

One-Minute

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Blanchard claims they violated the sales agreement by copying and using client lists. He also claims his ex-partners are tapping into Golf University business for their own Golf Academy clientele at Carlsbad's Aviara Resort.

Blanchard is best known as co-author of "The One-Minute Manager," a motivational treatise selling 3 million copies in the U.S. For his golf students, Blanchard advocates techniques similar to those detailed in his book: goal setting, praising and reprimanding.

Appraisers

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cial, Orlando, Fla.; Carl Schultz, Schultz, Carr Bissette, Atlanta, Ga.; Alan Pursley, Professional Appraisal Service, Fort Worth, Texas; Arthur Gimmy, Arthur Gimmy International, San Francisco, Calif.; Ronnie L. Galloway, Galloway Appraisal Company, Louisville, Ken.; Andrew A. Hinds, Hotel and Club Associates, Greensboro, N.C.; Marty Benson, Arthur Gimmy International; Joseph A. Robb, Joseph A. Robb & Associates, Wilmington, N.C.; and David J. Yerke, David J. Yerke Incorporated, San Diego, Calif.

HJM and Golf Digest join forces

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been limited to supply-side feasibility studies that use state and metropolitan statistical areas as models—models that are frequently inaccurate for evaluating demand in the specific market served by a golf project, according to the companies.

The *Golf Digest*/HJM venture is designed to eliminate use of national or state participation assumptions and reduce them to local areas. The HJM/

Golf Digest studies use a database based on the actual retail consumption of golf in every zip code in the United States.

The golf financial feasibility studies are prepared exclusively at HJM Corporation's headquarters in New York. Cost of studies varies depending on the size of the market served and the depth of analysis required.

Contact HJM Senior Management Director Robert Finn at 1-212-953-1300.

A manager's accessibility checklist

The Club Managers Association of America compiled the following list of suggestions on how its members can modify structures and services for maximum accessibility. While clubs are not required to provide assistance in the way of personal needs (eating, dressing, using the restroom), the CMAA has encouraged members to exceed the letter of the law.

Outdoor Facilities

- **Parking** — Provide a drop-off zone in front of the entrance and designate "handicapped parking only" spaces near every exit.
- **Paths** — Provide smooth paths for wheelchairs and staff to push members in wheelchairs.
- **Ramps** — Provide ramps cut into curbs and steps.
- **Golf** — As a special service, clubs could provide golf cars and wheelchairs specially designed for disabled players (contact Retec USA Inc. for more information: 716-662-6815).
- **Events** — Provide seating with easy access for disabled persons.

Indoor Facilities

- **Doorways** — Make sure doorways are at least 32 inches wide in order to allow wheelchairs to pass, and check to see that doors open easily.
- **Stairways** — Install ramps and elevators where possible.
- **Carpeting** — Install smooth, short-cut carpeting instead of plush for better wheelchair mobility.
- **Equipment** — Make sure public telephones are low enough to be used by a person in a wheelchair; consider installing phones usable by the speech or hearing impaired.
- **Counters** — Reception desks should be low enough for a wheelchair-bound person.
- **Safety** — Provide flashing fire alarms.

Dining

- **Seating** — Make sure the space between tables is at least 36 inches.
- **Menus** — The wait staff should be prepared to read a menu to the blind, and provide pad and pen for the speech- or hearing-impaired.
- **Eating** — Kitchen staff should be prepared to cut food into smaller pieces for patrons with motor difficulties; if requested, servers should be prepared to remove straw covers, open sugar packages and provide other incidental assistance.

Restrooms

- **Doorways** — Make sure doorways are at least 32 inches wide.
- **Stalls** — Provide five feet in circular spaces and three feet in T-shaped space for proper wheelchair movement.
- **Grab bars** — Provide grab bars on both sides of the toilet.
- **Sink** — Provide 30 inches of open space for wheelchair access.
- **Towels** — Provide towel dispensers that are no more than 48 inches from the floor.
- **Mirrors** — Install full-length mirrors.

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