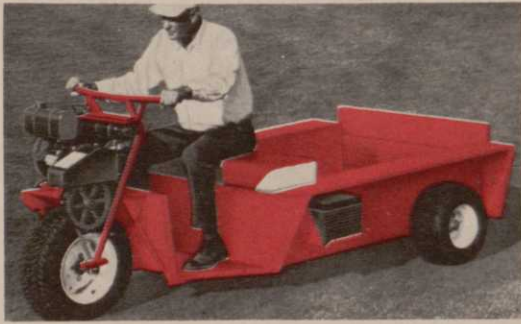


Photo taken at Palmetto-Pine Country Club • Cape Coral, Florida • Victor Carroll, Superintendent



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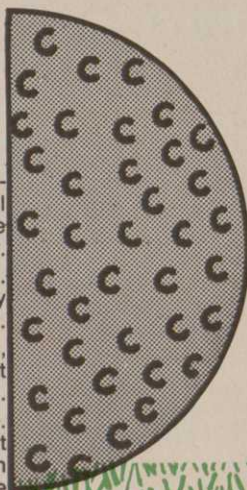
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COMING EVENTS

Professional Golfers' Assn. Executive Management Seminar, Oklahoma State University, Stillwater, Okla. March 7-10.

PGA Business School II, Pick-Roosevelt Hotel, Pittsburgh, Pa., March 7-12.

Iowa Golf Course Superintendents Assn. Conference, Hotel Kirkwood, Des Moines, Ia., March 8-10.

PGA Business School I, Hilton Inn, Ann Arbor, Mich., March 21-26.

PGA Business School II, Ramata Inn, Lakewood, Colo., March 28 to April 2.

PGA Executive Management Seminar, San Jose State College, San Jose, Calif., April 4-7.

University of Arizona Turfgrass Conference, Holiday Inn North Tucson, Arizona, April 6-7.

CMAA elects officers for 1971

At the 44th Annual Convergence held in London, England, January 17 to 23, the following members were elected officers of the Club Managers Assn. of America: David H. Ripper, Detroit Club, president; Laurice T. Hall, Pinehurst CC, Littleton, Colo., vice president, and Gerald V. Marlatt, Northmoor CC, Highland Park, Ill., secretary-treasurer. CMAA's membership is composed of some 2,600 managers and assistant managers of private clubs in the United States and Canada. Its membership also includes managers of clubs on American military installations in some 22 foreign countries.

Correction

On page 85 in GOLFDOM's January issue, Gregg Draddy was inadvertently listed as representing Thomson Trousers. George Cook, Ltd., is Thomson Trousers' only representative and distributor.



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For more information circle number 188 on card

LITERATURE

Turf Management Handbook
By Howard B. Sprague
Interstate Printers and Publishers
Danville, Ill. \$9.25

Undoubtedly, this is the new bible of the turf management field. The first, of course, was according to Musser.

Dr. Sprague's book achieves something that revisionists of our traditional Bibles have strived for—clarity and easy reading—and he may have pulled it off better than they. It is not quite as involved as Musser's and, indeed, is written for the practical because the technical stuff is explained in unprohibitive language.

Early in the book the author gets down to basics by giving a lucid explanation of roots and the part they play in producing healthy turf. He goes on the premise that if the turfman understands roots and how they figure in the buildup of the soil structure, this knowledge will give him the key to solving the whole growing equation.

Superintendents who have had to contend with an overabundance of rain and have soils that tend to the acid side, will profit by reading Chapter 3, entitled Soil Acidity and Liming. Some good tips are to be found on countering acidity through lime application and by holding back on fertilizer or balancing it with lime. A chart on page 32 may prove to be invaluable in getting established in your mind the Ph range or effect of various nutrients.

In the following chapters, the importance of humus as a reservoir for nutrients and fertilizers, which it ladles into the soil as these ingredients are needed, is described. How grass itself works as a producer of humus is explained. The first 65 or 70 pages of the 253-page book get the groundwork established. Thereafter, the reader is told what makes grasses grow and what should or shouldn't be planted in warm and cold regions. The last section is devoted to turf plantings and maintenance.

Dr. Sprague may have made his photo selections late at night when he was tired. A repeat of a photo on page 20 sneaks in again on page 170.

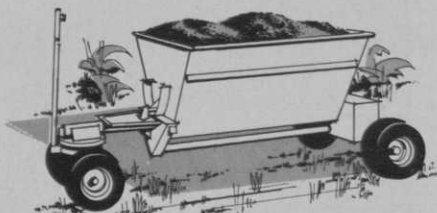
—Joe Doan

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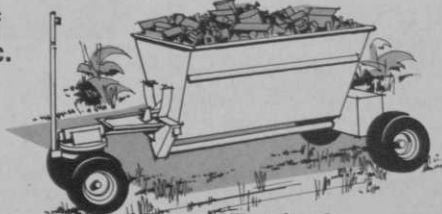
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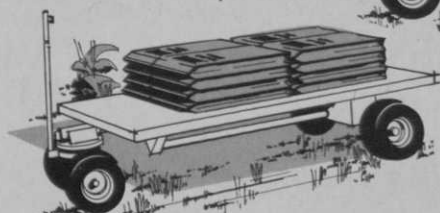
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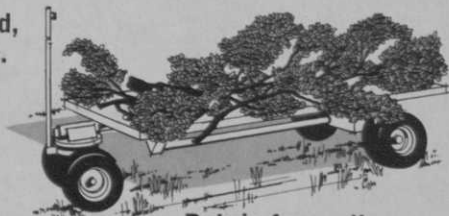
Bulk loads of sand, dirt, etc.



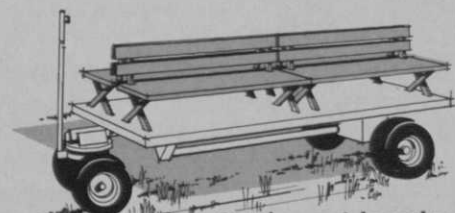
Trash of all kinds



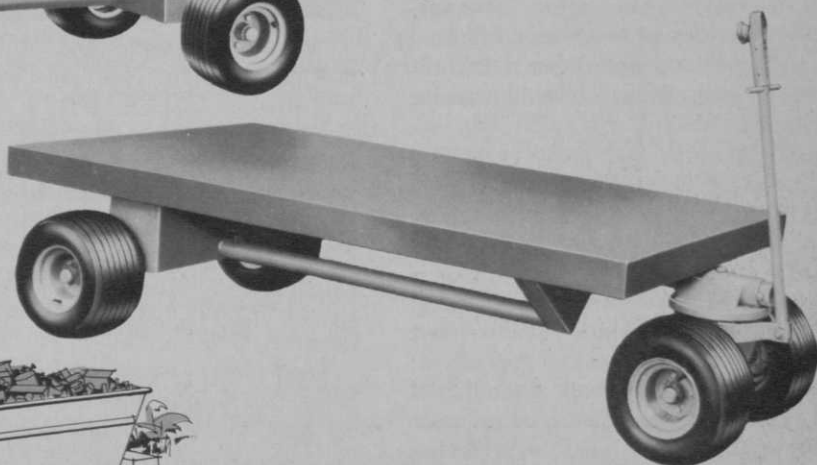
Sacks of seed, fertilizer, etc.



Debris from all parts of course



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Three years ago, the Club Managers Assn. of America began investigating the possibility of developing computer and educational systems to meet their members' needs. The board of directors approved a working agreement with Computer Information Corp. of Cleveland to analyze club requirements and design and produce an efficient club management information system (CMIS). The broad objective of CMIS was to enable a minimum operating staff, consisting of a manager, auditor assistant, secretary and competent switchboard personnel, to perform required bookkeeping and accounting functions, create pertinent financial analysis reports and more efficiently perform all management functions.

Today the system is operating in Columbus, Ohio, at the Ohio State University Faculty Club. Management receives more accurate information faster, at about 40 per cent of the cost of their old bookkeeping machine system.

Clubs today face many grave and serious problems. Despite rising dues and fees, they continue to go further in the red every year. Members want more and improved services for their money. Payroll costs keep climbing faster than personnel productivity. Capable management and operational personnel are difficult to find and keep. More demands are being made of club management to provide statistical proof of operational efficiency. Clearly a computer system is one answer, but the cost of developing, testing and maintaining their own systems has discouraged most clubs. The more courageous clubs, which have computerized their operations to the point of preparing timely control reports; find their management unequipped to utilize the information. And very few clubs can afford to train their personnel.

The CMIS answer to these problems is cooperation; there seems to be no other choice. As an industry, clubs could cooperatively develop and maintain an extremely efficient club management information utility.

Development of CMIS

Analysis of existing club systems and club information requirements began over three years ago when Computer Information Corp. was the Cleveland office of the UNIVAC Information Services Division of Sperry Rand Corp. Many branches of UNIVAC throughout the country contributed to

the investigation. The consensus was that the not-for-profit club industry had serious control problems not solvable by generally accepted club systems. Due to this lack of control, many clubs were unaware that they even had problems. A major drawback of existing controls in clubs was the lack of standardization of accounting practices and terms.



As CMIS began to take form, several major requirements soon became evident:

Flexibility. Due to the varied operational requirements of different club types, sizes and locations, the CMIS must be adaptable to the precise needs of each club. This system must also be capable of adjusting to individual club's changing demands without undue cost or frustration.

Uniformity. Rigid uniformity of basic data manipulation and statistical information preparation can and must be achieved for relevant comparative analysis of club operations. Unless clubs use a common system of uniform terms and processing procedures, statistics will require many months of sifting and sorting to insure compatibility. To enable a club to effectively react to danger areas and control statistics a trend analysis must be available on a monthly basis within days after the closing of a club's bookkeeping cycle.

Control. An efficient system must enforce exacting data entry controls as close to the time and place of original data preparation as possible. For example, member charges should be audited within hours of preparation by members or servers. All information should be checked for accuracy by being processed through the checks and balances of the entire system each day. This eliminates costly errors and time delays at month's end.

Data preparation at club level. Club personnel must be responsible for data preparation, control and error correction. The main drawback of the remote computer service bureau ap-

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proach is the removal of control from the club. Information is batched by the club and weekly or monthly, sent to the service bureau for preparation, control balancing and processing. Most of the errors created by club personnel do not come to light until processing time. At that time, correction

ING

CMAA's Club Management Information System promises to ease the burdens on individual clubs by taking over all accounting functions

PUTER

OL

By Andrew C. Ford
Computer Information Corp.

procedures are first initiated by service bureau personnel only remotely familiar with a specific club's procedures and problems. If mistakes must be returned to the club for correction, all systems stop. A few clubs have abandoned the service bureau approach in favor of the in-house book-

keeping machine for just these reasons. If the club has control of all processing, responsibility for errors can be quickly determined and effective action can be taken.

Ease of operation. A total system must be easy to learn and operate. A CMIS must be operable by average clerical personnel and training time reduced by hours. The high cost and rapid turnover of competent bookkeeping machine operators has consistently plagued this type of system. Inexpensive bookkeeping machines do not have the computational capabilities to effectively construct a complete accounting system. There are several excellent bookkeeping machines available today with sufficient memory and processing speeds to enable one full-time operator to process most normal bookkeeping and accounting functions. The major drawback of these machines is their cost, which must include the expense of highly competent operators, personnel training and re-training and machine programming.

CMIS system

Computer Information Corp. has designed, programmed and tested a computer system in which all areas of club accounting are rigidly controlled. Not only is information accumulated and organized with computer speed and efficiency, but the reports are designed to guide management in the proper use of the information.

Installation is carefully planned. First a club is requested to complete a detailed questionnaire concerning many phases of club operation. The questionnaire is then studied by trained systems analysts at the control computer center in Cleveland.

The analysts aid the club in the selection of the various options within the system best suited to the club's requirements. Analysts will also consult with the club auditor to establish the uniform chart of accounts and all required controls.

Management and operating personnel at the club will receive programmed instruction courses on using and operating the system. Prior to installation of a remote computer terminal in a club, operating personnel will receive instructions. Each application to be processed on the computer terminal is controlled by detailed operating instruction described by the terminal as each application progresses. In effect, the terminal asks questions and the operator fills in the blanks. Average clerical personnel with some typing experience should be able to process all applications after four hours of instruction.

Once installed, at least one month's parallel operation of the new and the old system is recommended. This is to insure the complete accuracy of all information transferred to the new system and to instill confidence in the CMIS.

The possibilities of a cooperative effort are limitless. This private computer utility for clubs can effectively lower operating costs and increase the variety and quality of member services by enforcing rigid controls in all operating areas. It will be possible to build data banks of important information concerning vendors and products and services. □

For further information write: Andrew C. Ford, Computer Information Corp., 3645 Warrensville Center Road, Cleveland, Ohio 44122.

A typical operation may proceed as follows:

1. Each day member's charge slips, member's payments, accounts payable invoices, payroll information, various journal entries, inventory information and other operational data is batched, added up and entered into a central computer system by the club operator. No paper leaves the club. All information is prepared on the club's computer terminal and is sent to the shared computer system.
2. Daily, the large central computer analyzes all information. All incorrect information is noted by the computer and the errors, plus corrective diagnostic information, are sent back to the club terminal where it is printed. The operator will make the necessary corrections and re-transmit the information to the computer center.
3. Each day the club will receive a detailed departmental analysis report on its own computer terminal.
4. Periodically the club will inform the computer center, via the terminal, that a processing or accounting cycle is completed and request processing of members' statements, accounts payable checks, payroll checks, operating statements or any of the other operational and statistical reports available. The club can request that the forms or reports be printed either on the club medium speed computer terminal printer or at the central computer center on high-speed printers.

Food Buying: Getting Together

By Robert M. Broms

General Manager,
Glen View Club, Golf, Illinois

One way that clubs might reduce food and related costs is by forming a cooperative purchasing company.

In Chicago a group called RFB did just that. Here's how the plan works



Restaurants, clubs, hotels, hospitals, schools, rest homes and race tracks in the Chicago area have organized a cooperative purchasing company to reduce costs of dry goods, frozen foods, produce, paper goods, dairy products and poultry. The cooperative is called Restaurant Food Buyers, Inc. (RFB). The organization began in 1955 with a group of 25 who formed the company by issuing a stock certificate of ownership which won the endorsement of the Chicago Restaurant Assn. The purpose in founding the company was primarily to lower food prices by reducing the costs of distribution and, through concentration of purchasing power, to greatly increase the group's economic influence.

How RFB works

From the original group of 25, the cooperative now numbers approxi-

mately 200 members. Warehouse storage space has grown from zero to 30,000 square feet, and the company in addition now has 6,000 square feet of freezer space. This group of independent retail operators has, in 16 years, grown from zero sales to a volume of \$3,500,000.

How does the cost of business differ from that of wholesale jobbers? Perhaps the easiest answer is that any company which extends credit to its customers expects a percentage of loss from unpaid bills. RFB eliminates the credit risk because each member must make a cash deposit of 6 per cent of his average yearly purchases, and this deposit must be a minimum of \$500. Further, because the members are their own customers, they have no salesmen, no entertainment expenses and no advertising. Expenses are strictly confined to bare costs.

Employees, other than full-time

paid employees, include members who serve without financial gain. An important group, other than officers and directors, is the quality control committee which selects and approves the sources of supply. Day to day decisions on lots may be made by general manager J.A. Reivitz and the purchasing staff, but the responsibility is very much in the hands of the members.

Producers' samples are submitted to RFB which then grades them by appearance and taste using Government standards. RFB selects two qualities, generally canners' labels. Although the "fancy grade" costs more per unit, it may be a better bargain because its net drained weight is likely to be greater.

Advantages of the plan

Members save money under the plan. On price comparisons with



other wholesalers, a new RFB member can expect to save from 8 to 10 per cent over the prices paid before joining. In addition, a member whose order exceeds \$500 receives a 3 per cent volume discount. At the end of the year an annual rebate is distributed to each member. The last annual rebate or dividend equaled 1.6 per cent of the total sales of the organization, an indication that the company operated efficiently.

A second advantage to a member is that he receives only one delivery. This not only reduces receiving time, but also reduces ordering time. Each member orders by phone from a catalogue supplied monthly, with price lists corrected weekly. A member can easily price the competition from his RFB book. The book reflects quality of merchandise so that a member can select his price per unit to suit his business. With a single telephone call, a member can order

brand names of many products as well as RFB labeled goods. This saves many hours of chatting with salesmen. Currently there are over 4,000 separate items available for selection. Many items are standardized and used by the majority of restaurants and food service operators.

Third, there is a time saving because only one invoice is sent and vouchered. The bookkeeping department will be more than appreciative. Invoicing by RFB has progressed from handwritten to computerized modern billing techniques.

Fourth, purchasing by quality standards reflects dollar savings. Brand names may be consistent, but house packaging by wholesalers is inconsistent. Of all the fields of food marketing, fresh produce presents the most problems. The lack of standards in packaging, brands and quality adds to confusion. Although the problem is improving, the situa-

tion still leaves much to be desired. The variety of prices offered, sizes of packages, varying qualities confronting the buyer daily make this area of operation time consuming and for only the most expert. RFB now has a program based on consistent delivery of the best possible produce purchased at the lowest possible price.

Fifth, by ordering from RFB there are no rebates, price cuts, kickbacks, premiums or other hidden gimmicks to make a quick sale at a high price. There is little reason to wonder about a receiving man or purchasing agent when he places orders with the cooperative. There is no personal incentive in doing so.

The organization of a cooperative really provides a hedge on the cost of rising prices. It does so by the convenience of facilitating purchases at the lowest possible price and by saving time in ordering and receiving. □



Show Notes

This year's Professional Golfers' Assn. Merchandise Show at Palm Beach Gardens, Fla., had a look of affluence and professionalism that clearly proclaimed: "The golf industry has come of age." If anyone had been looking for signs of an economic slump, he would not have found them along the crowded aisles, lined with handsome displays.

The decor of the exhibit booths was as modern as the equipment and apparel on display. And in at least two cases, there was a touch of the futuristic. Show-goers were delighted by "Maynard," the electronic golf caddie that carries one golf bag and follows eight to 10 feet behind its "master." Meanwhile, Ernie Sabayrac, Inc., indulged in some prestidigitation by putting together some new modular display units, stocking them well with merchandise, adding decorative fixtures and appointments—and *voilà*—instant pro shop right on the floor of the show. This display demonstrated Sabayrac's new pre-fabricated system that can put an entirely new "face" on a pro shop in a matter of hours. Both product ideas have the aura of tomorrow, but are available today.

Exhibitors also were looking toward the future during the annual meeting of the Golf Manufacturers and Distributors Assn. The major topic of discussion was the practice of allowing the general public to attend the show on opening day. There was considerable criticism of this PGA policy. Many exhibitors felt it disrupted the main purpose of the show—dealing with the golf professionals.

This discussion led to a call for greater exhibitor participation in policy making for the show. The GMDA members voted in favor of a proposal to negotiate with the PGA on the formal setup of a committee made up of representatives of the PGA and GMDA. Each organization would have equal voting power. Such a committee would be responsible for handling any problems regarding the show.

Elected officers of GMDA were:

(Continued on page 82)