTTERBINE
Spray Sculpture Floating Fountains. Now you can clean up ponds and lakes naturally.

These self-contained water quality improvement systems help you keep unsightly algal growth and objectionable odors under control naturally, without costly chemicals. And their sparkling spray displays may dramatically change the natural beauty of your ponds and lakes.

For the Otterbine dealer in your area contact:

Rodale Resources Inc.
576 North St., Emmaus, PA 18049 • 1-215-965-6990

See us at the GCSAA Show in St. Louis, Feb. 19-21, in Booths 428-430

Circle 110 on free information card
Club Car

America's fastest growing golf car company

Club Car
AUGUSTA, GEORGIA

Circle 131 on free information card
Switch to the 4 Runner like the public is switching to compact cars — to save money. The 4 Runner costs less to operate and there are fewer battery replacements because it is lightweight. When considering golf cars, don’t stick your neck out — weigh it! Remember, the heavier your car, the heavier your monthly electric bill.

Besides being the lightest electric golf car, the 4 Runner has the lowest profile fiberglass body of any golf car. It is rust-proof and impact-tough, so it will last longer. With exclusive sprint car chassis, the 4 Runner has specially engineered, spring-shock front suspension by Monroe and leaf springs in the rear which assure a superior ride. Built-in safety features include: a lower center of gravity assuring more stability on steep grades and hillside climbs, Bendix automotive brakes in each rear wheel, pedal-lock parking brake, finger-tip steering control, and heavy duty steel bumpers front and rear.

The new 4 Runner will run from daylight to dark, day after day, through the jungle or over any golf course. And the direct drive is oh so quiet!

When considering golf cars, don’t stick your neck out. Choose the lightweight, economical, safe, quiet ride — the 4 Runner.

We have over 34 years’ experience in designing and manufacturing electric golf cars. Prove the new 4 Runner on your golf course. For detailed information, telex, call direct, write or visit your local Nordco dealer.

Don't stick your neck out!
Continued from page 26

Available now for 1980 season. Box 196, Golf Business, Box 6951, Cleveland, Ohio 44101.

Continued from page 26


HELP WANTED
PRIVATE COUNTRY CLUB located in Philadelphia, Pa. suburban area seeks experienced golf course superintendent. Submit salary requirements and resume to Box 198, Golf Business, Box 6951, Cleveland, Ohio 44101. All information will be confidential.

WANTED TO BUY
WANTED: Jacobsen model 40 leaf blower, Toro verticut reels for Greensmaster III. Pull type Lely fertilizer spreader. Call 219 693-3464.

If your company is selling a service to the golf course market you can now get your company name and service in front of your total golf market potential for less than $19.00 per month.

Send check or money order to Dorothy Lowe, Golf Business Directory Section, 9800 Detroit Ave., Cleveland, Ohio 44102. One column inch ads monthly (12 issues) for one year, $225.00; two inch ads monthly for one year, $375.00.

ASSOCIATIONS
Michigan Association of Public Golf Courses
15553 N. East St.
Lansing, MI 48906
517/484-7726
Promoting public golf through cooperative action. If you operate a public golf course in Michigan, call or write now for membership information.

Oregon Golf Course Owners Association
905 NW. Springhill Dr., Albany, OR 97321
503/928-8338
Promoting public golf and excellence in private-enterprise course operations. Any private owner in Oregon welcome to quarterly meetings. Call or write for details.

GOLF COURSE ARCHITECTS
THOMSON WOLVERIDGE FREAM & ASSOCIATES
Golf Course Architecture
Irrigation System Engineering
2 Old Town, Los Gatos, California 95030
(408) 354-8240
Melbourne    London    Jakarta

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Your editorial viewpoint expressed in the September issue of GOLF BUSINESS is appropriate and a question which should be addressed on a national scale. Obviously, allowing the municipal courses to operate at a loss is destructive to the private enterprise system which the Federal Government should be promoting.

However, our situation in Virginia appears to me to be quite the reverse in that the majority of our municipal golf courses are in good financial condition and are showing a net profit.

My concern arises when this profit is utilized to light the tennis courts, fix the baseball diamonds, etc., when it needs to be poured back into upgrading the municipal golf courses.

My question then, which is somewhat related to yours, is: Should municipal golf course profits be utilized to support other non-profit sports? Should not these profits be used for the construction of more municipal golf courses, upgrading existing courses or raising municipal golf course superintendent and employee salaries, etc.?

J.R. Hall, III
Extension Specialist - Turf
Virginia Polytechnic Institute & State University

Big government threatens golf

What else can you call it when municipal, county, state, and federal subsidization of golf courses threatens the existence of privately-owned public golf facilities? In any city that situation could certainly exist. The operational losses of Huntsville's two municipal golf courses have averaged $60,000 per year for the last 10 years. (Last year's losses were $120,000.) These figures do not include: fringe benefits and payroll taxes, free city services (such as soil, equipment and water), free labor under government programs, and land acquisition and development costs, nor the debt service on these costs.

All these costs must be borne by the privately-owned public golf courses. Where the municipal competitor can incur such large losses constructively (the cost of doing business is immaterial to the municipal operation), the privately-owned public courses must:

• raise its fees substantially above the city rates
• reduce its services below those offered by the city
• operate at a level of efficiency far above that of the city
• go private or go out of business (possibly creating the need for an additional losing municipal golf courses)

Obviously, the situation is very unfair. In the spirit of Proposition 13 something should be done. The only valid reason for the existence of a governmentally-subsidized golf course (or any other type of government service) is that such a service is not available in the private sector. The only circumstances in which such a recreational facility should be allowed to operate at a loss is when a very large segment of the public benefits from the service.

In Huntsville, the municipal golf courses comprise some 40 percent of the public fee capacity and cater to a very small (estimated 2-5%) of the public. Their existence is not justified in the first place and certainly the consistently large losses are not justified.

The reader might say that this whole discussion is sour grapes and he is precisely right. Not only do I have to compete to support my investment in a game in which the competitor can lose until I am defeated but I have to pay taxes to support him — and so do you!!

In Huntsville, the three privately-owned public courses are in very real danger of being driven out of business. Driven out by a municipal operation which has raised its green fees by 20% over the last 16 years while labor, chemicals, equipment and the general cost of living have increased by 250-300% in that time.

I am fighting the situation in Huntsville, Alabama. Anyone who has advice, knowledge of similar circumstance and their solution, or just encouragement, should write to Ron Morris c/o GOLF BUSINESS. Ron will forward it to me.

Municipal courses are a fact. They exist. The real question is can privately-owned public golf courses co-exist? I sincerely feel that the answer is: only under fair competitive ground rules.

Bob Prozan
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Huntsville, AL