

Increase in Dues Enabled Clubs to Reduce 1960 Deficits

Upward Trend in Both Receipts and Expenses Continued During Year, Says Horwath & Horwath Report

A study of 52 clubs — 10 small, 26 medium, 14 large and 2 very large — made by Horwath & Horwath, New York, accountants and consultants, shows that country clubs came a little closer in 1960 to making ends meet than they did in 1959. However, H & H points out, in its 12th annual report, that operating deficits generally were reduced only because of substantial increases in dues income.

For purposes of classification, clubs are broken down in the following manner in the report:

Small — dues income of less than \$100,000 (this includes a regular assessment at one club);

Medium — dues incomes of from \$100,000 to \$200,000 (including regular assessments at four clubs);

Large — dues income of from \$200,000 to \$400,000 (including regular assessments at four clubs);

Very Large — dues income of more than \$400,000.

According to H & H, there has been a constant upward trend in both dues in-

come and operating costs in recent years, but the amount of money coming in has not increased at a faster rate than it has been paid out. Between 1959 and 1960, however, deficits of medium and large clubs were reduced while those of small clubs held steady.

Ratios Held Steady

Operating expenses at all types of clubs took about as much of the dues dollar in 1960 as in 1959. These expenses include cost of running the clubhouse, maintaining grounds and course and of making a pool and tennis courts available to members. At small and medium clubs such expenses take about 75 cents of the dollar, but at large clubs, the ratio is cut down to around 70.

Fixed charges (rent, taxes, insurance and interest) range from 16 to 18 cents per dollar at all classes of clubs.

Reserves set aside for depreciation and rehabilitation expenses also don't vary much at the different types of clubs. In 1960, for example, they ranged from 14 to 16 cents. Dues available for members'

COST PER HOLE

	10 <i>Small</i> <i>Country Clubs</i>		26 <i>Medium</i> <i>Country Clubs</i>		14 <i>Large</i> <i>Country Clubs</i>	
	(Dues under \$1000,000)		(Dues - \$100,000 to \$200,000)		(Dues - \$200,000 to \$400,000)	
	1960	1959	1960	1959	1960	1959
Course & grounds maintenance						
Payroll	\$1261	\$1223	\$1927	\$1824	\$2349	\$2250
Supplies and contracts	482	431	497	478	556	488
Repairs to equipment, build- ings, fences, bridges etc. . . .	164	153	219	229	230	244
Water, electricity, etc	52	45	154	137	203	183
Total maintenance exclusive of fixed charges	1959	1852	2797	2668	3338	3165
Golf shop, caddy, tourney expenses	260	264	392	379	481	436
Total	2219	2116	3189	3047	3819	3601
Deduct green fees	400	365	817	740	796	705
Net course & ground expense exclusive of fixed charges	\$1819	\$1751	\$2372	\$2307	\$3023	\$2896

equity at small clubs again were on the deficit side, being 9.8 in 1960, the same as the year before. At medium clubs, the equity deficit was reduced from 10.4 to 7.3 and at large clubs, from 3.4 to 2.5, between the two years.

Many Increased Dues

Twenty of the 52 clubs that cooperated with Horwath & Horwath in supplying financial data reported 1960 increases in regular dues while eleven clubs raised their initiation fees.

In both small and large clubs, the ratio of total payroll to total income was higher in 1960 than in 1959, but at medium-size clubs an increase in dues income resulted in a slight decrease in the payroll ratio.

In 1960, however, small clubs continued to spend less of their income on payroll than medium and large clubs. In all instances these expenditures amounted to very close to 40 per cent of income. Small clubs also ran their clubhouses more economically, probably because of their less complicated type of operation.

Food, Beverage Profits Down

Food and beverage operations generally showed lower profits in 1960 than in 1959, with the most severe drop occurring at medium-size clubs. Actually, the medium clubs lost money on food sales in 1960 in contrast to the very slight profits they showed the year before. However, beverage profit bailed them out. Small clubs continued to show the highest restaurant profit ratios. This was in spite of the fact that food and beverage costs per sale were up in 1960 at small clubs although they were either down

or unchanged at medium and large clubs. Once, again a closer check on payroll expenditures enabled the small clubs to fare better in overall restaurant operation.

Maintenance Costs Increased

Gross cost of maintaining the course and grounds was higher in all three club groups in 1960 than in 1959, but in the ratio of cost to income, only small clubs showed an increase. There is a surprisingly large spread in the ratio of maintenance costs among small, medium and large clubs. In 1960, for example, more than 44 percent of the dues dollar went for maintaining the course and grounds at small clubs; it amounted to only about 35 per cent at medium clubs and a little less than 30 at large clubs. However, on an actual cost-per-hole basis, the small clubs were far outstripped by the medium and large clubs (See chart). The increase in the cost of maintenance per hole in 1960 over 1959 was \$107 at small clubs, \$129 at medium clubs, and \$173 at large clubs.

Maintenance payroll costs, which continue to constitute about two-thirds of gross maintenance costs, again were up in 1960 over 1959. At small clubs, the increase amounted to \$38 a hole. At medium clubs the increase was \$103 and at large clubs, \$99.

Horwath & Horwath emphasizes that all information and data in its annual reports is based on its "Uniform System of Accounts for Clubs." Comparisons made with its findings are reliable or valid only if this system is followed.



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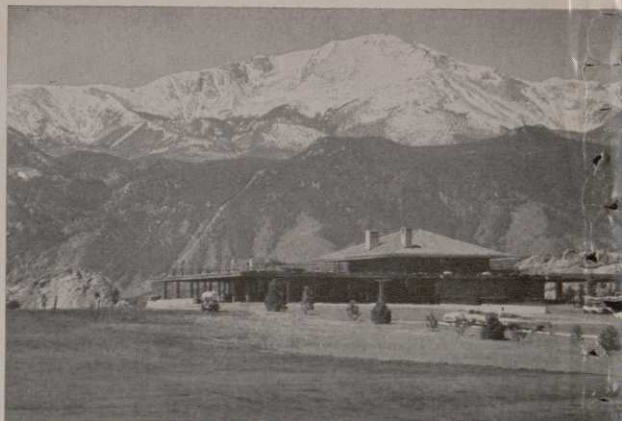
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KISSING CAMELS

GOLF COURSE

COLORADO SPRINGS, COLORADO



Texas Verve, Colorado Scenery, Innovations, Make it a Showpiece

By BILL DAHMS

Kissing Camels GC, located in Colorado Springs, Colo., which turned its golfers out to graze for the first time in June, has a true Texas touch which, in the estimation of any Texan, at least, bespeaks volumes. Conceived by a Texas oilman, Al G. Hill, who is something of a Coloradoan by inclination since he attended college in that state and as long as 12 years ago bought the 1,600 acre mesa on which the club and surrounding estates are located, it may be more accurate to say that the Kissing Camels complex is a combination of grandiose Texas dreaming salted with the splendor of Colorado scenery. If that doesn't set your blood to charging consider, too, that KC's course was designed by J. Press Maxwell. The latter, as you may know, does his blueprint work in two locations — Dallas, Tex., and Aspen, Colo.

At the gateway to the Garden of the Gods, Kissing Camels just doesn't shove its scenic wonders before the golfer and say, "Here it is! Have you ever seen anything like it?" It presents in addition its share of golfing innovations. For example: Every hole on the course can be seen from a penthouse atop the clubhouse. Up there, too, is a widow's walk, ostensibly intended for impatient wives, but probably being paced just as frequently these days by impatient husbands. Possibly it should be

called a widower's walk. In the club lounge, called the Oasis Room and which gives a view of Pikes Peak, there is a scaled replica of the course under glass—a painful reminder to the player who has just traveled 18 roughs, but at the same time a joy to the fellow who has outdone himself.

Bouquets in the Rough

Harry Farrar, Denver Post sports columnist, has pointed out that Kissing Camels is not yet an Augusta National, but adds that time certainly will put it in the class of Broadmoor and Cherry Hills, a pair of layouts that rank with the best. Maxwell has contrived a par 70 out of the 7,054-yard length. Most of the par 4 holes are quite long and tough and each of the four par 3s exceeds 180 yards in length. Greens (averaging 7,000 sq. ft.) are planted to Pennncross, tees are Merion and fairways in Kentucky bluegrass. Rough areas, as suggested before, are just that. Owner Al Hill, who has an eye for beauty as well as promising oil leases, wouldn't allow the course maintenance department to clip the rough this summer until the wild flowers had spilled their seed. So, the errant swinger may find his ball in a bright bouquet of red Indian paint brush or among equally exotic free-growing corsages. Holes and clubhouse grounds at Kissing Camels are surrounded by 4,500
(Story continued on page 26)



Above and below left are two views of Kissing Camels' pro shop. Beamed ceiling, excellent lighting, handsome interior provide atmosphere that is conducive to buying of golf merchandise.



Replicas of club's 18 holes are under glass on bartop. (Below) View from veranda compares with any offered at any club in U.S.



newly planted pine and spruce trees and in the next five years another 2,500 trees will be planted.

Waited for Water

The club is surrounded by more than 700 homesites and adjoining it are 51 summer cottages, ownership of which entitles one to everything from maid service to yard care. All utility installations at Kissing Camels are underground and land has been set aside for a community center, shopping areas, churches and schools. Nearby is the Garden of the Gods club, a resort that Hill built some ten years ago. It was his intention at that time to include a golf course but construction of this was delayed until water became available. A complete automatic sprinkler system was installed when the Kissing Camels course was built.

The pro at Kissing Camels is Bill Lawe, who received his shop and teaching indoctrination under Claude Harmon at Thunderbird in Palm Springs, Calif. Bill's staff includes Jim Ewart, shop manager, Jack Kendzior, teaching assistant, and Frank Chavez, in charge of the bag and storage department. Handling women's sales is Kitty Pritzlaff.

Confidence in Buying Power

Kissing Camels will operate around the calendar, but since his shop is only newly opened, Lawe hasn't been able to determine just what his Colorado Springs clientele will indulge itself in and what it may pass up. However, his \$45,000 beginning inventory is a strong indication that Lawe feels he isn't going to be victimized by non-support. In the early weeks of operation, sportswear moved well for him and indications pointed to women being nearly as free spenders as male golfers.

As you will note from the two views of the proshop on page 27, there is no lack of artful lighting and tasteful display in Lawe's emporium. The different kinds of merchandise are nicely departmentalized and the women's sections take up just about as much room as those set aside for the men. There is no sign whatever of any congestion in individual or rack or shelf displays, and almost immediately upon entering the Kissing Camels shop you get the impression of airiness and altogether good taste that is rarely duplicated in similar establishments. Beamed ceilings, circular fixtures giving a recessed lighting effect and panelok panelling in alternate light and dark tones lend a rich tone to the shop as does the

brown and black carpeting that covers the salesroom floor.

Parking space for golf cars is located opposite the ground floor dining area, while the clubhouse basement contains storage space for more than 100 carts. The golf car rental rate is \$8 for 18 holes. Storage and cleaning rates amount to \$24 a year, \$5 a month or \$2 a week.

Bill Lawe has been so busy getting his new shop set up that, as yet, he hasn't given much thought to promoting either the sale of merchandise or lesson business. He feels that since Kissing Camels will be in operation the year around, and business will be quite steady even during the winter months, there probably won't be much need of resorting to clearance sales other than to get rid of merchandise that can't otherwise be sold. In a shop of this kind it is the opinion that close inventory control, in which the sales peaks and valleys are anticipated, is the real key to profitable operation.

Four Shots at the Shop

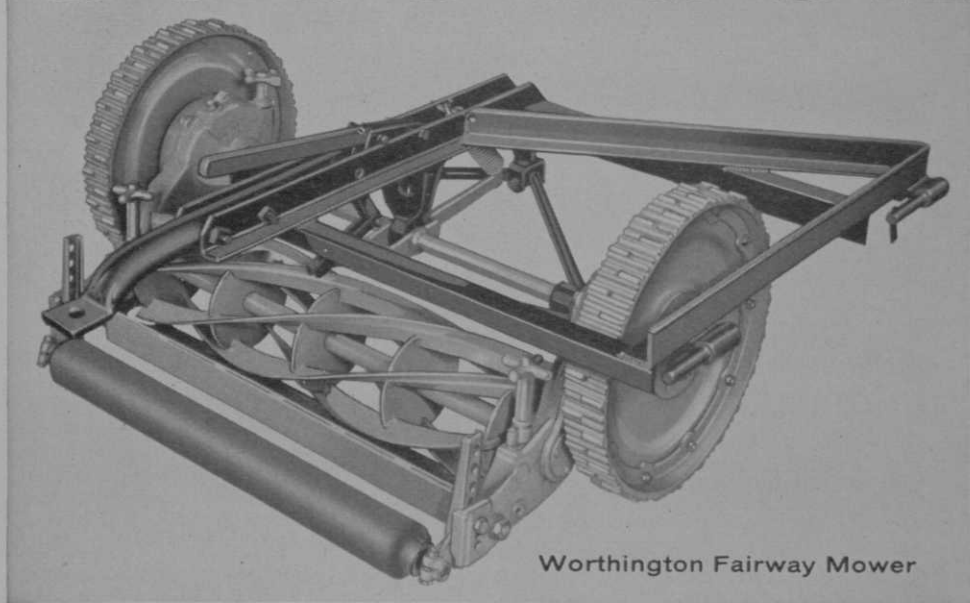
Lawe, incidentally, is indebted to Press Maxwell for the way in which the course has been laid out. In four instances during the playing of an 18-hole round, the golfer is brought into the direct vicinity of the clubhouse, and hence the pro shop. This happens on the first, fifth, tenth and fourteenth tees and on the fourth, ninth, thirteenth and eighteenth greens. Certainly an arrangement such as this isn't going to hurt pro sales. Two practice putting greens and the club's driving range are located near the first tee.

The whole setup at Kissing Camels — Texas enthusiasm, Colorado climate and scenery, the new community enveloping the club, the innovations introduced in the clubhouse, and the course itself—are conducive to a rewarding future for a resourceful pro. And Bill Lawe, working as head man on his first big job, is reasonably sure that he has the acumen, alertness and solid business background that is going to enable him to take care of that future.

Duties of Officials

Duties of officials under the rules of golf are explained in a July USGA Journal article. It describes the duties before play starts, on the tee, in hazards, etc., and discusses procedures for match and medal play. Reprints of the article are available at no cost from the USGA, 40 E. 38th St., New York 16.

Jacobsen

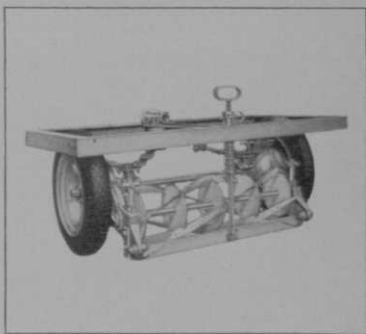


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110-Hour Weeks Convert Brush Piles To A Golf Center



Ralph Bolander, owner and professional of the Shortholes GC in Vienna, O., is one of those fellows who wanted to own a course for just about as long as he can remember. But outside of playing an occasional round, he had to wait until 1949 before he became really familiar with the golf business. That year he leased the Netherwood course in Plainfield, N. J. and, serving as manager, pro and supt., crowded about 10 years of learning into one.

Leasing a place was fine, but what Ralph really was interested in was ownership of a course. So he returned to his old haunts in Ohio, bought a piece of land and started to do something about realizing his dream. The only trouble was that between that dream and a golf course more brush and timber intervened than Bolander thought existed in the entire state. With the aid of a fellow who owned a bulldozer, Ralph eventually got his land cleared.

It wasn't necessarily easy after that. Fourteen brush piles, each as large as a house, had to be burned. Thirteen of them went up in smoke and were reduced to ashes without incident, but Bolander just couldn't reduce the fourteenth. So, he had his bulldozer expert pile dirt over it and it became one of Shortholes' hazards. Six years later, though, Bolander had the hillock cut down and he salvaged 40 loads of fine topsoil from it.

Girl Tractor Driver

Equipment rented from a local implement dealer was used to grade Shortholes. Then the new owner invested \$200 in a sawed-off Mack truck that was put to work as all-purpose tractor. A teenage girl, who lived across the street from the course and was a kind of frustrated hot-rodder, became Bolander's tractor operator. Together, they sprayed Shortholes' acreage and applied lime and phosphate. The girl also helped out when Bolander installed light poles and a watering system and hauled in slag and humus for the greens.

(Continued on page 78)



Ralph Bolander, Shortholes owner, and his wife are seen in these photos along with views of the Vienna, O. golf center.



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Watering Systems Help Pull Great Plains Courses Through

Drought and the invasion of grasshoppers that took such a heavy toll in the farmlands and forests across vast areas of northwestern U. S. and the great plains this summer left their marks on golf courses in these regions, but few if any were hit to the extent that they had to suspend play or go out of business. The greatest damage, of course, was done at smaller courses where there are no irrigation installations.

Reporting on the situation in the vicinity of Rapid City, S. D., Cal Polsean, Sr., supt. at Arrowhead CC there, says that due to the lack of rain between January and June the rough at his course remained brown throughout the spring and summer months, and tees, greens and fairways came around only because the Arrowhead pumping system was able to supply them with approximately $\frac{1}{2}$ million gallons of water a day. Rainfall for the first six months of the year amounted to less than $4\frac{1}{2}$ ins. and in June, normally the wettest month of the year, only .75 ins. of rain fell.

Here's Where It Hurt

Polsean points out that most of the courses in the hills surrounding Rapid City do not have watering systems and it was pretty much of a struggle for them to survive in June, July and August. Grass on the fairways at these locations never did turn green and by July courses in the area generally had a threadbare look. However, the southwestern part of South Dakota was spared the grasshopper invasion.

Ev Anderson, supt. at Jolly Acres CC, also in Rapid City, reports approximately the same conditions as Polsean. Jolly Acres is deep in the drought area but is able to buy water from the Pactole Dam. Through mid-August fairways and greens at this club were in excellent shape. Anderson formerly was at Tomahawk CC in Deadwood, about 50 miles north of Rapid City, and says that his old club also came through the hot months in fine style. Play in the entire region, he notes, has increased considerably in 1961, continuing a trend that started at least five or six years ago.

Farther north, in Bismarck, N. D., it has been necessary to use twice as much water this season as in any year since the end of World War II to keep courses



Zeke Avila (center) pres. of Southern Calif. GCSA accepts checks from Lyle Tripp (l), representing Yorba Linda CC, and Bud Oakley, pro, representing Palos Verdes CC, for the chapter's research and educational fund. Southern Calif. supts. have a nine-point program aimed at providing education for members and future greenmasters and for providing improved playing conditions for golfers. Donations to research and education are helping GCSA realize its goal.

in playable condition. And, as in other parts of the central plains region, clubs that do not have irrigation systems have been hard pressed to keep fairways, greens and tees from suffering damage that may be hard to repair. Carl Reff, supt. at Apple Creek CC in Bismarck, states that his club is one of those that is fortunate enough to have a good watering system and that by mid-August the course's condition compared favorably with that in other years. "But," adds Reff, "it took an amazing amount of water to keep it up to standard." Agriculturally, about 90 per cent of North Dakota has been hard hit by drought damage and every county in the state has received some kind of "disaster area" relief. Most of the damage in South Dakota has been confined to the northern portion of the state.

In Colorado, according to Phil Hirsch, supt. at the LaJunta CC, golf courses came through the hot weather months in what amounted to almost normal shape, although rainfall was much less than normal. Once again, there was great dependence on watering systems. Hirsch points out that grasshoppers are something of a problem every year in the southeastern part of Colorado and that this year's incursion probably was not much worse than in other years. He adds that Colorado grasshoppers are well trained. "They always seem to feed on weeds and foliage bordering our course and don't seem to bother the playing area," Hirsch observes.