

*Scene: The board room of Run-of-the-Mill CC.*  
*Cast: A confused, divided group of club directors.*  
*Plot: Disagreement over whether to build a new clubhouse, and/or a second nine holes, how to recruit new members and how to finance the proposed expansion.*  
*Action: One clear-headed director suggests calling in a facility development consultant from the National Golf Foundation.*  
*Ending: Guided by the NGF consultant, the board creates a long-range planning committee, polls the membership, sets up a priority list and timetable for improvements and plans the financing based on realistic cost estimates.*

With slight variations, this story is repeated several hundred times a year at American golf courses and country clubs. Such assistance is just one of many services provided by the National Golf Foundation.

The NGF consultant meets with individuals, private groups or community organizations to assist in the overall planning of a new golf facility. He provides guidance in determining need, feasibility and potential use of a planned facility and presents facts and figures on construction costs, methods of financing and operation of golf courses.

These men are neither engineers, architects nor agronomists. They do not provide technical assistance. But each is familiar with the golf business

# How NGF can

Among its many services to the golf  
Foundation provides assistance to  
facilities or additions to existing

nationally and in his respective region. He has a first-hand knowledge of the ways in which outstanding golf clubs were planned, built and/or are operated. These ideas and examples he uses to assist others in making successful planning decisions.

A consultant typically travels about half the time. Depending on the demand, he may visit an area one to six times a year. He meets with 100 to 200 individuals, groups and club boards annually.

A group planning a new course may encounter typical problems such as: Is a new course needed in this area? Should it be public or private? Should nine or 18 holes be built initially? Who are qualified golf course architects and builders? How much will the golf course and clubhouse facilities cost? What financial choices are possible? How long will it take to build and put into play? Where can a capable golf course superintendent be hired?

lished club plans an addition. Key questions usually



# help you

industry, the National groups planning new golf facilities—and it's free

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revolve around whether or not more holes are needed, if adjacent land is available, how it will be financed and who will design and/or build it.

## *NGF case histories*

- A well-known Southern country club wanted to move to a new location and build a 36-hole course. One prominent golfer on the board recommended a course "architect." Other board members questioned his choice. So an NGF consultant was called in to explain what services the course should expect from a qualified golf architect. The board then could make a more objective decision. After several interviews, it retained another man from the national list of about 70 architects.

- A large real estate developer in a Rocky Mt. state planned a recreation area, including a golf course, within a large residential community. No one on the firm's staff had golf course planning experience. The area, except for the course, contained

about 40 acres on rough ground. In meeting with the planner, the NGF consultant pointed out that three was insufficient acreage for a regulation nine and that a par-three 18 would be uninteresting as well as expensive to build and maintain (for 18 greens). He suggested an executive nine—a short nine with a wide variety of holes. Both the name and concept delighted the developers; they have retained a golf architect to design such a layout.

- The men's golf association of a small midwestern city's 18-hole municipal course was concerned because the course was run-down. Before going to the city council, the officers called in an NGF consultant. He toured the course, examined operational policies, then wrote a series of recommendations. The letter pointed out the advantage to the city of having a modern public course, suggested ways in which the course could be improved, maintained and operated. City officials accepted his ideas, then it approved changes to the course, a higher maintenance budget and created a golf advisory committee.

- A small community near Los Angeles had no golf course. Anticipating growth and wanting to attract more business and tourist trade, local businessmen explored ways to build a public course. They met with an NGF consultant to discuss feasibility, space needs, costs and projected use. But there seemed to be no available site large enough. When a story and picture of this meeting appeared on the front

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## NGF

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page of the local newspaper, it prompted a large landowner to offer up to 640 acres of scenic, wooded ground for a future golf course and park.

• In a large Western city three investors owned 140 acres of farm land, on which they considered building a regulation daily fee course. An NGF consultant confirmed the need for a course, but cost estimates were higher than the investors had anticipated. So they decided to build a nine-hole par-three course, tied in with a unique country club for single persons 21 to 40 years of age. The consultant expressed doubt that such a club would be economically feasible in that area. The club attracted only about a third enough members and went bankrupt in two years.

• A famous Colorado country club had recently remodeled and expanded its clubhouse. A planning problem was whether the new golf shop should extend from the clubhouse or be a separate building. The club manager invited an NGF consultant to view the site and report his views on the pros and cons of the idea. The separate building could offer a small advantage in location. The single-building idea meant savings in construction, maintenance, security and golfer traffic control. The board agreed with the advice for an integrated golf shop. The \$1 million remodeling project was completed earlier this year.

• A small city club in the Northwest was considering building a second nine holes. The board asked an NGF consultant to evaluate its feasibility. Membership totaled about 250, in a town of 15,000, including nearly all the golfers. The club offered little social activity, no swimming pool or tennis courts. The consultant recommended that the membership be polled for its opinion on improvements. Doing that, the

directors learned that a second nine had little support. So tennis courts are now being built, a pool is planned, and a second nine waits until the membership increases and more golfers can be developed.

• A prestigious midwestern country club was at a historical crossroads. The membership was full, but a long list was waiting to join. The active golf-oriented membership had an excellent, but crowded, 18-hole course. Spurred by the golf professional and the planning committee chairman, the board debated whether or not to expand the golf course, and thus increase the membership. Land was available to build at least nine and probably 18 more holes. The clubhouse and other facilities could handle more members. The club was financially sound. The board then invited an NGF consultant to visit, discuss the concepts of status quo versus a larger club and make a report. The consultant said "Go." The board agreed, retained a golf course architect to design another 18 holes and will enlarge its membership when 36 are in play.

Such problems and others—as simple as getting the address of a state golf association—are what keep these consultants busy. But NGF takes pride in having an answer, or knowing where to find the answer, for virtually any golf business problem.

Free literature includes about 70 information sheets on subjects ranging from basic course planning steps to case histories of successful clubs to sample contracts and club by-laws.

NGF thus is attempting to "fill a vacuum," to provide information, needed services and leadership for the golf industry so the present boom will continue. NGF believes golf's growth can only be limited by not having enough places to play. That's why NGF feels that the facility consultant service is so important. □