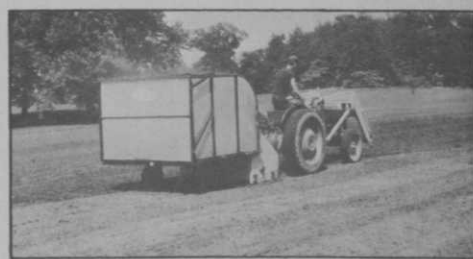
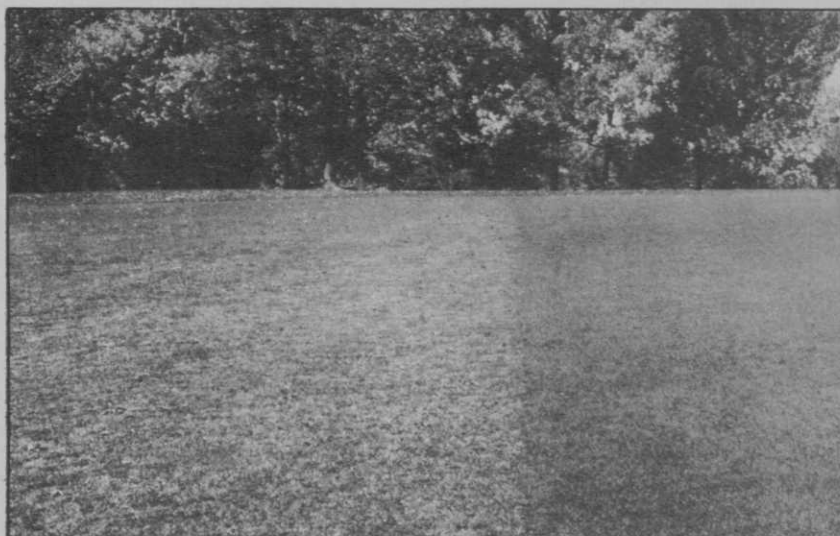


THE NEW PHILADELPHIA STORY

IN 1964 THE GOLF COMMITTEE AT PHILADELPHIA CC WAS LOOKING FOR A NEW SUPERINTENDENT, AND THEY HAD A LOT TO OFFER—SILVER CRABGRASS, *POA ANNUA* AND A PARCHED COURSE. THEY DIRECTED THEIR JOB HUNTING EFFORTS TOWARD ONE SUPERINTENDENT: WARREN BIDWELL



By Jerry A. Olson
Associate Editor



A 90-foot strip (left) infested with silver crabgrass and *Poa annua* (left side) was left by Bidwell (top) as a reminder of the course's condition. A sweeper cleans area following thatching and seeding (top, right). The panoramic view from the clubhouse (bottom, right).

Drought, divots, disease deterioration and a dissatisfied membership were what the golf committee at the Philadelphia CC, Gladwyne, Pa., was offering in 1964.

On January 1, 1965, Warren Bidwell left the security of prestigious Olympia Fields CC, Olympia Fields, Ill., and accepted the challenge. Within two years, Bidwell had eliminated the five "Ds" and had recreated the championship golf course which was the home of the 1939 U.S. Open.

With unlimited funds and increased manpower, many superintendents could have equalled Bidwell's feat. But, he had neither. He had to work within the same budget as his predecessor and with the same number of help. Bidwell, who has served as consultant to many golf courses, recognized the solution to Philadelphia CC's problems could be solved by the simple procedure of management attention. "The membership wanted a championship course," he says, "so I told them it would take me three years. I was able to do it in two years and not go beyond the old budget by managing the figures available. I spent money for the priority items: irrigation, fertilizer and fungicides."

To understand the challenges facing him and his grounds crew one has

to go back to the pre-Bidwell days at Philadelphia CC. The lack of irrigation combined with a long drought had seared the fairway sod. The plant battle on the fairway was not what bluegrass or bentgrass would predominate, but whether the silver crabgrass could overshadow the *Poa annua*. The infestation of the fairway with crabgrass and *Poa* resulted in the members, those that were still playing the course, not bothering to replace their divots. The course became so deteriorated that the members were ashamed to bring guests to play the course. Although the greens were in playable condition, the 103 sand traps on the course had more grass in them than the fairways or the narrow, 10-foot wide tees.

Bidwell embarked on a complete tee and fairway renovation program. "We had to renovate," he explains, "because the original choice of grass was poor, the course needed upgrading, and *Poa* and crabgrass had to be eliminated with timely chemical applications. The antiquated irrigation system had to be replaced because it was incapable of providing the minimum moisture requirements needed to successfully grow good turf."

Bidwell found his solution to the *Poa* and crabgrass fairways in Penn-cross creeping bentgrass. "Original-

ly," he says, "Penn-cross was thought of only as an excellent grass for greens and tees, rapidly replacing the vegetative method of planting. In fact, it was written into 90 per cent of all new course construction. But, the very advantages of Penn-cross, its rapid vigor and growth, prevented many superintendents from considering it for seeding fairways. Thatching was a big worry," Bidwell says. "However, with the development of grooving tools and the thatcher-seeder, this problem was brought under control." He began overseeding his fairways with Penn-cross to crowd out the *Poa* and weaker grasses. By using verticutting and topdressing, plus eight to 10 pounds of nitrogen per 1,000 square feet, Penn-cross was properly maintained.

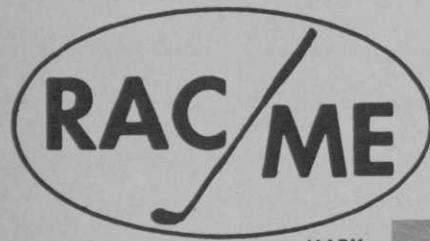
And to give the members something to think about, Bidwell left a 90-foot strip of turf on the third fairway exactly as he had found it while renovating the remainder of the fairway. "This served as a very graphic reminder of the condition of the course before Warren came here and what he could do for us," says Francis Poore, chairman of the greens committee at Philadelphia CC.

One fairway that was 80 per cent crabgrass in 1965, is now 80 per cent
(Continued on page 42)

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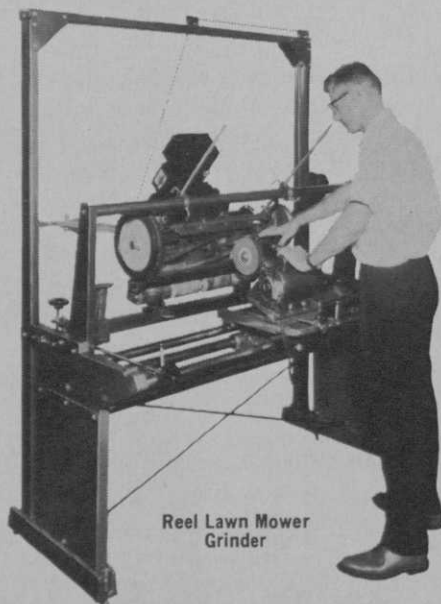
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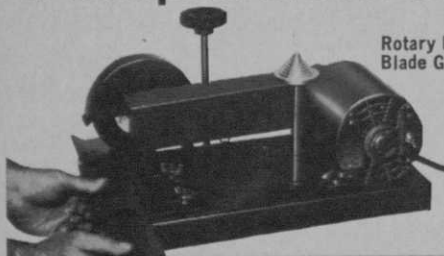
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Philadelphia
continued from page 41

bentgrass. In addition to overseeding, Bidwell recognized that divots are a way of life for the golf course superintendent. Although it can lend itself to an eyesore situation, he uses the seed and soil method to replace the brown divots. He does this approximately eight times a year using a minimum of domestic rye for immediate greening.

A final fairway turf problem had to be solved. Original plantings of bermudagrass had a foothold in several fairways, but it "froze out" creating ugly patches on the already scarred fairways. "By using Tupersan," he says, "we were able to eliminate bermuda and not interfere with the normal germination of the Penncross bent seed."

The extremely narrow tees at the Philadelphia CC also posed a problem. The course, built in the 1920s, was designed to accommodate approximately 12,000 rounds a year. Construction in those days emphasized small greens and tees. Then came the boom in golf. Philadelphia CC has 400 golfing members and had over 30,000 rounds played on it in 1970. The wear and tear on greens and tees, not built for this traffic and punishment, was inevitable.

Looking at the grassless tees in 1965, Bidwell realized they would have to be greatly expanded. He established a 22,000-square foot sod nursery on part of the course to resod and expand the tees. One section of the nursery is for greens, one for tees and one in a state of preparation. The nursery is all Penncross and the grass is cut to putting green specifications. He then lifts the sod and expands several tees a year (some he quadrupled in size) replanting the nursery for future tee expansion. It is not used strictly for tees. He has used the sod nursery to replace one green which was hit by nematodes.

Perhaps the most difficult task facing Bidwell when he took over the reigns of Philadelphia CC was in irrigation. A complete upgrading of the irrigation system was necessary to meet the needs of the new Penncross turf. But in addition to the irrigation system, the parched turf also needed more water. The totally inadequate irrigation system and supply could not meet the needs of his turf renovation program so a manual irrigation sys-

(Continued on page 59)

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From Tee to Ski

Gerry Finn reports on a new revenue producer at the golf course during the winter—cross country skiing. Although limited now to resorts, this sport can be adapted to any type of golf course

By Gerry Finn

Once upon a snowstorm the golf course would tuck itself in for the winter and take a well-deserved, if unprofitable, rest. In a way it was a return to nature for the green-laced playground. No more divots and no more spike wounds. Just plenty of peace, quiet and the opportunity to refurbish itself for the recycling of the work schedule in the spring.

That was then. Now is now. And nowadays the golf course slowly but steadily is running on all wheels, all seasons. Snowmobiles have kept many a course awake all winter, not to mention some of the people residing on its perimeter with that familiar ear-fracturing whirring sound.

The golf course superintendent has either learned to live with the mechanized monster or convince his superiors to bar them from the grounds as a precautionary measure against turf damage. But the latest craze sweeping the outdoor set may not be so easy to skirt. The name of the new game in town is cross country skiing, a free-form athletic venture which is gobbling up enthusiasts from six to 66. "They say if you're old enough to walk and young enough to dance, you're cross country skiing material," according to George Williamson, manager of the Woodstock CC, Woodstock, Vt.

Woodstock is one of the two major resort areas to open the golf course doors to cross country skiers. The other is Sun Valley in Idaho. Both claim to have experienced much success with the undertaking. And, here's a little twist to the action, both places launched the sport with the complete blessing of the golf course superintendent. Leo Jacques, superintendent



at Woodstock, says cross country skiing is there to stay on his velvet bent. Ken Zimmerman, who carts the big green thumb around Sun Valley, seconds Jacques' motion. "No problem whatsoever," he quips.

This is the second year of cross country skiing at Woodstock. When it started, Dave Clement, who has since moved to the Crestview CC in Agawam, Mass., was the superintendent. He helped break three miles of trail on his golf course. "Funny thing," he offers. "We broke the trails with a snowmobile and snowmobiles aren't allowed at Woodstock! But when we ran it, there was more than six feet of snow on the ground. In no way could it damage the turf."

The winter of 1971 proved to be a champion in producing snow at Woodstock. "We had an official fall of 12 feet," Williamson reveals. "Even if there were a danger of the course being hurt by the skis, it couldn't have happened with all that snow. When we packed in the skis, there was still three feet of snow on the

ground." Skiing at Woodstock does not begin until approximately a 10 or 12-inch powder covers the course.

The Woodstock skiing project was well-received by guests, who use the resort's inn as their base of operations. Williamson reports there were upwards of 50 skiers on the trails at one time with emphasis on family participation. Then, too, the club conducted three races during the season which began in early December and lasted until the end of March. One race drew 33 entrants.

"We didn't enter the sales department of cross country equipment," Williamson tells. "But we understand that a sporting goods store in the town of Woodstock had a sales gain of 300 per cent. We removed the golf equipment from the pro shop and used the shop for rentals of ski equipment." He plans to double his inventory of ski equipment for next year.

Woodstock worked at the skiing operation with more than ordinary enthusiasm. The club even went so far as to import a cross country coach from Hungary. Laszlo Peri spent the 1971 season at Woodstock and has since signed a contract to return in 1972. He is an instructor and a guide, and if plans proceed as expected, he's likely to be the busiest employee on the premises when the snow falls again.

Williamson admits the idea of offering cross country skiing to guests is based on a long-range plan to utilize the golf course as a year-round source of income. Before skiing entered the scene, the course and club were closed all winter. In the first year of operation, Williamson says the club "broke even" and feels that as word



Starting out: beginners' class in cross country skiing.

gets around, they will attract more and more participants each year.

Although the Woodstock people are positive cross country skiing doesn't come close to approaching snowmobiles as a menace to the future condition of their golf course, they give their superintendent his head in control of its incidence.

"Leo Jacques is the last word around here in the matter of determining when we can and when we can't ski," Williamson says. "It's up to him. With all the snow last year, he didn't have to make too many decisions. However, when he said he thought it was time to end the season, that was that."

The results of a four-month run of skiing on the course have proven that the superintendent has no worries about turf damage in that direction. "We kept the skiers off the tees and greens," Jacques reports. "And they were very cooperative. I always have maintained that other activities can be staged on a golf course if they are properly supervised and controlled. I haven't detected any damage at all from the skiers," he says.

Clement, another advocate of controlled outside use of the golf course, is in complete agreement with his successor at Woodstock. "I never have been able to get myself to hate snowmobiles or other winter vehicles which are supposed to be the superintendent's enemies," Clement

explains. "I had no trouble from skiing when I was at Woodstock. And I wouldn't be afraid to allow snowmobiling. There's just one rule to stick to. When the snow melts, everybody and everything gets off of the course."

Williamson says Woodstock decided to make use of its golf course as a cross country track because of its topography. "The course is fairly flat with just enough rises to make it interesting," Williamson declares. "And with the golf pro shop there to serve as a ski shop, it prevents too many outstanding features to keep the place closed up all winter." Williamson explains that, like downhill skiing, skiers ski at their own risk (although he's only heard of one accident in cross country skiing). "The only time a course is liable is through negligence, which can be prevented when the trail is laid out," Williamson says.

Cross country skiing is still a very young sport at Sun Valley where winter takes on a new flavor with a myriad of outdoor games available to guests. But like Woodstock, the Sun Valley theme is to treat the cross country venture as the plus item of the future.

Again, although no evidence of turf damage has existed because of their use, snowmobiles are not allowed at Sun Valley. "We use one only for the cutting of the cross country skiing trails," Zimmerman says. "You may not believe this, but the reason we

don't let the snowmobiles roam our course is the noise factor. It's just too much for the rest of the guests. I don't particularly care for it, either," he says.

Cross country skiing at Sun Valley is made available strictly as a service. "We started very slowly this year," Zimmerman reveals. "I'd say we had double figures using the trails, but not too many people knew about our program. We hope word of mouth will increase the turnout next season. At least, we are anticipating it. We're going ahead with plans to increase our rental inventory," he says. Sun Valley tried cross country to accommodate some of its guests, who were not interested in Alpine or downhill skiing. "We have had many inquiries about the sport," Zimmerman tells, "so we decided to stock some cross country skis with the golf course as a natural setting. I cut two different trails with the greens staked off. The rest of the course was open country. And, I couldn't find any evidence of damage when the golf season rolled in," he says.

There was no special teacher at Sun Valley. However, the resort had classes in cross country trekking through its regular ski school. "We had many who wanted to learn," Zimmerman says, "I think it is the winter sport of the future. I don't see how it can miss," he says.

Sun Valley went one better than Woodstock in utilizing its golf course. "In addition to the cross country trails, we also cut some sled trails on the course," Zimmerman says. "The same results came in the spring. No damage, no scars."

Although Woodstock and Sun Valley are among the original areas to open their golf courses to skiers, they are not expected to be alone in this offering. Both Williamson and Zimmerman think the sport of cross country skiing is on the rise to the extent that most year-round playgrounds will be forced to include it in their programs.

One such place planning to go with it in 1972 and cut trails on its golf course is the Jug End Resort in the bubbling Berkshires section of Massachusetts. Angus MacDonald, president and general manager at Jug End, is enthused over the idea.

(Continued on page 46)

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Ski

continued from page 45

"From all I hear, it's the coming thing," he says. "We've purchased the special skis needed to tackle a trail and will work cross country into our regular skiing program." MacDonald says that he got the cross country influence from a former Olympic ski jumper Art Tokle. "Art's in the cross country business and he sold me on it," MacDonald says. "I have two dozen pairs of skis on order and we'll take advantage of our golf course for the trails."

Again, there seems little worry from MacDonald as far as the potential danger to turf damage is concerned. "I'm not even beginning to think of it," he laughs. "We've had snowmobiles running on the course and the only trouble we've ever had was an oil leak. We use our horse trails for snowmobiles, now, but we wouldn't be afraid to put them on the course if we had to," he says.

Cross country skiing, then, appears to have found a niche in the hearts of outdoor-minded sportsmen—and a home on the golf course. So far, there have been no complaints, except perhaps from the courses themselves. There's just no rest for the weary. □

Ski Touring: Up and Coming

Ski hiking, ski touring, cross country, or Nordic skiing has just begun to create an impact on the North American continent. According to an article in the February issue of SKI BUSINESS Magazine (a trade magazine for ski retailers), this type of skiing has a "greater possible popular appeal, larger potential for sales and a more widespread recreational feasibility" than does Alpine or downhill skiing.

Nordic skiing has always been a means of transportation in countries such as Sweden, Finland and Norway. This function, combined with its recreational pleasures, makes it a way of life, comparable perhaps to the way American youngsters use bicycles as a way of getting somewhere as well as for the fun of it. Russia, according to an article in SKI Magazine

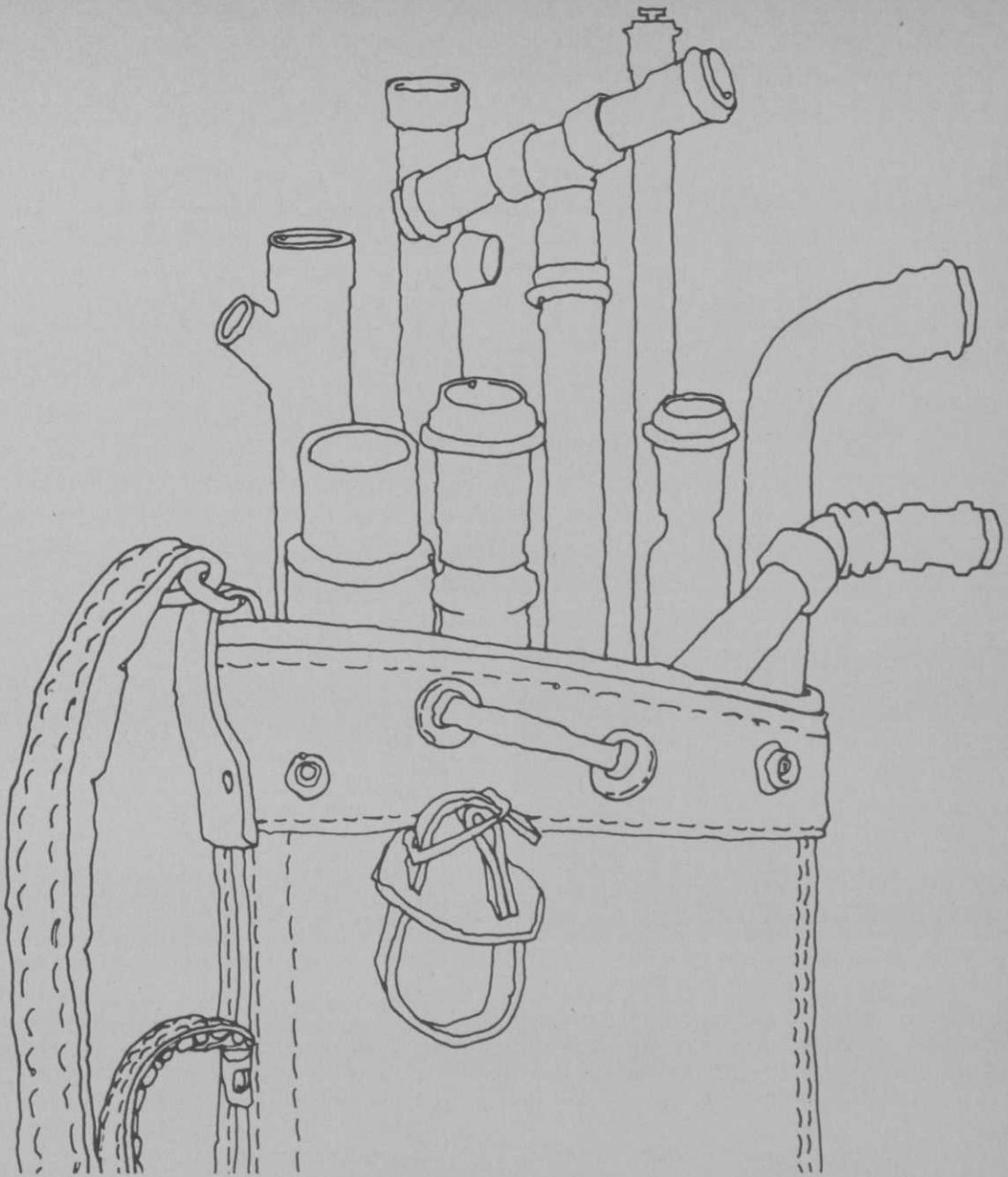
(December, 1970), has 12 million touring skiers. And "traditional Alpine-only European countries are beginning to dominate" the international Nordic skiing meets. Although the United States has been slow to catch up, it is now on its way and the boom is only just beginning.

There are many reasons why Nordic skiing took off in America last year. One is cost. A full touring outfit fits into a personal family budget much better than the full accouterments of Alpine skiing: it costs about \$80 for a pair of top line skis, boots, bindings and poles. The same Alpine equipment would cost three to four times as much. Areas for Nordic skiing are more available, especially to the city-bound skier; one doesn't need a mountain, just snow and space. It is a group sport and any number, any age can participate. It's safer, which makes it an ideal family sport. It also tunes in smoothly with the current awareness on the part of a lot of people that the land is beautiful, that a slow intake of the environment, absorbing and appreciating it, is somehow more satisfying than dominating a mountain, a stream or whatever.

Aside from creating traffic in the clubhouse, ski touring can help bring revenue into the pro shop. How? For a start, the professional can rent skis, boots, bindings and poles. A professional could also stock ski hats, gloves, underwear and socks. There are other things the Nordic skier needs, the most important of which are waxes. (One warning, the whole process of waxing cross country skis, which is an absolute necessity for touring, is better left to the skier.) There are also touring accessories, such as wax removers, scrapers and smoothing tools, ski straps, even touring overboots for messy and slushy conditions.

By just providing space on the golf course for the Nordic skier and his family, renting equipment and selling accessories, the pro shop can take in revenue over the otherwise dormant winter season.

—Pauline Crammer



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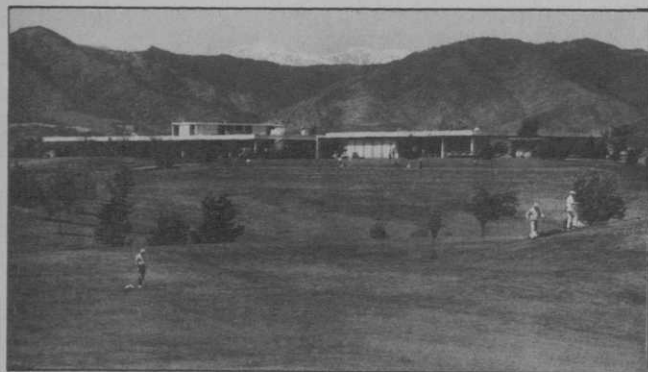
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PINEHURST OF COLORADO: A MANAGEMENT SUCCESS STORY

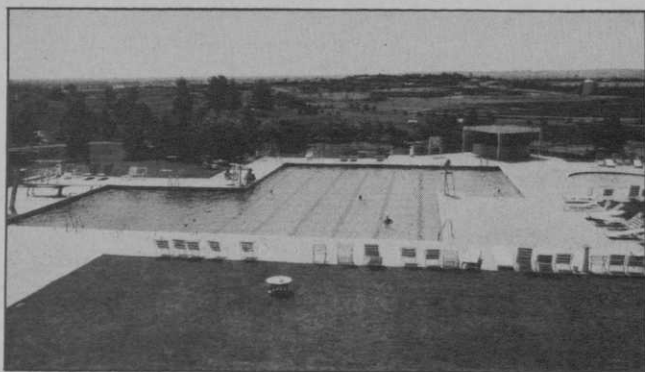
PINEHURST'S MANAGEMENT HAS
PUT BUSINESS THEORY INTO
PRACTICE—PROFITABLY. ONE
SECRET OF THE CLUB'S SUCCESS
IS ITS EMPLOYEE TRAINING
PROGRAM

By Jerry Claussen

Golf Services Director, Phelps-Brauer & Associates



Multi-million dollar clubhouse overlooks 27-hole golf course.



Z-shaped swimming pool accommodates 1,642 families.

How does one measure the success of a country club? Does it depend on a championship golf course, a small exclusive membership, a large clubhouse, high initiation fees or another more subtle combination?

These factors may denote status, but there is another ingredient that should be taken into consideration—enjoyment for its members. The golf course can rate an excellent, but be fun to play. Fees and dues need not be prohibitively high if the membership is seriously active.

Such a philosophy also says that good management plus volume use means staying in the black. Yes, in spite of rising taxes, rising labor costs and rising materials cost, a country club can stay out of debt.

Success or greatness of a club really depends on whether leadership and management provide the facilities, services, activities and atmosphere members pay for and expect. Few clubs completely meet that criteria. One that does is Pinehurst CC in the southwest suburbs of Denver, Colo.

The reasons are many, forming a chain of management philosophy expressed this way by general manager-director Laurice T. Hall:

"Pinehurst is not just a social club with athletic facilities, nor are we just in the food and beverage business. We are in the people business, enriching the lives of our members, employees and our community. People and pride are the important ingredients."

SUCCESS FACTORS AND FIGURES

Theory is one thing; putting it into practice is another. But the theory is practiced at Pinehurst over and over again. Success factors at Pinehurst include:

- Management structure that emphasizes professional knowhow over committee confusion;
- Intense employee training and motivation programs;
- A variety and volume of unusual social-educational events for members of all ages and interests;
- Close communications between management and members and among the staff.

The systems have not developed overnight. But they are now finely tuned and they work.

Pinehurst is not an old club, handicapped as some are by restrictive traditions, habits and facilities. Like its management philosophy, the programs and physical plant are very much late 20th century. To recite Pinehurst's operating statistics is to only skim the surface. But they are impressive:

- Membership as of January, 1971, totaled 1,642 families, including 718 men golfers with handicaps;
- Fees for non-assessable memberships are just \$1,200 initiation, refundable pro-rata up to 10 years (if a member is transferred out of the city);
- Dues, raised in 1971, are \$38.50 a month for regular membership and \$16 a month for social membership (\$462 and \$192 annually), well under national averages;
- Employees total about 80 in the clubhouse, 10 on the

grounds and 4 in the golf shop year-around, plus 75 to 80 more in summer;

□ The golf course has 27 regulation holes, a championship 18 (6,836 yards, par 70) plus a nine (3,053 yards, par 35) on property totaling 228 acres;

□ The clubhouse totals 56,000 square feet (1 ¼ acres under one roof), with dining room, ballroom, men's grill and lounges seating more than 1,000 people;

□ Recreational facilities include an olympic-size Z-shape swimming pool, wading pool, eight outdoor tennis courts, playground and golf practice areas;

□ A social schedule averages a dozen parties or educational functions monthly. In 1970, 213,306 meals were served. Dinners average \$5.05 per cover;

□ Golf play totaled 35,573 rounds on the 18 and more than 25,000 rounds on the nine in 1970;

□ Gross income of the club was \$1,620,000 in 1970, against expenses of \$1,360,000, including a grounds budget of \$104,000.

CREATING THE CONCEPT

The Pinehurst story began in 1958. The late industrialist, Carl A. Norgren, owned a 300-acre ranch on rolling land with a superb view of the nearby Rocky Mountains front range, in line with Denver's suburban growth pattern. Considering a possible residential development, the question loomed: "How do we build the better mousetrap?"

Norgren's associate, realtor Walter Koebel, believed that a fine golf and country club should be the focal point. At the time a combination golf course-home development was new in the region. A partnership, Norgren Properties Company, was formed to purchase 221 adjoining acres, for a total of 521. Next came market analysis. The Denver-area country club market showed five traditional, membership-owned clubs with golf

courses. Each has its own character, but all had expensive initiation fees and monthly dues; initiation fee forfeiture, whatever the reason for leaving; staid atmosphere lacking promotion or active social programs; management by members through a committee system, and just 18 holes of golf, often crowded.

So the Pinehurst concept was created from fresh ideas:

□ To create luxurious facilities, more elaborate than anything else in Denver, but at a lower price range per member;

□ To offer transferable memberships for families subject to business or personal moves;

□ To promote vibrant membership activities which recognized increasing leisure and divergent interests;

□ To offer more than 18 holes of challenging but enjoyable golf;

□ To operate the club through a professional management company consistent with sound business practices.

These plans were followed through and still govern the club today. Other important decisions were:

□ The developers financed the golf course, which was in turn leased to the club for 40 years at 6 per cent net;

□ The clubhouse was designed to be large and superbly furnished, but functional and efficient to handle maximum member use;

□ The golf course was designed by J. Press Maxwell with 18 having just the 12th and 18th greens at the clubhouse and a separate, shorter nine to diversify play;

□ Coordination of all phases—golf course, residential areas, civil engineering, irrigation system, landscaping—so the total community fit together;

□ Cost of development was about \$1,900,000 for clubhouse and \$450,000 for golf course. The clubhouse, financed by membership fees, is owned by the membership. The golf course lease includes an option for the club

(Continued)



Photographs by Tom Rosikind—STOTT SHOT

Over 60,000 rounds of golf were played in 1970.

to purchase for \$1,500,000 minimum.

Membership sales were started in August, 1958. Correct market concepts helped sell 900 in two weeks. That got construction started. Another 665 memberships were added by the time the club opened in fall, 1960.

PROFESSIONAL MANAGEMENT

A management corporation, Country Club Management, Inc., was set up to develop the club, sell memberships and manage. A contract between CCMI and membership spells out obligations and authority. The six-member club board has three from CCMI, three from the membership. Members thus have a voice, although CCMI has final authority. This creates a partnership, but leaves operating decisions to the professionals.

Early in the planning stage, CCMI hired Hall as general manager. Then, just 31, he had been manager at Flint (Mich.) GC, 1954 to 1959. He has been chief executive of Pinehurst ever since, is vice president of CCMI and a club director. Koelbel, who has also served as president of Denver's Cherry Hills CC, is CCMI president. Milton Meyer Jr. has been legal counsel and secretary-treasurer.

Other key personnel have also provided management continuity. Grounds superintendent Bob Karbatsch, golf director Marion Pfluger and executive chef Cornelis Janssen began with Hall. Clubhouse manager Robert MacDougall Jr. joined the club in 1966.

As in all successful businesses, the management team is superior. Koelbel, Hall and Meyer and most department heads, are young and all are well-educated, progressive and dedicated. Salaries are high, but not necessarily the highest among area clubs. But there is plenty of incentive through bonuses for performance and profit. Fringe benefits are unusually complete.

The operation is not hampered with numerous unproductive paper-shuffling committees. Hall and his staff plan and promote virtually all clubhouse functions. Karbatsch oversees the golf course without second-guessing from members. Pfluger, a veteran professional from Texas, with three assistants (plus a women professional in summer) plan and produce the golf program. Only a swimming committee and tennis committee assist summer-season professionals with those programs.

EMPLOYEE TRAINING

Every employee at Pinehurst is carefully chosen, encouraged in his or her work and made to feel a part of the team. He or she is assigned a co-worker-sponsor for the first three days. The sponsor orients the newcomer.

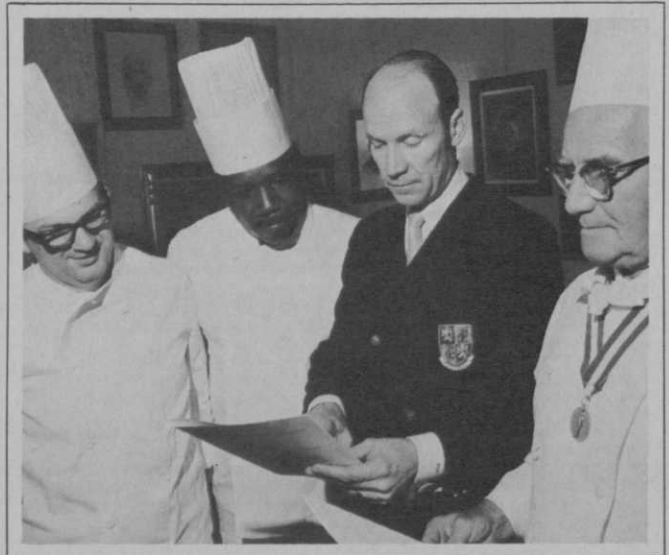
New employees are given a 14-page employee's manual, which covers a wide range of philosophy and policies. Employee's benefits include a retirement plan, unemployment insurance, uniforms, Christmas bonus, paid vacations and sick leave, group life and disability income insurance and free meals.

MEMBERSHIP ACTIVITY

Pinehurst's membership enjoys a variety of activities. (Continued)



Superintendent Karbatsch (left) and golf director Pfluger with general manager-director Hall.



Employee training manual is shown to chefs by MacDougall.



Members are served by a sponsor and her trainee under the guidance of MacDougall, clubhouse manager.