

GRAFFIS from page 29

don't really know what a golf architect has to do.

George Chane, prominent financier, is chairman of the PGA advisory committee and president, National Golf Fund. He is an alumnus of the caddie prep schools in Massachusetts. Chane was a bright kid carrying bags at the Essex CC, Manchester, Mass. He attracted the attention of professional Eugene (Skip) Wogan, who promoted him into the shop as an assistant. There he and Joe Capello, another alert, ambitious youngster learned to make clubs with Wogan and Matt and Alex Campbell.

Ray Gerber, retired superintendent, Glen Oak CC, Glen Ellyn, Ill., adds another job to his busy retirement schedules. He's now editor of the Midwest Assn. of Golf Course Superintendents' monthly Bull Sheet. Gerber is a past president of the GCSAA and received the Charles Bartett memorial award for the public relations work he did for superintendents around Chicago.

More golf directors named: *Chuck*

Matlack for Sea Island Resorts, building Oristo GC at Edisto Beach, S.C., and *Brien Charter* for the three courses of the Country Club of Miami, Fla. Bears out what we've been saying for four years, that the top jobs in pro golf go to professionals who have executive temperament and knowledge and know what's going on in course and clubhouse management.

Joe Lee, once the late Dick Wilson's aide and now a top architect on his own designed Errol Estate G & TC, which opened recently at Apopka, Fla. *William H. Blakely* finished 18 for Sam Volpe's Round Hill CC as part of a \$5 million, 300-acre near East Sandwich, Cape Cod Bay, Mass. Course opens in May. Owen Griffith, retired golf writer whose "been around" says that Blakely has added a great picture to scenic country.

David H. Fritz, secretary and superintendent, Highland Park (Ill.) Park District, recently discovered a list of players and visitors to the greenkeepers tournament, August 26, 1929, at A.D. Lasker's Mill

Road Farm course, southwest of Lake Forrest, Ill., where the USGA Green Section had established turf experimental plots highly valuable to the area. About 230 registered.

Henry Williams Jr. and *John Inglis* both 85 and still playing pretty good golf, were recalling at the PGA Seniors championship, 60 years prior, winter pro jobs. Inglis built a course at Fort Myers Beach and Henry was at Ormond Beach in 1904. He went north to build courses.

No other sport comes remotely close to golf in university scholarships awarded caddies for intellectual and character qualifications. The Western Golf Assn. alone this year has 850 at 29 universities. The Western's Evans Caddie Scholars held awards in excess of \$2,700,000. More than 85,000 golfers contributed over \$1,200,000 to WGA scholarships last year. There are 27 other golf associations awarding caddie scholarships. Most sponsoring associations check up on the performances of their proteges by a plan devised by the WGA. □



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Richard F. Ference

TEAM UP NOW!

There are increasing ties at clubs and courses among the manager, professional and superintendent. Each is having a greater influence on the others' decisions—and that more than likely includes planning and buying decisions. These conclusions are supported by GOLFDOM's recent Inter-Relationship Survey, in which hundreds of managers, professionals and superintendents were formally polled on the extent of their responsibilities and their contact with their fellow administrators at the club.

In analyzing the survey results (shown on the next page), the influence of one administrator on the others appears to emanate from three basic sources: 1) frequency of contact, 2) exchange of ideas and advice and 3) reading habits.

FREQUENCY OF CONTACT

The key questions to this influence-source are Number 3 (Do you meet with the other two administrators on a regular basis?) and Number 5 (If no to Question 3, do you ever meet with the other two administrators on an irregular basis as problems arise or to discuss future plans?). Combining the responses from both questions to determine the total percentage of respondents who have meetings on a regular or irregular basis, the following is indicated: *97.9 per cent of the man-*

According to GOLFDOM's survey, frequent communication among the professional, the manager and the superintendent is the rule, not the exception

by VINCENT J. PASTENA

EDITOR

agers, 97.2 per cent of the professionals and 97.6 per cent of the superintendents reported that they do have joint meetings.

It also should be noted that some respondents to Question 4, on how often they meet, indicated that they meet with the other two administrators each morning before beginning the day's duties.

EXCHANGE OF IDEAS AND ADVICE

Almost 95 per cent of the managers, more than 93 per cent of the professionals, almost 86 per cent of the superintendents and almost 91 per cent of all respondents combined reported that they do frequently or sometimes consult with or seek advice from the other administrators when faced with a problem. Not only does this indicate that there is respect for each other's knowledge, but also that the opinions of the fellow administrators carry some weight. Tied to this set

of responses is that for Question 7, which showed that the overwhelming majority of managers, professionals and superintendents frequently or sometimes offer ideas or constructive suggestions to their fellow administrators. *In general, there is a growing rapport among administrators, which permits them to offer advice and suggestions without fear of offending.*

READING HABITS

In view of the flow of ideas and advice among the manager, professional and superintendent, it is apparent that the interests and knowledge of each administrator extends beyond his immediate area of responsibility. And the information he reads and absorbs feeds his desire for broader knowledge. In checking out reading habits, *100 per cent of the managers, more than 98 per cent of the professionals and almost 97 per cent of the superintendents said that they frequently or sometimes read in publications material or articles that are primarily oriented toward either of the other two administrators.* When asked why, the responses broke down this way, going from most frequently to least frequently checked: 1) further my over-all knowledge, 2) be of greater value to the club, 3) general interest and 4) be prepared to take on greater responsibilities. This indi-

continued

TEAM UP *continued*

cates that their interests in material outside their immediate areas of responsibility does not primarily emanate from an ambition to take on authority in other areas, but from a desire to avoid being so narrowly channeled into their immediate areas of responsibility that they cannot contribute to the total club or course operation.

An important segment of the industry that should not be forgotten are those who actually hold combined titles and those who hold one title but formally share in the responsibilities of other administrative positions. Some 15 per cent of

the survey respondents noted dual titles—either Professional/Manager, Professional/Superintendent or Superintendent/Manager. In addition, more than 62 per cent of the managers, 34 per cent of the professionals and more than 24 per cent of the superintendents said they formally share in the responsibilities of either or both of the other two titles. Therefore, it is apparent that this group has an absolute need for information that covers the total spectrum of positions—manager, professional and superintendent. (For more on this group, see "The One-Man Trio," p. 36.)

Over-all, the survey confirms

what GOLFDOM has long believed—that the manager, professional and superintendent are not, nor do they want to be, oblivious to the others' responsibilities. To reiterate our editorial (GOLFDOM Speaks Out, p. 8), each is and should be vitally interested in what the other two administrators are doing, because the quality of their performances affects him. The condition of the course, the quality of the pro shop and the level of clubhouse facilities are not separate entities when considering the stature of a facility and its administrators—and it is obvious that the respondents to our survey are aware of this. □

Inter-relationship survey		Managers	Superintendents	Professionals	Over-all response
1. If you hold only one title (manager, professional or superintendent), do you share in the responsibilities of either or both of the other two titles?	Yes	62.1%	24.4%	34.0%	38.4%
	No	37.9%	75.6%	66.0%	61.6%
2. If yes to Question 1, specify the area or areas in which you share responsibility outside of your official position	Manager	—	67.7%	30.6%	*
	Professional	13.6%	12.9%	—	*
	Superintendent	35.6%	—	44.4%	*
	Both	50.8%	19.4%	25.0%	*
3. Do you meet with the other two administrators on a regular basis?	Yes	73.5%	61.1%	56.6%	63.3%
	No	26.5%	38.9%	43.4%	36.7%
4. If yes to Question 3, how often do you meet?	Weekly	69.4%	55.8%	50.0%	58.9%
	Bi-monthly	2.8%	3.9%	10.0%	5.2%
	Monthly	11.1%	26.0%	16.7%	18.2%
	Other †	16.7%	14.3%	23.3%	17.7%
5. If no to Question 3, do you ever meet with the other two administrators on an irregular basis as problems arise or to discuss future plans?	Frequently	65.2%	40.8%	39.1%	44.9%
	Sometimes	26.1%	53.1%	54.4%	48.3%
	Never	8.7%	6.1%	6.5%	6.8%
6. If you are faced with a problem in your area of responsibility, do you ever consult with or seek advice from the other two administrators?	Frequently	57.7%	20.8%	38.3%	37.4%
	Sometimes	37.1%	64.8%	55.1%	53.5%
	Never	5.2%	14.4%	6.6%	9.1%
7. Do you ever present ideas or make constructive suggestions to the other two administrators concerning their areas of responsibility?	Frequently	44.9%	12.6%	39.6%	30.8%
	Sometimes	49.0%	67.7%	52.8%	57.4%
	Never	6.1%	19.7%	7.6%	11.8%
8. Do you ever read material or articles that are primarily oriented toward either of the other two administrators?	Frequently	71.9%	38.4%	47.7%	51.2%
	Sometimes	28.1%	58.4%	50.5%	47.0%
	Never	0.0%	3.2%	1.8%	1.8%
9. If your answer to Question 8 is Frequently or Sometimes, what are your principal purposes in doing this reading? ‡	Further over-all knowledge	82.7%	71.5%	82.4%	78.3%
	Be of greater value to the club	76.5%	55.3%	61.8%	63.8%
	Be prepared for greater responsibilities	32.7%	19.5%	20.6%	23.8%
	General interest	45.9%	51.2%	56.9%	51.4%
10. Do you think there is a growing trend toward closer relationships among the manager, the professional and the superintendent in working out problems and making future plans?	Yes	90.8%	86.6%	87.6%	88.2%
	No	9.2%	13.4%	12.4%	11.8%

*See individual responses †Includes daily ‡Percentages reflect multiple responses to the question

PGA CREDIT UNION

One of the problems that golf professionals face is that of keeping a high enough credit rating to secure a bank loan. The problem is particularly discouraging for the young, up-and-coming professional. For the veteran, it is one of frustration. No golf club will co-sign a note for its professional, young or old, so the professional is on his own financially. Up to now, the professional's best bet was to take his chances on his own local bank.

That risk was cut drastically about a 18 months ago, when the Professional Golfers' Assn. came up with a savings and loan program for its members. The PGA Credit Union was created in response to the professional's multiple but related problems of meeting overhead, paying bills and maintaining inventory—all of which takes money—and credit.

The response of professionals to the program has been very sluggish, however. To date only 410 professionals have joined the program; that's less than 6 per cent of the total PGA membership. But one PGA official expressed optimism, characterizing the program as "building slowly, but constantly." Total deposits on hand come to about \$110,000 and the number of loans

The PGA's Credit Union is a savings and loan plan that takes the sting out of borrowing

that have been issued number 40, with dollar amounts running between \$85,000 to \$90,000.

Reasons cited for the disappointing showing were the present tight economy and the lack of promotion of the program, although a brochure outlining the program is available for the asking from the PGA. Perhaps professionals need now a reiteration of the basic plan:

Members deposit into a savings account any amount of money they wish. They must make an initial share deposit of at least \$5. Life insurance is provided on the amount of the savings deposits up to a maximum of \$2,000 without charge to the depositor.

Savings deposits earned 5 per cent interest as of December 31, 1971 (the union can legally pay up to 7½ per cent). Dividends will be computed on a monthly basis and money for deposit received by the 10th of each month will earn dividends for the entire month. However, if any amount is withdrawn during the dividend period, the ac-

cumulated dividend on the amount withdrawn will be lost.

Loans for business purposes are available to depositors in the union. Eventually, the PGA hopes to be able to make personal loans available. A golf professional can borrow up to \$2,500 on his signature alone. Over that amount, but up to \$5,000, requires a security agreement using the pro shop assets as collateral.

The interest rate on the loan is 12 per cent annually, based on 1 per cent a month on the unpaid balance. The loan must be paid back within a time specified by the Credit Committee.

Loan protection insurance covers the outstanding balance of the loan up to a maximum of \$10,000 without cost to the member.

One advantage of this program is that the loan rate is computed on the diminishing balance, as opposed to a bank's computation rate. Further, the dividend from the savings deposit offsets the interest charge for the loan, reducing it considerably.

It's a good deal, why not take advantage of it? Contact PGA headquarters, Box 12458, Palm Beach Gardens, Fla. 33403 for a membership application.



THE ONE-MAN TRIO

In the last few years we have mentioned or have heard others mention that the golf professional "wears many hats." He is a teacher, a public relations expert and businessman, if he performs in the professional manner expected of him. The successful professional realizes that these are the standards to which he must adhere. But throughout all of our discussions on the role of the golf professional, we usually discuss only one guy—that guy who works specifically as a golf professional. Very little, if any, attention is focused on the "pilings" of the golf business. Webster defines pilings as those supports which provide the base for a solid foundation. In our definition of pilings, we include those men who work as a combination golf professional, superintendent and manager. These are the men who fight all the problems daily, year after year.

He wears three hats—professional, manager and superintendent—and often it is difficult to balance them. He plays an important role, yet is virtually unrecognized by the industry

by PATRICK D. WILLIAMS

It goes without saying that the view of the public is askew as far as the profession of golf is concerned. With the exception of numerous club officials who work with the business quite closely, the profession is ranked as follows: 1) tournament players; 2) very successful club professionals; 3) successful club professionals; 4) club professionals; 5) assistant professionals, and 6) the unsung heroes. This type of thinking is natural and

is a product of the manner we use in deciding what goes in the limelight. What we need to do, sometimes, is put a little of the limelight on some of the areas that are always in the dark.

We are not inferring that those men listed above the unsung heroes are unimportant. They have earned the accolades they have received. It is a simple proposition related to objectives. To accomplish any objective requires the same amount of time and effort if we view everything on a relative basis. Simply stated, the unsung heroes warrant more attention than they have received.

The Professional Golfers' Assn. of America is continually striving to define, strengthen and structure its membership classification. It must change because the golf business is dynamic, and change is mandatory. The role played by the golf professional 20 to 30 years ago

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Ryder Cup

the look of the
professional



Last year's sellout in sportswear is back and bolder than ever.

Ryder Cup Fashions by PGA are specially designed to keep you looking good on or off the course. And this year they feature slacks and shirts in pace-setting, color-coordinated patterns and styles.

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Creslan acrylic fiber is a product of American Cyanamid Company, Wayne, N. J.

For more information circle number 191 on card

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does not fit today. Whether we like it or not, this role has been greatly expanded by the growth of the golf business. Likewise, this growth has created the need for the unsung heroes' category which we have been discussing. Because golf has long since been removed from the ranks of the wealthy and elite, the unsung heroes become increasingly more important. Without them golf would not be what it is today. From Garner, N.C., to Chickasha, Okla., to Red Hole, Calif., these are the professionals that bring golf to the masses. Without them we would not have the other 7,500 golf courses dotting the countryside—we would have only the 2,500 plus affluent-type golf operations.

Some people will argue that these men are not in fact golf professionals, golf course superintendents or club managers. Some consider them to be hybrids, who have limited expertise in each of the three functional areas. I consider them as representing many of the vertebras that make up the backbone of golf.

Now where do these guys fit in? You can find them in big towns and little towns. But invariably one finds them in situations in which the circumstances permit only one guy to do all of the work. Naturally, a man working under these conditions does not have the time at his disposal to become highly pro-

DUNLOP REDUCES GOLF BALL PRICE

Dunlop Tire and Rubber Corp. reduced the professional price of Maxfli golf balls 25 cents a dozen, effective March 15.

According to Paul MacDonald, vice president, Dunlop Sports Div., the price change reflects cost reductions achieved from increases in sales volume and improved manufacturing techniques, plus a modernized distribution system. "In addition," MacDonald says, "Dunlop's action is consistent with the objectives of the Federal government's Phase II Program."

In line with normal Dunlop policy, price protection for professionals is in force for the 30-day period prior to March 15.

ficient in each of the three functional areas of the golf business. He has to do the best he can or his golfers are not going to be able to participate in the game, period. The game is built on the interest of the masses, and not just the luster of a select few.

A case in point. The unsung hero I have selected as an example is Tony Doudican, the "golf professional" at Seminole Municipal GC, Seminole, Okla., population 8,500. The words golf professional were put in quotes because in the eyes of some, Doudican is not a golf professional officially until he is a member of the PGA. But rest assured that in the eyes of Tony's boss, Don Bown, Seminole's city manager, he is one of the best in the country. And if you lunch with the park board, which is made up of Hulett Edgmon, Jim Austin, Jim Myers, Jimmy Lynn Austin and Jim Whitt, there's no question in anybody's mind that Doudican is Mr. Golf in Seminole. And if you are a big city golfer don't think, "Big deal, what's Seminole, Oklahoma," Think about the thousands of small cities through the country that have similar situations. To be redundant, think about that backbone of golf.

Prior to the Doudican Days of golf in Seminole, one could easily assume that golf for that city operation was not too profitable or likewise very enjoyable to the players. They had a need and they filled it. Golf is now booming in Seminole.

Doudican's qualifications for becoming a golf professional were similar to those of most men who want to become professionals. He loved the game, played it decently and had a desire to become a part of it. Obviously, he knew very little about being a professional, much less that of maintaining a golf course or managing the entire facility. He did have a considerable amount of expertise in men's wear merchandising—a plus for him with respect to the golf shop merchandising program. And Seminole, like many golf operations, could not afford the freight for a separate professional, superintendent and manager. The city realized it was taking a gamble; however, they are the type of people who look for desire first and

knowledge second. So 34 months ago, they hired Tony Doudican.

I asked Tony about his excitement when he knew he was in the golf business. He said that it was great until he realized that at 5 a.m. the next morning he had to go out and mow nine greens and tees. The fact that he had never mowed a tee or green before would put fear into the bravest soul.

It is not necessary to go through all the trials and tribulations, the good times and the bad that this unsung hero has been through. Common sense implies all sorts of headaches associated with inexperience, limited budgets, less activity or whatever. The point here is that by hook or crook things are turning out the way they should at the Seminole Municipal GC. A few facts that substantiate this point:

- About 18,000 rounds were played at the course in 1968. In 1971, 40,000 rounds were played;
- The income to the city from the operation has more than doubled;
- The city just approved a bond issue to build a new clubhouse.
- Design drawings are being prepared to expand the course to 18 holes in the very near future.

Tony Doudican does not openly take any credit for this progress. Even though everyone is aware that he deserves a great deal of the credit, there is still a need for cooperation from everybody. Should we say we need a lot of people supporting golf regardless of whom or where they may be? So our case illustrates that a basic desire by a lot of people can make golf successful under any circumstances.

It is interesting how Doudican became at least somewhat knowledgeable about his business. He is the first to admit that he now knows only 10 per cent to 15 per cent of what he needs to know. He has acquired his knowledge through day to day experience, coupled with a lot of late night studying of every book, article or whatever that has been written on the facets of his golf business.

After several lengthy discussions, the real reason for the success attained at the Seminole Municipal GC became readily apparent. We have mentioned that everyone had the desire and interest. Couple this

with Doudican's philosophy on golf course operations and you have it made. His philosophy? "I think that the people who play golf at our course deserve the same things, relatively, that the people get at the large prosperous country clubs. This includes a well-stocked clean and modern golf shop, a course that is well-maintained as physically possible and a staff who are interested in providing a real service to their customers."

The few complaints that Doudican had are the same I have heard from many unsung heroes. None of the professional organizations have programs that are geared, even in a small way, to the professional who is also the superintendent and the manager. Then there is the tendency of manufacturers' and suppliers' salesmen to overlook all these little guys or to handle their business by mail or telephone with little to no personal contact or service. And as Doudican so aptly put it, "We don't want them to help us because they feel sorry for us, we want them to help us because we really need it. You never can tell, someday we might become successful."

We adjourned the interview by my asking how he keeps up with everything that is going on and needs doing. He said that he thought at first he was smart enough to keep it all in his head. Now he walks around with a tape recorder on his belt and it keeps track of where he has been and what he needs to do.

So to sum up, this is one example of hundreds of men like Tony Doudican throughout the golf world. If we measure success in terms other than dollars they are right up there with the most successful. I have an opinion about how real their contribution is to golf. If you have never given them too much thought, take a few minutes and formulate your own opinion. □

PAT WILLIAMS was for four years director of education and special projects of the Professional Golfers' Assn. Currently, he and partner, architect Don Sechrest, run a golf course architects and operations consulting firm. He also writes "The Professional Approach" for GOLFDOM.

Nick Lombardo, golf operator at Rancho Cañada is a firm believer in offering the golf course for fraternal, social and commercial organizations to use for their golf tournaments by DON CURLEE

What many public play golf operators want to do when they see outside golfing groups and tournaments headed their way is duck. They know these groups can choke off regular play, jam up the facilities and interfere with the routine.

But Nick Lombardo, the enterprising golf operator of Rancho Cañada GC on the Monterey Peninsula of California, stands tall, takes them all in, from 25 to 500 golfers at a time. He makes them feel like private club members for the day at his two 18-hole courses and sumptuous clubhouse. And don't feel that the two-course complex is necessary. Lombardo's promotion of tournament play began about four years ago when he was professional-manager at Del Monte GC in Monterey. Response to his golf hospitality there was so great that he began looking for roomier quarters.

The key to making this type of business profitable, Lombardo has found, is to offer the full range of Rancho Cañada's services in one tidy package. Lombardo prefers to think of it as a program, and he talks about programming each tournament to the needs of the group. "One of the major reasons for programming was to offset the constant haggling for price in the professional shop," he says. "Some of the groups were even bringing their tournament prizes with them." Except for one tournament sponsored by a men's store, merchandise for prizes comes from the Lombardo golf shop entirely now. "We've cap-

tered the prize market," he says.

A typical program includes the round of golf, a tee prize for every participant at the first tee, score keeping and posting, handicap computation (Calloway system not allowed), the use of golf cars, cocktails, dinner and presentation of the winners' prizes in the Rancho Cañada banquet room—all arranged supervised and supplied by Rancho Cañada. Even the dinner menu is thoughtfully selected well ahead of time in consultation between Lombardo and the tournament chairman of the visiting group. The cost per individual in a tournament ranges from \$10 to \$35, depending on the needs of the organization.

"No tournament chairman I know wants to sit in the clubhouse posting scores and worrying about handicapping and pairings while the members of the group are enjoying themselves on the course," Lombardo says. Fully sympathetic with the chairman's plight, Lombardo and Rancho Cañada take the entire load off his hands, beginning with promotional flyers and mailings to announce and build interest in the event. He assures the chairman that his staff of 40 is completely tuned to group needs, and he may call in golf course superintendent Larry Lloyd to discuss pin placement or bullseye marking for the hole-in-one contest. A quick tour of the clubhouse and its large kitchen facilities afford the chairman reassurance that this will be a memorable event.

Because repeat business is so important, Lombardo personally sees each program through to a successful completion, knowing the satisfaction of the participants is the stepping stone to further tournament play. He estimates that 70 per cent of the groups playing the course in 1971 were repeaters. Referrals by satisfied groups are now Lombardo's number one source of new business. But when he began promoting tournaments, Lombardo drafted letters "cold turkey" to long lists of

fraternal, commercial and social organizations inviting them to book their annual tournament with him. Now Lombardo boasts a list of 700 or more organizations which have scheduled tournaments at his courses. At Pajaro Valley GC in nearby Watsonville, also operated by Lombardo, another list of 200 groups is maintained. Although it hasn't been necessary to communicate with these groups regularly, the addresses are kept current in case it becomes advisable. Lombardo also operates Fig Garden GC in Fresno, in partnership with his brother-in-law, Gordon Knott.

Lombardo admits that he has lost some groups, which found they could hold their tournaments elsewhere cheaper. "But they often come back," he says, "after comparing our treatment with some other course's."

"We handle every group the same way a professional at a private club must conduct a tournament," Lombardo says. "This is in contrast to selling a golf round as a clerk sells a pair of shoes."

A special conference room near his office is available to the boards of directors, or golf committees of visiting groups if they need it. Just one of many special touches at Rancho Cañada.

"We operate 70 golf cars, and we may rent as many as 80 more for a big tournament just to be sure we don't have breakdowns or players without a chance to take a car," Lombardo says. Lombardo, who has been a golf professional for 24 years, does not think a professional without private club experience should conduct a program like his.

At the same time, he recognizes that the majority of golfers don't belong to private clubs, and because they don't, "they actually pay more for their golf than any club member." Lombardo feels they deserve a break, a taste of the private club atmosphere and treatment. "What business does the average golfer have playing difficult courses such

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