

WOMEN AND GROUNDS MAINTENANCE: AN EXPERIMENT THAT WORKED

One of the biggest complaints coming from superintendents nationwide is the problem of recruiting responsible grounds crew members. One superintendent has found an answer: hire women

Like many superintendents around the country, Arlin Grant, superintendent of Innisbrook Resort & CC in Tarpon Springs, Fla., has suffered his share of labor problems. "We were having trouble getting men who would stay," recalls Grant, who has been with the 960-acre community since its development in 1969. "There are a lot of transients in this business. They work

for a while, then drift on to something else."

About a year ago, Grant began an experiment, which he hoped would counter the high turnover rate among his grounds crew. He hired women to tend the course. Today, he has 31 women working for him, and he expects that soon all of his 60-member field crew will consist of women, a testament to

the success of the experiment. In fact, Grant reports that there has been a decided improvement in the over-all appearance of the course and grounds since he hired the women. Production, he says, has increased and mishaps and injuries have declined, conditions that were intolerable to Grant when he had to rely on "transients."

His enthusiasm for the capabil-

continued

WOMEN *continued*

of his female crew clearly are demonstrated by his statement, "It's simply a matter of getting the job done the way I want it done, and the girls are doing it better. There is no task here they can't perform as well as any man. And that includes lifting bags of fertilizer. They work harder and are more conscientious than most of the men we've had working here."

The women operate all of the powered grounds maintenance equipment, including the huge gang mowers, and perform a variety of other jobs relating to the care of the golf course, the condominium grounds and a nursery. They also clean the filters and complete a daily routine of checks and adjustments in pumping stations that are part of a complex system of underground irrigation, lakes and water hazards.

Grant said that he was not surprised at how quickly the women learned their respective tasks, even the operation of the big machines. They are particularly adept, Grant reports, in the operation of the Sandpro, a three-wheeled vehicle

used for raking the many and variously-shaped sandtraps.

The women also operate hand-propelled fertilizer applicators and spraying equipment for insect, disease and weed control and patch the greens and fairways with sod from the sod farm.

One of the women, Karen Oelschlager, formerly of Detroit, has become a gardening specialist and is responsible for the care of all the plants, flowers and shrubs near the number three clubhouse.

"They've never had such tender, loving care," Grant declares.

Not all the girls Grant has hired in the past year have been able to meet his performance requirements. After a period of instruction and on-the-job training, each woman is allowed two weeks to demonstrate proficiency in all her assigned tasks. "If they can't do the work, the way we want it done, we invite them to leave," Grant says.

The women making up Grant's crews come from a variety of backgrounds and from different parts of the country. They range in age from 16 to 39 years of age. Some are

married and have children. Some previously worked as waitresses or in factories in the nearby Tampa-Clearwater area.

Jerri Munro, who moved to Florida with her parents from Detroit, Mich., says she "hated" living in Florida until she started working at Innisbrook, as one of the first female crew members.

Barbara Nevins, 21, whose parents have owned a condominium apartment in the complex since last April, left secretarial school in Milwaukee after seeing, during vacation visits with her parents, how much the other women enjoyed their work. She started at Innisbrook last January.

Carol Van Duyne, formerly of Summit, N.J., remarks: "How else could I spend all day in the sun and get paid for it?"

Grant recognizes that the Florida weather has helped him attract his new breed of groundskeepers. But he believes that the women find satisfaction "from the beauty they help to create," as he does. He adds, "I suspect some of them get a kick out

continued on page 46



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NOT EVEN A GOLD WATCH

Current evidence indicates that there is a wide spread lack of pension plans for superintendents. Many superintendents, upon retirement, are finding themselves with nothing to show for their years of loyal service

by FRED V. GRAU

The brief article that follows stresses once again a serious problem that was brought to light in an earlier editorial by Dr. Grau, "What? No Pension?" Because this issue is of such vital importance to superintendents, the original editorial is also included on page 44 for those

who may have missed it the first time around.

Currently, Dr. Grau is researching the problem of inadequate pension plans for superintendents, and his findings will be the basis of an in-depth article in an up-coming issue of GOLFDOM.

We ask our readers to help Dr. Grau by writing him directly at Drawer AA, College Park, Md. 20740. Tell him what kind of pension plan you have. Or if you presently have no plan, let him hear about it. Individual letters will be kept in the strictest confidence.

Having concentrated on helping people grow turf for so many years, I must confess that I have not given adequate attention to the very important consideration of pensions and retirement benefits for golf course superintendents. Only recently have I become painfully aware of serious deficiencies in the "system." I now ask the rhetorical question, "Is there a problem?" just for openers.

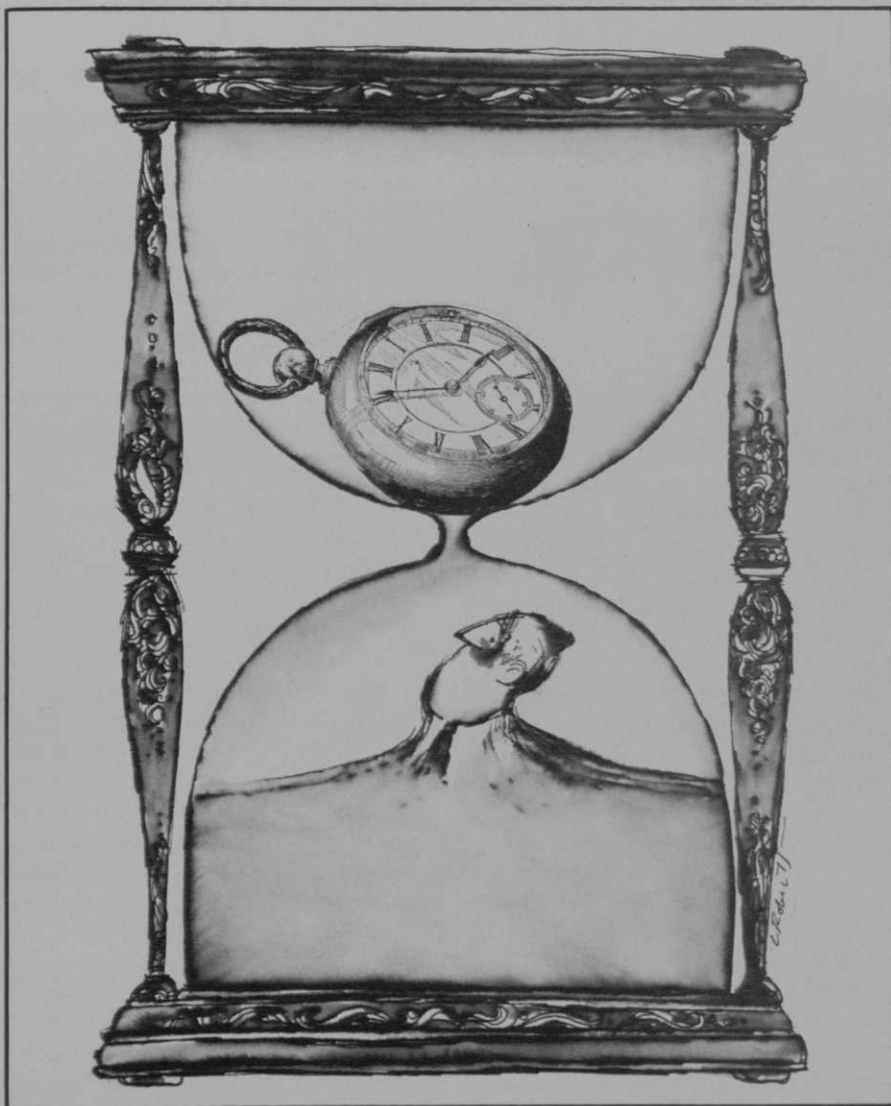
In developing a background for an honest answer to the question, I have contacted leaders in Pennsylvania and across the nation by letter, by telephone and in face-to-face conversations. My real contact with golf course superintendents started in 1935 when I began my 10-year travels in Pennsylvania helping the "greenkeepers" to understand the basics of producing better turf. I've made a lot of friends, many of whom now are about to retire or have retired. Some, of course, have preceded us into eternity with little or no recognition. Those whom I first knew have now been in the business for 40 years or longer.

Most of us recall a man who was a loyal employee of a railroad or some industrial firm. At retirement time, he was given a testimonial dinner, an engraved gold watch and many admonitions to "stay healthy." At that point he was considered unemployable and, in many cases, when forced into unaccustomed idleness, he just "dried up and blew away." I knew one who died the day before his "retirement party."

As I receive reports from friends in turf, I gain the distinct impression that many long-time superintendents have been summarily retired or released, often without the customary dinner, watch and admonitions. What a pity!

At this point, I will answer my own question unequivocally and without hesitation or fear of contradiction. *Yes, there is a problem.* The problem is not just in Pennsyl-

continued



vania or in Kansas or in California. It is very nearly universal. Details are not a part of this editorial. They will be documented in a later article for **GOLFDOM**. In the meantime, it is my hope that club officials will have read this piece and will make a meaningful start toward establishing an adequate pension-retirement program for the golf course superintendent. It is later than you think!

WHAT? NO PENSION?

A good friend of long standing, a retired golf course superintendent now living in Florida, wrote to me recently. After 26 years of devoted service to his club (and he had many good years of service left) he was "retired," actually dismissed, without a pension of any kind. I know the man and I know the club. He introduced innovations in equipment, fertilizers, ground covers and many other things. What I don't understand is how the businessmen for whom he worked could so callously turn him out to pasture without the thank you and the courtesy of some sort of pension or endowment. It is a bit like unharnessing the horse, opening the pasture gate and giving him a slap on the rump.

This friend is understandably bitter, soft-spoken as he is. It is too late to turn back the clock for him, but his experience, which is shared by many, should guide present and future negotiations between club and superintendent. Surely there must be some guidelines that can help the new or old superintendent achieve a just and honorable contract, which will help to sustain him when he retires. Club officials should bow their heads in shame if they do not insist upon some such stipulation in the contract. One may safely assume that nine out of 10 businessmen in the club have made sure that they will have a retirement income. Shouldn't they also do the same for one of their most devoted employees?

I have just talked with another good friend who has been at his club since it was built about 1952. He has tried to negotiate a retirement benefit for several years, but each time he is told that he is being selfish in wanting something just for himself. These short-sighted officials one day will wonder, "Why can't we attract good men?" The horse is not likely to be drawn to an empty feedbag. □

NON-PROFIT *from page 38*

low. If a sale is imminent, the value would be high. Most decisions would be made upon facts falling somewhere in between these two extremes, and so the judgement of necessity would be imprecise.

Going beyond the two enumerated statutory differences, let us examine the differences in treatment on ordinary club operations. To begin, one must acknowledge that the necessary generalization of this discussion makes it inapplicable to any specific case. The practical performance of the comparison should be accomplished on a case basis. The method would be to construct tax returns on both Form 990T (applicable to the tax exempt situation) and Form 1120 (applicable to the taxable situation). The difference in the bottom line figure showing tax due the Government would be indicative of the value of exemption.

A generalized treatment of the problem is not instructive. Industry statistics generally show that the operating departments of clubs produce a loss and that when overhead (but not depreciation) is included that loss increases substantially. The Harris, Kerr, Forster 1971 aggregate for 75 country clubs shows about \$40 million of operating income and a resulting loss of well over \$20 million. The difference is made up from members' dues, which also produces enough revenue to leave about \$1 million as excess of income over expense. Depreciation would take care of most or all of this so that no tax would be payable. Even the limitation on deductions applicable to member activities would not produce a change, because from a tax standpoint, even the non-member activities are operated at a loss. So the "aggregate" clubs would not be paying any tax even if they were taxable.

As is well known, however, the "aggregate" clubs are, in the main, tax exempt. Experience has shown, and the aggregate figures confirm, that these clubs are not paying any significant amounts of unrelated business tax.

But suppose that a particular club trying to make an informed judgment on the worth of its

exemption isn't anything like the aggregate. Suppose instead that by conscious decision and skillful management it is making a profit on operations and has a lot of income in excess of expense—so much that it wouldn't be eaten away by depreciation. The result would be different.

Insofar as this club would be paying a tax on non-member income (and it would) no difference would exist between taxable and tax exempt status. The big difference for such a club is that without exemption, it would be paying taxes on the profits from member income.

PROCEED WITH CAUTION

If the foregoing has any value, it is that it brings out the desirability of a comparative computation. Beware, though, that the computation is not made poorly. An unskilled computation would be worse than misleading, it could produce a misjudgment costing the club a lot of money.

This discussion, and the two earlier articles on the subject of giving up tax exemption have undoubtedly demonstrated the complexity of the issue. It seems clear that a decision cannot be based upon a snap judgment, neither can it be based solely upon debate in the board room. The decision must result from informed calculations and conscious judgment. □

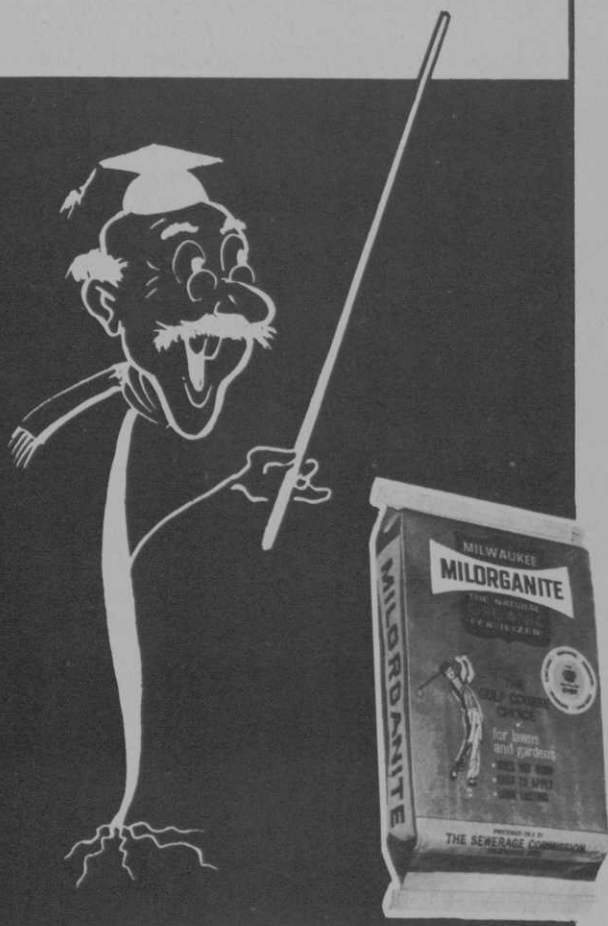
CASPER DIRECTS ON THE COSTA BLANCA

NEW YORK—One of the world's top-ranking golfers, Billy Casper, has been named director of Golf at the new Almaina Park G & CC in Alicante, Spain.

The announcement was made by Casper and the developers of the plush resort on Spain's Costa Blanca, a Riviera-type strip on the country's south-central Mediterranean coast. Almaina Park will be designed for residential, vacation or retirement living, it was announced, and will include two 18-hole courses.

Casper, who will retain his affiliation with Boise Cascade/Ocean Pines, won more PGA tournaments in 1966-70 than the three other top players combined.

OVERSEEDING BERMUDA GREENS for WINTER PLAY



Common, annual or domestic rye grass has lost favor in the South. New introductions of improved rye grasses like Medalist 2, Manhattan, Pennfine, etc., are being used with good success. Fine-textured bermudas and the Northern tourist golfer's demands for faster putting surfaces have prompted the evaluation of other cool-season turfs. The Milorganite Turf Service Bureau has sponsored several years of practical testing at golf courses and experiment stations in Tennessee, North Carolina, Mississippi, Texas, Georgia and Florida. Annual and perennial ryegrass; Seaside, Penncross, Highland, Astoria and Velvet bentgrass; Merion and natural Kentucky bluegrass; Pennlawn, Chewings and creeping red fescue; redbud and **Poa trivialis** have been tested individually and in mixtures.

A basic mixture of 4 pounds **Poa trivialis**, 3 pounds Kentucky bluegrass, 10 pounds creeping red fescue and 1 pound Seaside bentgrass per 1,000 square feet has proven to be best. The Kentucky bluegrass is more important in the Deep South, with red fescue finding increasing favor in the northern range of overseeding. Equally important as the choice of seeds is the method of planting.

- 1** Aerifying, Greensairing, Aerothatching, etc., should be done at least one month prior to overseeding. Otherwise seed germinating in the holes or slits will make bumpy putting surfaces.
- 2** One week before overseeding, cut close (3/16 inch), vertical mow in two directions and cut again to remove trash. Then top-dress heavily and spike, board or mat to work top-dressing into the surface.
- 3** One week later, apply 0-20-20 or similar phosphorus and potash source at 10 to 15 pounds and Milorganite at 30 to 40 pounds per 1,000 square feet. Then seed, followed by spiking and boarding to work seed into the surface. Next, a very light top-dressing should be applied and watering started to germinate the seed.
- 4** Water should be applied lightly two or three times each day until all seedlings have emerged. The mower should be set to cut at 5/16 inch until the winter grass is well established. Fertilize with Milorganite at 15 to 20 pounds per 1,000 square feet every two weeks until growth is stopped by cold weather.

DOWNTOWN from page 36

countered with questions of their own. What kind of game did I shoot? Was I a big hitter? Did I keep the ball in play or was my tendency to hook or slice? When I revealed I was a bogey golfer with tendencies to hook and slice occasionally, two of the three suggested low compression. The third, however, suggested high compression. The other 11 respondents really had no opinion other than suggesting experimenting.

In most instances varied opinions seemed to be standard procedure. For instance, from store to store rationales for using leather grips were balanced by those favoring rubber. Usually the reason given was that leather or rubber, depending on who you were talking with, was less likely to be slippery.

There was some excitement, and possibly a salesman gleam, when carbon/graphite was mentioned. Most retail outlets had heard of the new shafts, of course, and were anxiously waiting for their introduction on a mass produced level. "We'll wait," one retailer said, "un-

til they're proven on the pro tour. It's inevitable they'll be produced cheaper than they are now. We'll get our share of the market."

Although most of the retail outlets canvassed on specific questions about equipment would not have given the average serious golfer much confidence, they did offer other things that might be helpful in the pro shop.

Most use excellent display techniques. Stock is plentiful and prices clearly marked. Individual attention, due to the volume of business, is almost never at hand, but any shopper can at least select his price range before seeking help. Inevitably, all retail outlets offer charging privileges, which make large purchases easier. Often being able to "charge it" makes the difference between a browser and a buyer. Large printed signs announcing specials, sales and closeouts are commonplace. Specials featuring a set of clubs and a bag for one price are a common device used to clear out mid-season merchandise. In the retail scene the special sale is a way of life.

The answers to all our questions

reveal an interesting and challenging situation for the professional. Assorted opinions and reactions on these and other queries, as well as close observations of retail and discount sales departments all point to one key factor in understanding your competition. You have the advantage, generally speaking, and to put it bluntly, they don't know what the hell they're talking about!

Any professional concerned with competition from discount houses, shopping center bargains and retail advertised specials owes it to himself to do a little detective work. A few hours at random times is all it takes: observation, mental notes on display and sign work, which you feel are eye catching enough to be potentially useful; a few key questions in any golf section of a sporting goods department. When you hear some of the responses to legitimate questions on equipment, most of which are motivated by commissions rather than the desire to help golfers, you'll be hard pressed to keep a straight face. You'll walk away wondering why you've been so worried. □

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WOMEN from page 42

of proving they can do a man's job as well as, or better than, a man."

Although the Florida sun might be a fringe benefit, along with the free oranges and grapefruit growing on the hundreds of trees kept intact from the former citrus farm from which the courses were carved, the groundskeepers' work schedule is far from leisurely. On weekdays, they start at 7 a.m. and finish at 4:30 p.m., with a half-hour for lunch. All work a half-day on Saturdays, and using a rotation schedule, a few must be there from two to three hours each Sunday to mow the greens. The work week averages about 50 hours, with time-and-a-half pay after 40 hours.

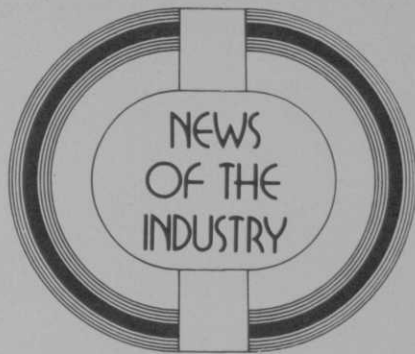
The women average about \$125 a week, slightly higher than they could earn in other occupations in this area.

Three of the four first four women he hired now are foremen—Jeri Munro, Nancy Sizemore from Tarpon Springs, and Diane Dunn from Flossmoor, Ill.—a title that Grant feels he should change, perhaps permanently. □

NGF LAUNCHES "OPERATION—GOLF UPDATE"

CHICAGO—"Operation—Golf Update" will be the most comprehensive effort ever made to compile all available, significant information about golf and golfers in the United States, according to Don A. Rossi, executive director of the National Golf Foundation, which will spearhead the upcoming survey of more than 11,000 golf courses in mid-August.

Rossi explained that golf course records, maintained by the foundation and dating back to its origin in 1936, are no longer valid because many golf courses have changed in the interim—in ownership, in size, in type of operation and in the facilities offered. He added that many new trends in golf course planning, construction and operation have emerged in recent years that cannot be statistically measured by the foundation's present records. He added: "To function effectively in meeting the growing demand for help in the development of every



tion. He added that this is one survey that will reward the respondents directly because it will produce a useful yardstick for every private, daily fee and municipal golf operation. He stated further that this yardstick, to be truly useful, needs much more than a "token" response. "We receive inquiries daily on how many golf courses have installed automatic or semi-automatic irrigation" Rossi continued, "where they are located, are they successful, what are the problems, and so forth.

"Other questions involve the use and operation of golf car fleets at the different types of golf course and lighting for night play or night maintenance.

"One very important area of information requested is whether the golf operation employs a golf professional, a course superintendent, a manager or all three. The answers to these questions could indicate a need for additional trained specialists for these departments."

Rossi added that the final "readout" of the survey will not only furnish much additional important information for the foundation in helping existing golf operations with problems as well as assisting in the development of new golf courses; it will also indicate future directions for foundation literature and consultant services.

USGA CALLS FOR STABILIZATION OF DISTANCE

OAKMONT, PA.—Distance and recent developments in golf equipment were the major concerns of representatives of the United States Golf Assn. in discussing the recent United States Golf Assn. announce-

ment in opposition to ball and club changes that increase distance.

It is the responsibility of the United States Golf Assn. to establish the Rules of Golf, including the rules that fix criteria for ball and club design. A basic objective of the rules pertaining to equipment is and always has been to stabilize distance.

The USGA listed the following reasons for their opposition to ball or club changes that increase distance: 1. The conviction that better results should be achieved rather than purchased. 2. Concern that skill required to play the game not be diminished by changes in equipment. 3. Concern that features of golf courses, thoughtfully designed to test golfer's skills, will be lost. The association officials also stated that as technology has diminished skill by providing distance, courses have become longer. The inevitable consequences of the chain reaction have been to over-emphasize the distance element in the game, further separate the long hitter from the medium hitter and require more land on which to play, making a round slower and more expensive.

The USGA emphasized its conviction that the distance factor must be stabilized and that, at the very least, no further diminution of this skill element of the game should occur; it also professed its determination to continue to develop a set of standards applicable to all kinds of golf equipment, which will effectively preserve the game.

CREASEY SQUARED WITH PGA

LAKE PARK, FLA.—*The Professional Golfers's Assn.* and *Robert T. Creasey*, its former executive director, have reached a mutual settlement and release, according to PGA President William Clarke.

PGA officials acknowledged that Creasey was not at fault when he was relieved of his duties in October, 1972, and that he had not breached his employment agreement in any manner, nor failed to perform his responsibilities in accordance with proper business practices. Under this settlement, Creasey will be compensated until September 1974 in accordance with that contract.



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The information we receive from this Questionnaire is regarded as STRICTLY CONFIDENTIAL and the general information released from our files in the form of Information Sheets (such as the enclosed ST-1 Report) in no way identifies a particular golf facility.

Your time and co-operation is very much appreciated as it will help the Foundation to continue to serve existing golf facilities and to increase the potentials of the game of golf. (For an outline of the ways in which the Foundation is of service, see the enclosed chart "National Golf Foundation: Its Purpose, Its Programs.")

Cover page of NGF questionnaire

type of golf facility we must bring our unique storehouse of golf information up to date."

Rossi said the "Golf Update" questionnaire has been especially designed for quick and easy fill-out and features humorous cartoons to make it fun to complete. It is arranged for computer analysis, for quick "readout" of informa-

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JOHN L. NOONE has been made district sales manager of Dunlop Tire and Rubber Corp., Sports Division, Buffalo, N.Y. Noone will be responsible for sales and marketing of sporting goods in San Francisco and Los Angeles. Other appointments announced by the Sports Division are: TERRENCE M. MURPHY to the position of territory manager covering Long Island and JOHN L. TOMASKO JR., territory manager in Rhode Island and Connecticut.

DONALD W. HARVEY has been named to the post of assistant sales manager, Etonic Division of the Charles A. Eaton Company, Brockton, Mass., makers of golf and dress shoes and golfing apparel. Previously, Harvey was regional manager, Dunlop Tire and Rubber Company, Sporting Goods Division.



Harvey

JACK CANTU has been appointed vice president and director of O.M. Scott & Sons, Marysville, Ohio. Cantu has spent 27 years with the company.



Cantu

JOE RHONE JR. has been named regional sales manager for the southwest territory of the Weather-matic division of Telsco Industries. He will be responsible for sales in Texas, Oklahoma, Arkansas, Louisiana and western Tennessee.



Rhone

DICK DAVIS has been made co-ordinator of golf battery sales for Trojan Battery Company, Santa Fe Springs, Calif. He will be responsible for expanding sales to car manufacturers and distributors.



Davis

CORRECTIONS

Our apologies to James R. Hansberger. In reporting his promotion to vice president of marketing of Ram Golf Corp. (June issue, p. 60, we mistakenly ran a picture of his brother, Allen. The correct picture is below.



Hansberger

In the June issue (People in the News, p. 63), it was reported erroneously that Jack Savage had been named national sales manager of the Retail Division of the Professional Golf Company. Savage is national sales manager, but of both the professional and retail divisions.

The Forest Service requires that facilities of this type be constructed in accordance with accepted structural standards and that the design be appropriate to the forest environment. The terms of the permit reserve sufficient control over the operation to ensure that reasonable prices are charged, that services and accommodations are adequate to meet the public needs and that conditions affecting public health and safety are satisfactory. All plans are subject to approval by the Forest Service.

Applicants for a commercial public-service permit are required to show that they are qualified by experience to operate the facility and serve public needs and that they have the financial ability to undertake the construction and operation of the development as planned. The Forest Service has authority to issue term permits for a maximum renewable period of 30 years for commercial public-service facilities.

The fee charged for a permit is commensurate with the value of the land for the use to be made of it. The objective is that the rental will be fair to the operator and to the Government. The fee is usually based on a percentage of the gross income less certain allowable deductions. (Note: Fees are generally assessed on one of two bases: 1) Graduated Rate Fee, which is an escalating rate charged against gross income. Rate increases as ratio of income to investment increases—this is adjusted annually—also if income decreases, rate of fee decreases proportionately. 2) The usual fee basis is predicated on 5 per cent of the fair market value of land under the use permit. The fee is adjusted at five-year intervals to reconcile with changes in land value. This 5 per cent rate is generally half the rate charged by private landowners when leasing land of value similar to the forest land.)

The Forest Service advertises opportunities for commercial public-service developments if these developments are expected to exceed \$75,000 or if there is a competitive interest in the development. In such cases a prospectus is issued and given publicity, so that interested parties may have an opportunity to apply. The prospectus calls for ap-

plicants to propose a development plan and to bid on the rental for the land. Where the granting of a use permit is subject to public bidding (usually not the case), the proponent would have prior notification before he incurred the time and expense of working up his proposal, getting community support, and so forth.

Persons who want to obtain a commercial public-service permit should write directly to the forest supervisor of the national forest on which they desire to operate. They should state the type of development planned, the kinds of accommodations, facilities and services contemplated and the approximate investment required. The forest supervisor is responsible for determining the proposal's desirability.

An applicant who wants general information about commercial public-service opportunities should write to the regional forester or forest supervisor of the Forest Service region of the national forest in which he is interested.

General inquiries addressed to the Chief of Forest Service, Washington, D.C., will be referred to the regional forester in whose region the applicant is most likely to find the area specifications he wishes.

ANOTHER FACTOR BEARING ON COMMERCIAL USE PERMITS

Although not mentioned in the National Environmental Policy Act, GOLFDOM's research showed that district rangers, to whom the proposals are initially directed, generally do not react favorably to requests for golf course use permits in regions where the ratio of public to private land is more heavily weighted on the private side. The reason for this attitude is that the Forest Service does not wish to compete with the private sector for this type of recreational activity. Also, they are more prone to strictly conserve their available land for resource preservation where they have small holdings compared to privately-owned ground.

In an effort to aid potential investors in choosing suitable regions to research the possibilities of leasing Federal land for golf course development, GOLFDOM proposes regions 1 (Northern), 2 (Rocky Mountain valley areas), 4 (Intermountain), 5

(California) and 6 (Pacific Northwest) as likely areas to investigate. These regions have an equal balance of private and public land and, though much land in these areas is mountainous, there are many wide valleys at altitudes compatible with golfing needs.

Regions 3 (Southwestern), although this area was once suitable for golf course development on Federal land, there is now too much private land available for forest administration to take a favorable view of a proposal for leasing, 8 (Southern), 9 (Eastern) and 10 (Alaska) are much less desirable for this type of development. Generally, these regions have a small amount of public ground by comparison to gross area and the severe climate of region 10 (Alaska), would preclude it as a possibility.

The rejection of the Waterville Valley Company's proposal for a golf course commercial use permit is an example of what happens when application is made in an area (Region 9-Eastern), where there is considerably less public land than private. This imbalance lead the Forest Service to give priority to more dispersed types of recreation. The state planning board corroborated the forest administration's view in an environmental statement, which concluded that this type of expansion would put undue strain on already meager forest resources. They issued a use permit for skiing, because there was a clearly indicated public interest in skiing and because the base facilities were on private ground. The Government also concluded that denying the golf course in Waterville Valley would help retain the present land for badly needed forest uses and would decrease the need for fertilizers, herbicides and insecticides in a flood plain area.

TESTAMENTS TO FEASIBILITY

There are eight examples in the United States of golf courses being granted special use permits from the Forest Service. The amount of acreage under this type of permit ranges from four to 82 acres.

It is interesting that some of these clubs are private membership clubs, albeit the National Environmental Policy Act requires, precedent to the

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LAND *continued*

granting of a commercial special use permit, that the proponent show the proposed use is in the *public* interest.

When GOLFDOM asked how the private nature of certain golf clubs that lease Federal ground could be reconciled with the law, Federal line officers uniformly responded that these "so called private clubs are not really private in the sense that they discriminate. Their doors are open to anyone who can pay the nominal membership fee." One said, "I've never heard of anyone being turned away."

The Tamahoc Lake CC, Deadwood, S.D. (Region 2), has over 80 acres of its course under a use permit issued in 1944. Forest Service records showed that land suitable and available for a golf course was mostly public. There was very little available private ground that could even support a nine-hole course. This, coupled with strong community interest in golf, resulted in the granting of Tomahoc Lake's term use permit.

The permit recently issued to the Vail Metropolitan Recreation Assn. for a five-acre expansion of its golf course (Region 2) is another example of public land being more appropriate for golf course development than available private ground.

Although the Vail golf course is a public facility, it rests in the shadow of the Vail Assn.'s mammoth ski-resort complex in the Vail valley, much of which is under commercial use permit for ski runs and lift facilities.

The proximity of this highly commercial resort has exploded land values in the valley. In their evaluation of the initial proponent's request for a golf course use permit, the Forest Service determined that there was a community need for a public course, but that the privately-owned property was much too expensive to be considered for the low gross yield of a golf course (as compared to the high yield of the ski complex, responsible for the inflation of property values). In addition, the small acreage required to round out the needs of the already existing course did not pose a threat to the forest's land base resource. The Forest Service, therefore, quickly decided to

grant the use permit for the proposed course.

The Skylake GC, Highlands, N.C. (Region 8), rests on private ground, but is divided by an L-shaped piece of forest land, which they lease under a use permit to consolidate the course.

There are three golf clubs under Federal use permit in Region 3, which lease a substantial amount of public land. The Williams CC, Arizona, has leased 63 acres since 1928. The Flagstaff CC, Arizona (a private club charging a \$10 membership fee), leased 53.3 acres of Federal ground under a use permit in 1925, and the permit has been renewed and is still operative. Its entire nine-hole golf course is on Federal ground.

The Alpine CC, Alpine, Arizona, leased six acres of forest land under a use permit issued in 1960, in conjunction with a high mountain resort and summer home complex. It is a private club, but professes to turn nobody away who can pay the annual fee.

Also in Region 3 is the White Mountain CC, which gained impetus from a summer home area of 100 acres under a special use permit. The seasonal residents organized an association (of which the Forest Service highly approved) that lobbied the Government for the establishment of community recreational facilities. They were issued a short term permit for golf course development and subsequently negotiated a land exchange with the Service for the Federal land under permit. They acquired property the Forest Service had professed an interest in, which they used in the trade for the golf course ground they were leasing.

The particulars of the use permit granted to Big Sky Resort (Region 1) of Montana and the subsequent land exchange are related in the accompanying side-bar by former NBC newsman Chet Huntley, chairman of the board of Big Sky of Montana, Inc.

INVESTOR PROTECTION

With regard to the investor's natural concern that there be some guarantee to protect his investment from Federal takeover on the termination date of the 30 year use permit, GOLFDOM's study of Federal busi-

ness ethics on the matter indicates a commendable spirit of fairness to the investor even when he has breached the terms of the permit. The Forest Service states that permits will be renewed unless a major infraction of the terms and spirit of the permit occur during the period of the lease and unless an unforeseen environmental threat emerges as a result of the development. Permit renewals are the rule rather than the exception.

LAND EXCHANGE

Should the investor decide at some time after being granted a use permit, that he wants to own the forest land on which he developed his golf course, it is possible for him to negotiate a land exchange with the Forest Service.

He may also negotiate such an exchange for forest land on which he has no use permit rights. These exchanges have been common for over 50 years. Some 5,000 transactions have been completed in which more than nine million acres have changed hands. In 1966 alone, about 315,000 acres were exchanged in 128 separate agreements.

The law governing these transactions is the General Exchange Act of 1922, which requires that: the exchange must be in the public interest, the value of the property the United States gives in exchange cannot exceed the value of the property it receives, lands are exchanged on the basis of their market value, not acre-for-acre and the properties given and received must be in the same state.

The Government's appraisals are based on prices received for comparable properties in recent private transactions in the market area. Formal appraisals to determine the estimated fair market value are made by Forest Service appraisers or are obtained from impartial sources for each property involved in the proposed exchange.

As a matter of practice, the Forest Service participates in land exchange only when it is to their advantage and not as an accommodation to the private investor. The advantage must either be monetary or include some immediate benefit of consolidation or other convenience. This advantage need be no

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