

Their choice was David Carey, a 28-year old manager at Cedar Brook CC, Bluebell, Pa. Carey fit perfectly into the concept of club management which Fairlawn wanted. His father was a general manager, so Carey had grown up on the golf course. He was familiar with all phases and departments of golf course operations. *This sensitivity to other departments holds the key to success or failure of the general manager concept.*

"The general manager is the most misunderstood person in golf course operations," relates Carey, "because to some he's seen as a threat to their separate kingdoms and is domineering and insensitive to their departments. My idea of a general manager," Carey says, "is a person who coordinates all aspects of the club. Operation of a club today is extremely intricate because of its 'big business' nature. All departments must be pulled together into one focal point or source. Costs can be controlled more effectively and communications can be increased. The general manager concept," Carey emphasizes, "is not to make the manager a superintendent or professional, but to place someone with business management ability and background who is able to understand and appreciate the magnitude of the superintendent's and professional's job, and who will offer guidance and make available the tools to carry out the job.

"The club manager is generally the one considered for the general manager position, because of his knowledge of accounting, planning, clubhouse operation and legal responsibilities," Carey says. *"There is absolutely no reason why a superintendent or professional, assuming he has the capabilities and wants to accept the added responsibilities, cannot be a general manager.* In most cases, however, the club manager can act in a dual role as clubhouse manager and general manager. A superintendent or professional may have to relinquish his other position to take over as general manager. The size of the club would be one of the most important determining factors," Carey says.

A new superintendent was also hired for the "new look" at Fairlawn. Carey was directly responsible for the hiring, and views this as the first real test of his authority and ability. Vince Monahan, formerly of Davenport CC, Hampton, Ill., was Carey's and the board of trustees' choice. Monahan's ability to restore the fairways and greens at Fairlawn to the peak of playability in a very short time quickly dispelled any misgivings as to Carey's ability to find good professionals.

"I've worked under the management by committee system before," Monahan says, "and it can really stymie a superintendent. You're never sure of your budget and you don't have any real responsibility. With David, I know that each year I won't have a new boss, and his confidence in my professional ability has enabled me to purchase the equipment I need to complete my job. He never interferes in my operation, but he is there to offer any help with the membership as a liaison with the greens committee should I need it."

"An example of our confidence in the ability of the professionals under Carey," Wert says, "was evidenced during our annual member-guest tournament, the biggest event at Fairlawn each year. On the second day of the tournament, rain all but buried the course. Everybody wanted to continue to play, but Vince decided that the course was too soft and any play could damage the course for months, so he closed the course. We hated to," Wert says, "but we knew he was right. Carey and the board of trustees backed up his action."

"Under the committee system," Scarponi says, "the committee would have bowed to the pressure to continue to play golf, regardless of the consequences and the results could have been disastrous."

The centralization of services was especially beneficial in the area of budgeting. "In the past," Carey says, "the budget was divided by 12 and that was supposed to give a monthly guideline or breakdown to assure that the departments were adhering to the budget. I drew up a curved budget and tried to put things in perspective," Carey says.

"This takes into account the cyclical periods of revenues and expenditures, and also gives the board a more accurate picture of the club's operation on a month-to-month basis."

Does the membership feel it has lost its say in club affairs?

"No," says Scarponi. "The operation is more professional because the club is being run like a business. Committees now serve as liaisons between the department heads and the board of trustees. The department heads sit in on the meetings (such as long-range planning) and have autonomy in hiring and firing personnel. The committee is still there to allow the members to become involved in the running of the club. A change in the by-laws now has a member of the board as either a committee chairman or a member of the committee. Previously, the committees were not composed of board members so you can see how communications could get garbled."

Carey, Monahan, Scarponi and Wert are enthusiastic about the general manager system.

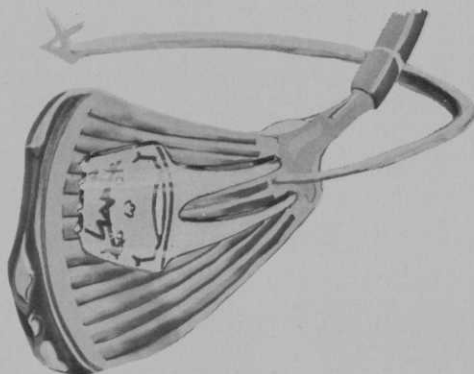
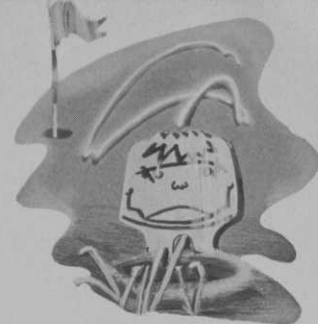
"It just won't work for every club," Carey sums up. "Each club is different. It may be safe to predict that clubs are centralizing their services, but this is not necessarily a general manager concept of management. *If a club is successful under the triumvirate system, there is no need to change just for the sake of change.* However, if problems in communications or budgeting becomes consistent, then perhaps the general manager concept should be explored.

"A general manager can be one of two people," Carey says. "He can be one of the department heads elevated to a position of over-all authority over the other departments (such as Carey) or he may be a fourth manager, in charge of the other three.

"No matter what system of management a club has," Carey says, "the success or failure can be read in two places: 1) On the bottom line of the ledger—has the club stayed within its budget so dues will not have to be increased; or 2) (and this is Carey's favorite term) what is the 'satisfaction factor.' Are the members happy?" □

Marvin and the Greens Chairman

Surprise, up pops Marvin and with a zip, zip, zip, using the parts in his hair, Marvin had again saved the day and the irons were as good as new!



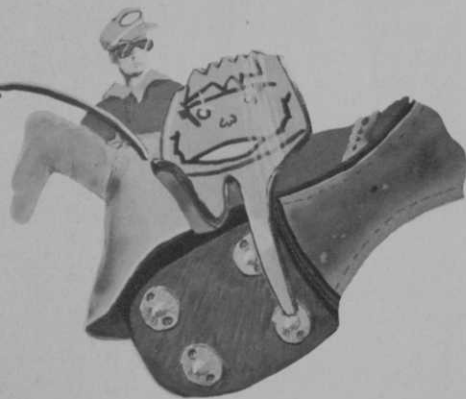
much, that he threw his putter into the air. SWOOSH!! Marvin had dived feet first under the falling club to keep the grip from getting wet on the grass. Marvin had solved every one of the Greens Chairman's problems. He was now the happiest Greens Chairman of all.

Unfortunately, the Greens Chairman was sadder than ever; and with good reason for he had just hit a super shot onto the green and made a tremendous ball mark. In fact, the entire green was covered with ball marks; which he knew would cost him thousands of dollars to fix. Happily for the Greens Chairman—if there is one thing Marvin hates, it's ball marks. So with a hop, a skip and a jump, Marvin repaired every ball mark on the entire green...



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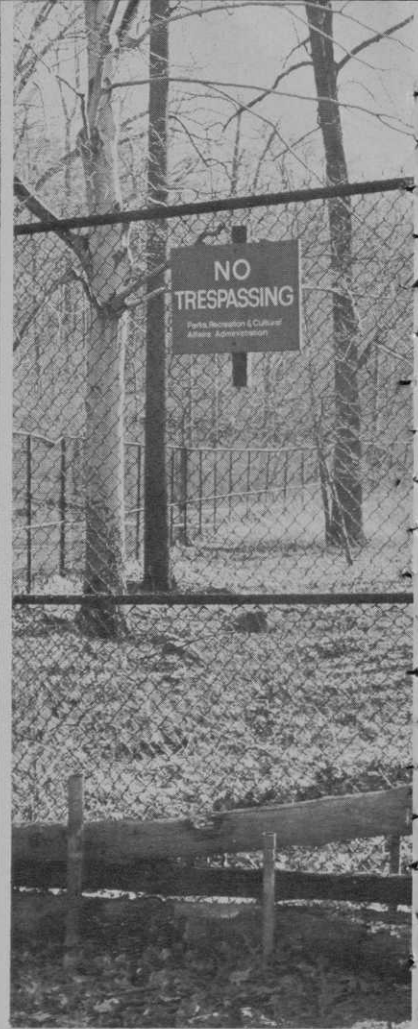
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Golf clubs have not been spared the damage from senseless acts of destruction. Specific preventive measures are a necessity, but long-range planning also must be considered
by DOUGLAS LUTZ

The kid zoomed out of a swale in the middle of Van Cortlandt's fourth fairway and braked his mini-bike to a skidding stop. The rear wheel dug in deep. It left a gouge in the ancient turf bigger than any divot ever taken in 83 years of continual play on this fairway.

Glancing back, the kid saw Maintenance Supervisor Tom Dance's old green and black Parks Department pickup emerge from the tun-

nel under Mosholu Parkway. Gripping throttles tightly, the kid "vroomed" loudly several times. He waited. As Dance closed the gap between himself and the mounted intruder, the kid "vroomed" again.

Suddenly, in a wild run down the fairway, the kid full throttled in a direct path to the green. Careening crazily, he drove right across the middle of it!

Dance stared in disbelief. Now, more concerned about the damage to the fourth green than to what the mini-bike vandal was up to, he drove quickly down between the fourth and fifth fairways and ran to inspect the green. Gashes of tire-torn ribbons were cut a half-inch deep in a wavy pattern across the damp green. Again, Dance stared, shocked. By the time he recovered and gave chase, the kid had streaked back up towards Mosholu Park-

way. Unable to get away cleanly, the kid abandoned his mini-bike, scrambled through a hole in the chain link fence and hopped on the back of a waiting friend's larger cycle. The kid got away, but left behind the first piece of tangible evidence Dance could use to track down the gang that had been vandalizing Van Cortlandt's ancient grounds.

The green virtually destroyed was one of the oldest in this country. Van Cortlandt Park, Bronx, N.Y., opened in 1889, is America's oldest municipal golf course.

What motivates a kid to vandalism? What could possibly be in the mind of a teenager who would deliberately drive across an obviously manicured piece of land?

Vandalism has been with us for a long time. Historically, it can be traced to the fourth and fifth centuries. The Vandals, a warlike no-

THE HIGH COST



madic people, roamed Gaul, Spain and North Africa, leaving devastation in their wake. They even defied the highest authority, the Holy Roman Empire, when they attacked Rome itself in A.D. 455. Their name was added to the language as an over-all term for destruction and damage, particularly to public property.

Vandalism knows no geographical boundary, no particular socioeconomic level. Ghetto gangs tramping uninvited and illegally across a city park golf course are essentially the same as the affluent "chicken" drive crowds churning up the greens of a small town country club.

Vandalism is probably the largest single problem facing today's superintendent and no doubt the most frustrating, particularly at municipal and public layouts, al-

though not necessarily confined to these more accessible courses.

Coping with blight-bound greens, parched fairways and conditions such as *Poa annua* and Henbit come with the territory. And, they can be handled. Superintendents can spray, prune, reseed, resod, because the problems can be recognized and frequently anticipated. Preventive maintenance can be performed. Coping with vandalism, however, is another matter. It gives no warning. It's usually a hit and run violation, frequently carried on under cover of darkness. Sneak attacks are common.

Vandalism is seemingly unmotivated. Certainly senseless. Almost exclusively a crime of youth. Anger and frustration on the parts of superintendents are understandable reactions. They do not, however, solve the problem nor pre-

In left photo, Tom Dance, maintenance supervisor at Van Cortlandt Park, inspects damage to an 83-year old green made by a mini-bike vandal. Posted signs, center, now make it illegal for a non-ticket visitor to enter the course. Court summons and a fine await violators. One possible answer in halting vandalism is by making the course accessible to community youngsters. The course, right, is open in winter to ice skaters as a pond is frozen on the par-three 13th hole.

vent its reoccurrence. Preventive measures are needed at a very high level of understanding because vandalism cannot be handled as one might handle damaged turf, although it is certain some superintendents may have been tempted to take a shovel to the backside of the problem.

Tom Dance's dilligent detective work at Van Cortlandt in tracking down the kid on the mini-bike by tracing the serial number through the dealer and turning his in-

continued

OF VANDALISM

VANDALISM *continued*

formation over to the authorities, is certainly beyond the normal duties of a course maintenance supervisor. Dance was determined, however, to take stern measures to stem the vandalism tide at Van Cortlandt. "I figured we had a chance to make a real example of one kid and maybe others would think twice about destroying Van Cortlandt," he said recently.

Dance, as a result of his persistence, has brought the youthful offender before a judge accompanied by his parents and an attorney. It has been costly and time consuming for the parents, which may prove to be another form of deterrent. Parental attitudes toward vandalism are sometimes difficult to understand, though. In this instance, the boy's father asked the judge what his son was accused of that was so horrible. "Did he commit murder?" he asked. To which the judge, a golfer himself, sternly responded, "He committed malicious mischief and caused over \$10,000 in property damage."

Dance thought the fine, if it ever came to that because the vandal was a youthful offender, would probably be \$500. That's a small percentage for financial restitution when considered alongside the estimated \$10,400 worth of damage the mini-bike crowd had done at Van Cortlandt.

Thievery, of course, is frequently coupled with vandalism. "We lose 18 flagsticks every month, all year long," Dance reports. Van Cortlandt's problem stems, in part, from the layout itself. Mostly far removed from the clubhouse, it would need continual police patrol, according to Dance. "What we need are full-time rangers," he says. This seems to be true of many courses, even those completely fenced in.

Police power at Van Cortlandt rests with the New York City Police Department who naturally have a lot more to do than keep an eye on golf courses for potential acts of vandalism. The local precinct, however, does spot check the course during their normal rounds. Occasionally a patrol car on watch can be found hidden under the bridge that carries Mosholu Park-

way over these ancient grounds. Hit and run tactics vandals employ make spotty surveillance of this kind an ineffective deterrent. Dance, of course, is right. A continual patrol in the remote areas of Van Cortlandt is probably the key to thwarting vandals there.

Other courses in the metropolitan New York area have utilized ranger patrols as a means of coping with potential troublemakers. Morris County in New Jersey has a full-time county police officer on duty at their 27-hole Flanders Valley layout. In addition to speeding up play and maintaining order, he has summons and arrest powers. Vandalism is virtually unheard of at this beautiful championship course.

Some other preventive measures have been undertaken at Van Cortlandt that may ultimately prove helpful and may be worthy of imitation elsewhere.

For the first time in the long history of New York City golf, No Trespassing signs have been posted at Van Cortlandt. Tom Dance initiated this device which now makes it illegal for non-players to be on the course. Court summonses and \$25 fines, once the word gets around, may deter unwanted visitors and those intent on vandalism. Dance also thought it might help in keeping non-paying golfers off the course. "Tight controls are needed at all levels," he said, "Our particular problem is accessibility. There are many holes in our fences and we're continually patching them up. Sinking pipes, stacking logs and so forth. If the rules were observed by everyone it might influence the vandals, too."

Dance has requisitioned floodlights to illuminate the combination clubhouse/boathouse and maintenance buildings. This plan was brought about by recent attempts to vandalize the Quonset hut equipment building. Luckily, the intruders were frightened off in time. "No telling what they might have done," Dance says. The problem is that the park gets pitch black at night, so access is fairly easy and undetectable, too. We need bright lights."

Jimmy Jackson, Van Cortlandt's professional, has another ap-

proach. Involvement is his best weapon. For a number of years Jackson has gone into ghetto schools to lecture on golf, complete with shot making demonstrations. Jackson, the only black professional at a New York City course, hopes to influence potential vandals into an appreciation of golf and the city courses. He would like to bring back long missing caddie programs, too. As he says, "Any kid who grows up around a course isn't likely to tear it up."

The problems outlined at Van Cortlandt are not unique to big city courses. Norman Nelson, general manager at Four Hills CC in Albuquerque, N.M., a private club that is not fenced in, has adopted a no nonsense attitude toward vandals. The parents of any teenager found on the course who doesn't belong there are automatically billed a \$50 fine! Kids have been hauled into court for driving cars around the course, and their parents have had to foot the damage bills. Nelson said recently, "We have a night patrol man full time. One night he saw this kid riding a bicycle on one of our bentgrass greens and called the police. They set up road blocks around the area and caught the kid. He had caused damage estimated at \$250, and we sent the bill to his father who sent me a check. It's that simple!" Nelson added a thought for all of us when he said, "The discipline was then up to his father." Perhaps serving notice on the parents in a community is one of the keys to coping with vandalism. It seems to be working at Four Hills.

"Considering labor, materials, loss of play and loss of revenues, which is a big thing for us, we've spent between \$10,000 and \$20,000 to completely replace a green totally damaged by cars spinning out on it," Harry Stadille reported from Cottonwood CC. Cottonwood, east of San Diego in El Cajon, Calif., is a semi-private club open to all in more ways than one. This commercial course is not fenced in or posted and is situated out of town in a remote area. It has been prey to all kinds of vandalism and is particularly vulnerable to thievery. According to Stadille, who is manager of the shop and assistant to

continued on page 58



Dacthal... drives crabgrass and *Poa annua* off the course.

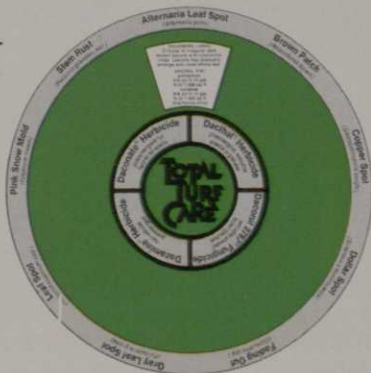
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VANDALISM from page 56

Cliff Crandall, head of the course, they operate as much like a private course as possible. He said recently, "We pour 45 per cent of our revenue back into the grounds. We've put as much as 1½ million gallons of water a day on the course in trying to maintain private club quality." That kind of dedication becomes frustrating in the face of daily destruction.

Nighttime raids on the golf car fleet recently ran into a wild "Indianapolis 500" run across the sculptured grounds. Vandals hot wired the electric cars and drove out for a game of "chicken," being sure not to miss some of the Seaside and Old Orchard bent greens. To cope with this particular problem, on-off switches were added with pre-set buttons to break the current and short circuit the system. Stadille felt it was a temporary solution at best. "What we need is a full-time night patrol. It's the only way we can hope to handle the nighttime vandals."

Cottonwood has had instances of daytime stolen clubs and ransacked cars in the parking lot as well as its share of players sneaking on without playing. This latter problem has been handled somewhat by summoning the police and charging the offenders with petty theft for stealing greens fees. Sometimes as many as 10 to 15 a day are apprehended.

Stadille wasn't too confident of solutions to their vandal problems without fencing and without a night patrol force. Golf in the San Diego area is big business, with 67 courses available to the public. It would be a great loss if a commercial course dedicated to providing country club playing conditions for the non-affiliated golfer had to surrender due to the evils of vandalism.

In one of the most heavily trafficked golfing areas of this country, the Northern sweep of Ohio that encompasses Cleveland, Akron and Toledo as well as many small communities, vandalism has been on the rise. High spirited youths, fresh from victory on weekend gridirons or those smarting under the stigma of defeat, have frequently carried

their unbridled enthusiasm or unexpressed anger into golf's domain.

A.J. Krebs, professional at Pleasant Valley CC, a semi-private layout in Medina, about 10 miles west of Akron and 28 south of Cleveland, recently reported some unusual activity at his course. "One night someone took a shovel and cut a very popular four letter word into the middle of a green."

Krebs says that most courses in his area have added security forces of some kind in their own best interests. "After all, you're protecting a big investment out there," he says. Pleasant Valley, in anticipation of further student weekend vandal visits, now has Friday, Saturday and Sunday night patrols.

Several golf cars have been rigged with high intensity lights and their governors have been removed by the management.

Now when the VW wheelmen take to the course at night, apprehension is at least a possibility. They can be caught and have been, according to Krebs. "We have caught several violators, but they usually turn out to be under 16, so there isn't much prosecution," Krebs reported and then added, "No one likes to see a boy go to jail."

The Lakewood G & CC in New Jersey, which dates back to the days when horse drawn wagonloads of fresh air seekers rode through pine scented forests, has been very fortunate as far as vandalism goes. Lakewood is still a resort town. Its growth, by comparison with the genteel horse and wagon era, has been noticeable though unspectacular. Harold Dore, professional and manager, reports minor incidences of vandalism. He was at a loss to put his finger on why they had been so fortunate. "We're not fenced in and the door to our half-way house is broken down three or four times a year, but that's usually because of stealing. We do lose 40 to 50 slimline flagsticks a year at a cost of approximately \$20 each, though. Part of the loss must be due to vandals, or malicious mischief, I would imagine." Lakewood is one of the finest public courses in the metropolitan New York area. Perhaps its good fortune will continue

continued on page 61

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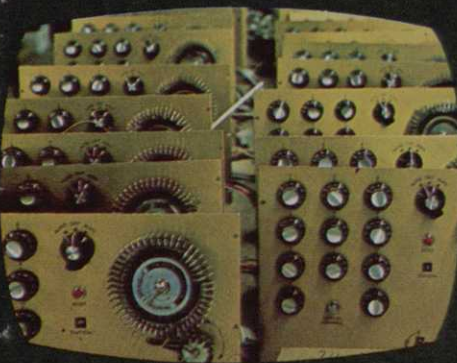
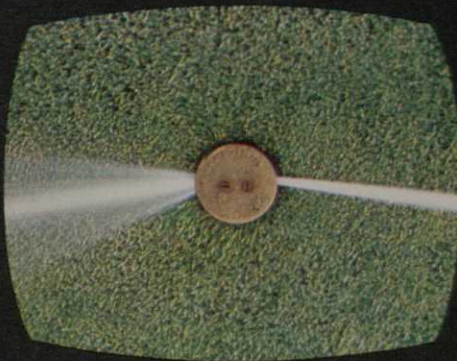
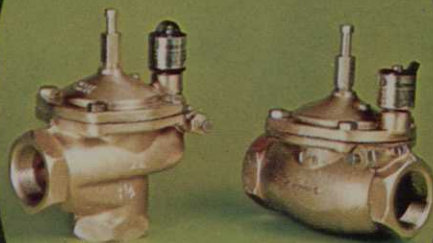
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