

QUANTITY BUYING

ANNUAL
BUYING
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Under the present inflation with its attendant cost hikes, and with demands being voiced by golfers for more services and better golf course conditions, how can the golf course superintendent keep his spending under control? (Although the superintendent, like everyone else, is powerless to straighten out the national economy, the one area he does control is his own spending.) Superintendents, who must work within their allotted budgets, are learning how to cut corners in their maintenance programs without diminishing the quality of their respective golf courses. Some of their methods are:

1. Investing in larger or more efficient automatic equipment, such as fairway mowing units, riding greens mowers and converting to automatic irrigation;
2. Mowing less often, such as greens every other day instead of every day or four days a week rather than six;
3. Eliminating one or two men on the peak season maintenance crew or paying overtime and higher wages to the most productive crewmen;
4. Filling in old or large traps that no longer are crucial to golf playing strategy, but are costly to maintain;
5. Hiring women for many jobs, such as mowing, raking traps and clubhouse landscaping;
6. Leaving areas of the course, which seldom or never come into play, in a natural, unmanicured condition;
7. Sharing special, seldom-used equipment, such as greens aerators, among two or more neighboring courses;
8. Leasing major equipment instead of tying up cash in purchase, plus funding depreciation and maintenance;
9. Shopping around and buying in quantity where a price break can be had.

In these days of tight budgets, the final point inevitably comes around to the question: Why not group buying? Would it be feasible for several clubs and their superintendents to band together and buy fertilizer, chemicals, seed, sand, and so on, in quantity?

In theory, this type of buying sounds sensible, until one explores the nitty-gritty details and problems inherent in such a plan. Of course, the idea isn't new; it has been tried before, but with-

The ins and outs of quantity buying and its hazards are explored, as well as tips for controlling maintenance expenditures

by JERRY CLAUSSEN

out much success.

Some distributors, dealing in competitive lines or market areas, would listen to such a proposal to sell materials, such as fertilizer, chemicals and seed, in large quantities to one buyer and give a price break. But most suppliers in these situations claim they already have marked down their prices to rock bottom levels. Government agencies and most larger clubs already take bids on major purchases.

But even if several superintendents could agree on what they wanted and when they wanted it—a major obstacle in itself—the manufacturer or distributor would first want the answers to these questions:

Would the material be picked up at the warehouse or be delivered? If the material is to be delivered, would the shipment go to one warehouse or course or to each contributing course?

How will the billing be handled? Will a separate corporation do the ordering and be responsible for collection and payment or will each club pay separately?

Asking around, one learns that most quality lines of equipment and materials have a standard unit price. One riding greens mower costs X amount at the factory plus freight to the nearest major terminal. Two mowers usually cost 2X. But in a competitive market, there is some room for dealing, more on the trade-in than anything else, just as in buying a car.

In buying materials, you get what you pay for. For golf courses, the price seldom can be cut by doubling the order or even by multiplying it 10-fold. Most established manufacturers deliver by the carload. Ten carloads cost 10 times as much as one.

Actually, ordering an abnormally large quantity to get a price break just

ties up extra money sooner than necessary. That doesn't even count any extra expense incurred for warehousing until the materials are delivered to each course.

Small manufacturers, with no distribution network, would find it more beneficial to ship directly in volume and cut rate. A big order in a new area could be important to such a firm. It could afford to undercut the bigger names.

In theory, then, group buying sounds inviting. In practice, it hasn't worked so far and probably won't pay in most situations.

Look at it this way. A recent national survey on maintenance costs at better private clubs showed annual expenses averaging about \$112,000. The total for "course supplies and contracts" items averaged \$16,542.

Perhaps a group buying plan could save each course 10 per cent on some purchases. Using the above averages, that would reduce costs \$1,654 for an 18-hole course, half that or less for a nine-hole course, which usually spends much less per hole than the 75 private clubs in this survey. In fact, more typical are some actual 1973 budget figures from these two mid-western clubs, one with 18 holes, spending \$60,000 for maintenance and \$12,000 for course supplies (chemicals, seed, topdressing, fertilizer and rock) and one with nine holes spending \$14,826 as a total maintenance budget, including \$2,418 for supplies.

But a penny saved is a penny to be spent somewhere else on the course. In some metropolitan areas with good transportation systems and many golf courses in proximity (for example, Denver has 40 courses in an area about 20 miles by 25 miles), group buying might work out and save clubs some money, assuming manufacturers would cooperate.

A superintendent should never believe that "it can't be done." But as one turf equipment distributor asked in discussing the idea: "Did you ever know two superintendents who could agree on what piece of equipment or fertilizer is best?" □

The Law And The Golf Course '74

PART II

In Part I (September/October, p. 52), Ken Emerson reviewed legislation pending in Congress; his discussion touched on new minimum wage bills, OSHA amendments, environmental protection and tax reform bills. This month he concludes this two-part article by reviewing bills that range in subject from civil rights to alien registration. As a note, remember that the status of each of the bills reported on here obviously will change, now that Congress is in session.

CIVIL RIGHTS

Using the computer resources of the House Information Service, a survey was taken of all current legislation in Congress involving expansion of the civil rights doctrines in the area of private clubs. Based on the results of this computer search, no legislation currently is pending in Congress in this area.

LAND USE

Ten bills have been submitted in the Senate concerning land use. S 268 (Jackson, Wash.) has been passed and referred to the House Interior's Environmental Subcommittee.

S 268 is an eight-year, \$1 billion authorization to fund grants to the states for the development of programs with specific Federal guidelines. The states must formulate plans within five years for controls over a wide range of areas classified as "critical environmental concern." In this category are land development projects, beach areas, and so on. Up for consideration by the House is HR 6460 and HR 7233. Of concern

Here's a rundown of proposed national legislation, which could significantly affect the private club industry

by KEN EMERSON

EXECUTIVE DIRECTOR
NATIONAL CLUB ASSN.
WASHINGTON, D.C.

to golf clubs is the possibility of bringing tax relief provisions to property owners who have land in a non-developed or recreational state. Such provisions have been considered in committee meetings, but to this date none have been passed because of deep concern over constitutional questions involving Federal directions to state and local governments.

UNEMPLOYMENT COMPENSATION

There are 18 bills presently pending in Congress concerning some aspect of unemployment compensation. The most significant piece of pending legislation is not in one of these 18 bills, but rather in a proposal sent from the Administration to the House Ways and Means Committee outlining a "Job Security Assistance Act" as yet not introduced.

This act has three basic goals. First, to expand the protection of the unemployment insurance program to farm workers; second, to assure that the present programs' weekly benefits amount to a sufficient percentage of lost weekly wages to sustain the individual, and third to maintain neutrality in labor disputes. The proposed bill would add the new requirement that states provide an eligible individual with a weekly benefit amount equal to at least 50 per cent of his average weekly wage up to a state maximum, which is at $66 \frac{2}{3}$ per cent of the average wage of covered workers in the state. These requirements would be effected through

the need for these minimums to be met to prevent the continued receipt of a state's employers of credit against their Federal unemployment tax.

This area has such a wide-ranging potential impact on every aspect of America's economic life, that it is difficult to see how it would fail to affect clubs.

SOCIAL SECURITY

There are 578 bills concerning Social Security pending in Congress. Although many of these bills would make technical changes in the Social Security Act, others could result in Social Security benefits and employer payments.

HEALTH MAINTENANCE

ORGANIZATIONS

Bills have been submitted in Congress in this area. S 14 passed the Senate on April 2, 1973. This calls for a three-year funding at the cost of \$804 million for the support and development of HMOs, authorized planning grants, guarantees and interest subsidies to assist in the building of HMOs by preempting state legislation, which would inhibit or restrict them. Currently, seven House bills are pending action of which HR 4871 is an Administration bill. HR 4871 calls for major reductions in the nature and scope of the assistance to be made available to sponsors of potential HMOs as compared to S 14. HR 7974 provides for the appropriation of approximately one-third as much money as does S 14. HR 7974 does require employers to amend their existing health insurance programs to provide to their employees the option of an HMO.

PENSION LEGISLATION

The principal pension bill presently in Congress is S 4. Primarily it:

1. Establishes within the Department of Labor a supervisory authority called the Office of Pension and Welfare Planning Administration to oversee the operation and administration of employee benefit plans.
2. Prescribes minimum vesting requirements of 30 per cent after eight

continued on page 70

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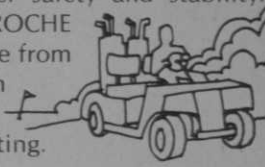


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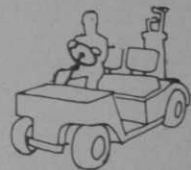
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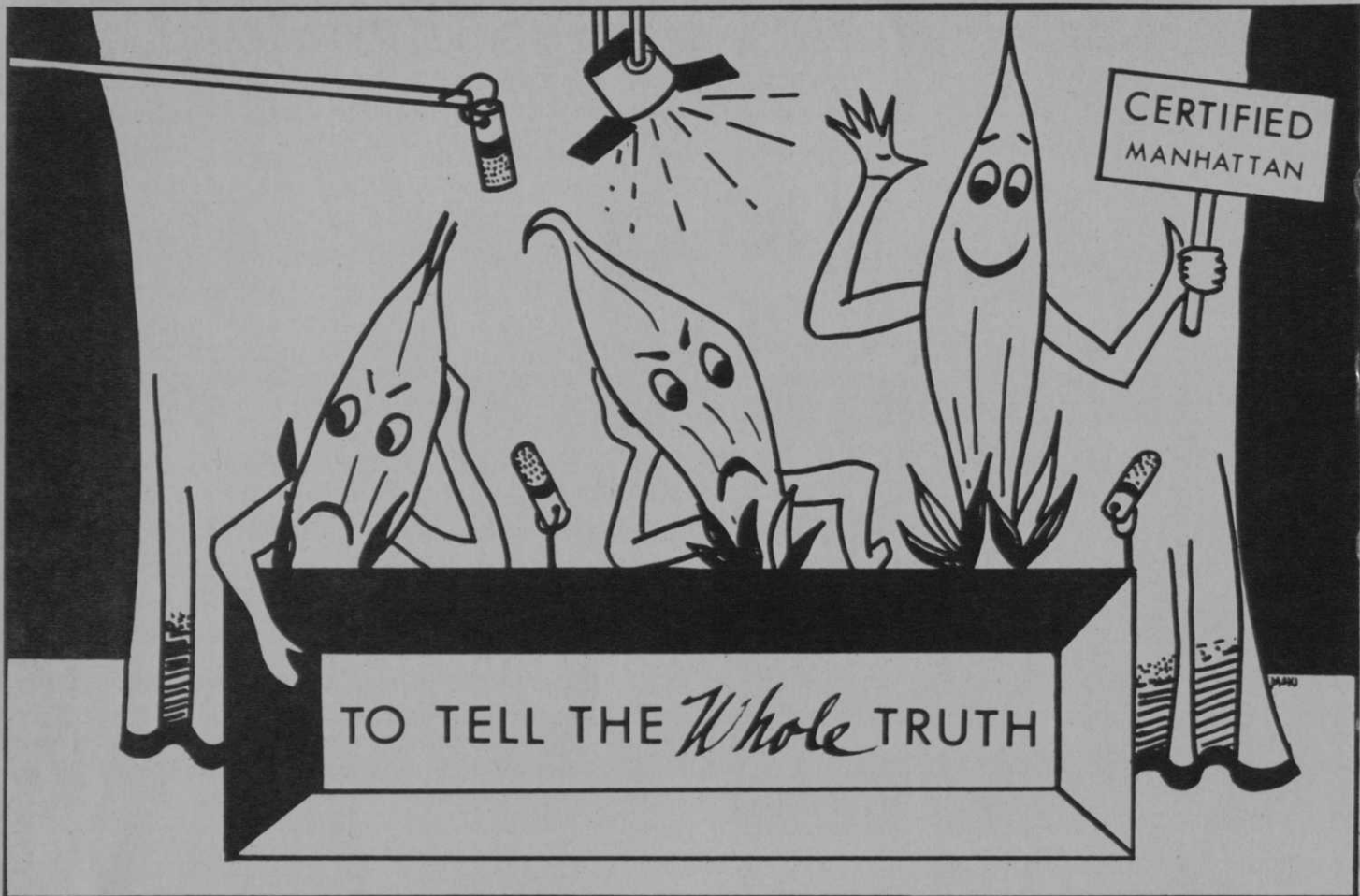
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Labor Sources: WHERE ARE THEY?

The common problem faced by club administrators nationwide—that of finding and keeping steady, experienced employees for specialized jobs—is viewed by them as second only to the increasing burden of funding these positions.

One disgruntled Long Island club manager sounded the complaints of many fellow club administrators, saying, "Our elation at finally scraping together a realistic budget that reflected the employee's increasing cost of living hardship, quickly dissolved this year as we began to deal with replacing eight losses from our 23 member staff."

In an effort to help clubs cope with this problem, GOLFDOM executed these two rather basic strategies, which we hope clubs will follow and improve upon:

1. Source research—The thorough canvassing of all appropriate sources of workers qualified for your specific needs, and
2. Employment inducements—Having located sources of qualified workers, you have won only half the battle. Just as important to getting the people you want on the job are the job allurements—the extras—without which today's suburban clubs will find the going tough.

Because each department head (manager, superintendent and golf professional) deals with different snags in securing and holding good employees, his situation will be treated separately.

MANAGERS

Employee sources. 1. Sometimes, one's own employees are excellent sources of qualified personnel. Workers in the restaurant trade often choose, as friends, people in the same line of work, according to many New York City restaurateurs. "My own people provide me with most of my tips on where to find good people" says Toots Shore Jr., "because the average bartender, waiter or busboy knows more bartenders, waiters and busboys out of work than any single employment

Finding and keeping qualified, reliable golf club personnel is a king-sized headache for most club administrators. GOLFDOM offers some solid suggestions on employee sources to help clubs get the most from their labor dollars

by STEPHEN W. BYERS

agency in New York. One thing, though, you've got to ask them regularly. Most of them don't just volunteer the information."

Many restaurant owners state further that few problems with inefficiency have resulted from hiring friends of their employees. "A good worker is a good worker," says a prominent Long Island supper club manager. I don't hire people who don't take pride in what they do, and a proud waiter is not likely to allow his friends to stain his professional reputation. Hiring friends also ensures at least some of your people will get along well, and if your restaurant workers don't get along, you're dead."

2. Local employment agencies tend to be good sources of busboys, dishwashers, second cooks, hostesses and people with secretarial skills, but seem less likely to produce qualified bartenders, waiters, chefs and wine stewards, because employees in these professions usually have their own contacts if they are good and rarely need to list with an agency.

Employment agencies are less of a help in rural areas and in many cities in the Midwest and Rocky Mountain west. Here employers are many times unaccustomed to paying agency fees, leaving that to come out of the new-hire's first pay, a practice that most potential employees feel is a raw deal.

3. Many states have something akin to New York's Public Employment Computerized Job Bank. This can be an ex-

cellent source of all kinds of workers. With a single phone call the manager gets a resource picture for a wide reaching area, because the central computer can click off in a twinkling all listed unemployed workers in the specific area requested with their qualifications. It is true that many potential workers acquired in this manner will reside some distance away from the club, but that is where the employment inducement, discussed later, becomes a significant factor.

4. The Department of Labor has a Research and Statistics Division in every state that can refer you to a Labor Market Analyst in your area, who can be a very informative labor source, not as a guide to specific people available for hire, but as a guide to other sources in your area.

5. The local chapter of the bartender's union will assure you of experienced help.

6. Bartender schools offer people trained in the art of mixology, but without the people-accommodating experience that comes from a year on the job. This is a better source if you have time to accustom the employee to your member needs and can devote several days to on the job service training.

7. If there is a restaurant workers union in your area they should be advised of your needs and can always be of help.

8. One manager said he acquired two of his best cooks from a phone call to several of the leading restaurants in his area requesting names of unemployed chefs. "Restaurant owners," he says, "have always been more than happy to supply me with names, knowing I'll return the favor if the need arises."

9. Another manager tapped the school of restaurant and hotel management at a college near him for summer help and found many students available for evening work during the semester.

10. If a university is nearby, utilize its college placement service.

Employment inducements. Times have changed. Country clubs have moved further and further away from pollution

continued

LABOR SOURCES *continued*

plagued city centers. Thus, recruiting labor from these formerly rich sources has become progressively more difficult because of transportation problems. Managers are also finding that workers with years of experience in the restaurant business have been prompted by the startling increase in the cost of living to seek employment in more lucrative labor fields, such as construction and public service jobs. Recent food cost hikes have caused many supper clubs to go out of business, and many lay-offs at downtown dining rooms have thrown a scare into security-minded career waiters, chefs, bartenders and other food trade professionals. To help counteract these snags, many managers are offering enticements, such as:

1. Merit salary increases;
2. Child care or day care cost defrayment for women of proven professional ability (six months of service qualifies at one Long Island club);
3. Several managers interviewed by GOLFDOM said that they had had problems holding good employees until they woke up to the idea of hiring a few "floating" part-time employees who were content to work irregularly any shift. "These people are usually not interested in full-time employment, and in exchange for working less hours each week, they will accommodate my shift needs on a moment's notice," states one manager.

The benefit of these floaters to regular employees is a more flexible work schedule that allows them to take off for all-important weekend in the country or other legitimate days off for personal reasons. No one likes to feel locked into a job, and managers are finding that implementing practices that provide more free time for regular workers are the most important employment inducements, particularly because of increasing public emphasis on leisure time in the United States.

4. Some clubs are still holding rigidly to the policy of no tipping in their dining rooms. These clubs and clubs that are thinking of instituting this unrealistic policy would be advised to review their dining room salaries to adjust them to the worker's increasing cost of living; keeping in mind that, though your present staff may be satisfied with their paychecks, the potential employee with dining room experience at good restaurants is accustomed to

nearly \$40 a day take home, most of which he gets from tips and on which he will certainly pay less than the usual tax.

5. Many clubs set aside a certain day on which employees can avail themselves of specific club privileges, thus contributing to the worker's feeling of being part of a family, which is vital for a smooth running club.

6. A retirement program is a good way of keeping efficient workers who have rendered several years of faithful service.

7. Finally, the manager's ability to anticipate employee problems and deal with them before they reach a full head of steam always is conducive to a contented staff.

SUPERINTENDENTS

Employee sources. 1. A little known, but none-the-less, fertile source of workers with grounds maintenance experience is the department of parks in and around any large metropolitan area. Superintendents near New York City are only beginning to tap this source, which always seems to have a surfeit of qualified applicants they are only too willing to farm out to clubs for the asking. But as one Chicago area superintendent warned, "It's no use calling the department itself—you need to drive over to the park and talk to the job foreman for the good ones. In the last two years I've picked most of my best people this way. Park foremen always seem to have a line on men they've worked with in the past or friends who are out of work or looking for a change of scenery."

2. One Washington, D. C., club superintendent and several in the New York area say they have had success with state employment services, but emphasize that you must be very specific about the kinds of experience you require. "Otherwise they send you bank tellers," one adds.

3. Contacting owners of leading sod companies often turns up information on layoffs who are experienced in landscaping.

4. One Long Island superintendent said he has had good luck with his local construction union giving him layoff tips, because that business is very uncertain and irregular, and many workers who hire on at a club between construction jobs decide they like the security of regular work and stay. It is

important here to contact the president of the local for he usually will be the only one empowered to divulge this kind of information.

5. Another superintendent said he used much the same procedure as above, but with the local teamsters union. "I've hired two very satisfactory retired teamsters looking for a Social Security supplement in the last year," he says.

6. Running newspaper help wanted ads is a practice many supers feel puts them in touch with the greatest number of men looking for work. One said that it has been rare that a man answers one of his ads who is unqualified for the specific requirements listed in his standard query.

7. Most grounds maintenance managers confess to a lack of faith in private employment agencies for any but weekend labor and for that they say ManPower or its equivalent is better set up to suit on-the-spot needs.

8. Warren Bidwell of the Congressional Golf and CC outside Washington, D. C., recommends writing letters well in advance of needs to directors of the turf maintenance or agronomy departments at major schools having them. "This source," he adds, "is fine if you are looking for a future replacement or an assistant superintendent. Many recent graduates recognize the advantage of serving under the tutelage of an experienced man and are willing to give one or two years for that purpose. But basically, these schools are good only for summer help, as the student must leave in the fall."

The following is a list of several universities that have turf programs from which you may choose those schools closest to your location:

Penn State University. Write to J. M. Duich, D. V. Waddington or Tom L. Watschke, or call them at (814) 865-9853.

Stockbridge Hall, University of Massachusetts at Amherst. Write to Joseph Troll, director of turf programs.

Purdue University. Lafayette, Ind. Write to Gary Remington, Department of Agriculture.

The following schools have turf programs, but were not specifically mentioned to GOLFDOM as sources by superintendents interviewed, as were those previously cited:

University of Kentucky; University of Florida; Texas A & M University; University of New Mexico; Colorado State University; Iowa State Univer-

sity; Southern Illinois University and Ohio State University.

9. Turf managers also recommend canvassing vocational schools that offer programs in agricultural technology.

10. Also county schools, such as Sussex, Bristol and Essex county schools of ornamental horticulture in Massachusetts.

11. In GOLFDOM's April, 1971, article titled, "Putting the Problem in Older Hands," the advantages of hiring retired, senior citizens were discussed. In the opinion of superintendents who had tried this experiment, senior citizens' organizations are an excellent source of steady, hard-working grounds maintenance personnel.

Employment inducements. 1. Retirement programs;

2. Work schedule flexibility, which allows leisure time needs;

3. Merit pay increases;

4. Specific club privileges on certain days (a factor that probably means more to the maintenance crew than to other club employees, because it gives them a chance to enjoy the recreational beauty they have helped to create);

5. Almost all superintendents inter-

viewed said that letting each maintenance employee regularly try his hand at all jobs on the course, even if it means time-consuming special training, paid off in employee job satisfaction and steadiness.

GOLF PROFESSIONALS

Employee sources. Of the three club supervisory staff positions, the golf club professional probably has less difficulty keeping a qualified staff than the other two, because his staff is smaller and because he generally employs his wife as a saleswoman and sometimes as a buyer. This gives him an additional benefit because she knows she is working to build her future as well as her husband's. Also, many professionals employ their children as sales personnel during the summers and for evening work.

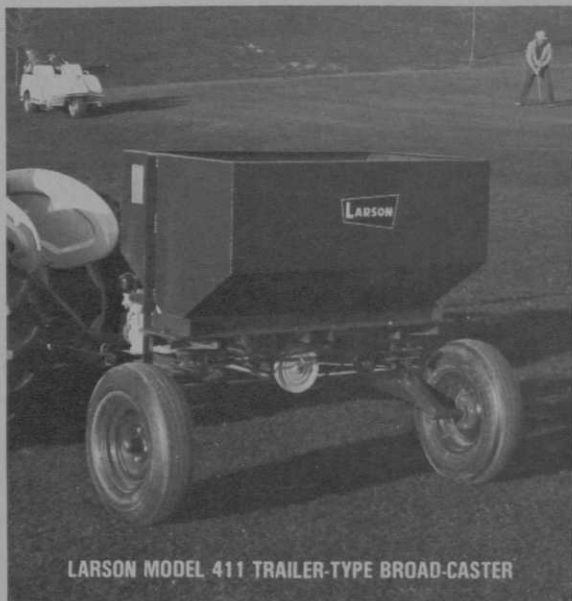
1. College placement services can sometimes line up students majoring in merchandising for summer or weekend work.

2. The PGA is the best source of assistant professionals available for hire, and an assistant can usually double as a bag room repair and maintenance man. Otherwise, newspaper ads and, again, the senior citizens' or-

continued on page 72

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ANNUAL
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ISSUE 1974

Battery Maintenance: A WINTER MUST

Following the tips
presented here may
save you downtime

by ROBERT A. BUESING

PRODUCT MANAGER
MICROPOROUS PRODUCTS
AMERACE CORP.
NEW YORK, NEW YORK

Because the golf car fleet represents a major financial investment at any golf club, one naturally assumes that the cars making up the fleet are expertly maintained. Yet, the statistics compiled by the golf car industry tell a different story: One out of every four cars is delayed in getting onto the course at the beginning of the golf season, mainly because of dead batteries. Furthermore, the statistics reveal the reason why batteries fail. They have been neglected during the winter. Anyone with paper and pencil can quickly tabulate what the cost of losing 25 per cent of a fleet in downtime can do to a golf club's profit margin.

There's no mystery to taking care of batteries. Simple preventive steps can be taken during the winter to protect their longevity.

One step is to check the batteries at least once a month during freezing weather to make sure they are fully charged. If this procedure is not followed, a battery can freeze and die.

How the batteries are stored also is important to their good maintenance. Ideally, they should be

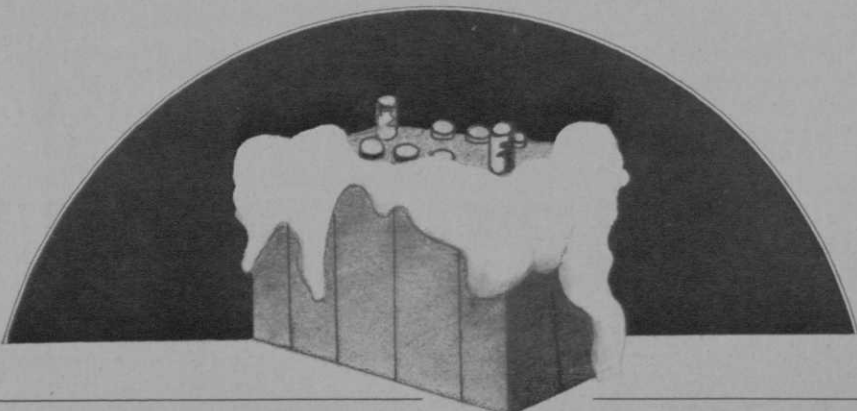
stored where they are accessible and on a stand, if possible, so they won't be moved around when they're checked.

Another step: Purchase good, heavy-duty batteries—the kind made with rubber separators. They can tolerate vibrations and a variety of temperature extremes. The heavy-duty batteries will cost more than their lighter counterparts, but they will last longer. And this will make up for the extra expense.

To keep golf cars working hard all summer, here are a few more suggestions for battery preventive maintenance:

1. Keep batteries fully charged;
2. Don't overcharge;
3. Keep water levels at the right degree, and
4. Check batteries monthly with a hydrometer.

Remember, proper maintenance throughout the golfing season will mean fewer battery failures. A fully-charged battery will last regardless of the weather and will give sun-up to sun-down service. Preventive maintenance during the winter will reduce expensive losses caused by battery failure. □

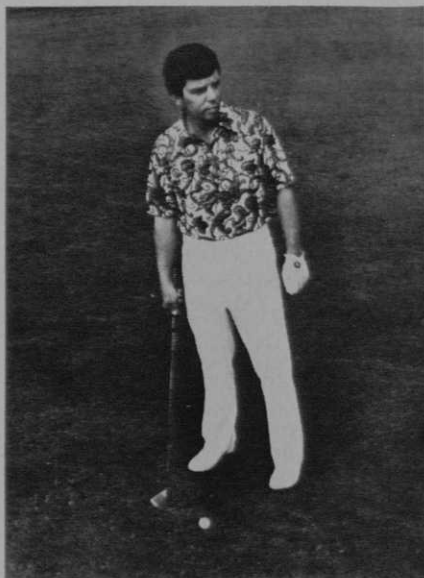


NEW PRODUCTS

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E. J. Manley Co., which for years has represented some of the top names in golf apparel, now also is manufacturing and marketing a completely coordinated line of men's golf apparel under its own EJM label.

For spring '74 the line is grouped into such color categories as red/white/blue, "ice cream" shades, browns and tans, and burgundies. Each of these groups contain active and apres golf outfits. Items include four-button placket shirts in knits and cotton blends, cut and sewn shirts in silk-look Qiana and Nandel, and slacks in warp and double knits, denim looks and cotton blends. In addition, there is a wide selection of sweaters with a variety of neck lines and in varying weights.



Circle No. 253 on reader service card

CAMBRO COMPANY announces its new Sandwich Server, which will accommodate any fast-food "Basket-type" order, such as hamburger and fries, chicken and rolls or fish and chips. The new Side Dish is ideal for side orders, such as french fries or onion rings. Unlike wire and vinyl baskets, these fiber glass food dishes are always

sanitary: seamless molding eliminates germ catching corners and food acids. Salts and detergents cannot harm interior finish.



Circle No. 254 on reader service card

RAM GOLF CORP. has added two new golf bags to its 1974-75 catalog line that company officials say will be certain to become the fastest moving golf bags ever offered. The Traveler is good for the traveling golfer because of its compact design and lightweight construction. It is offered in a choice of blue or white models and comes with travel hood.



Circle No. 255 on reader service card

APPLIED BIOCHEMISTS, INC., introduces a new algacide, Cutrine-Plus, to its line of aquatic nuisance control chemicals. The product eliminates sulfates, has increased stability, reduces cost of treatment and is less corrosive. It is

registered for potable water supplies; fish, farm and fire ponds; lakes and fish hatcheries. Introduction of Cutrine-Plus was made in New Orleans at the Hyacinth Control Society meeting in July and is being featured at trade and consumer shows.

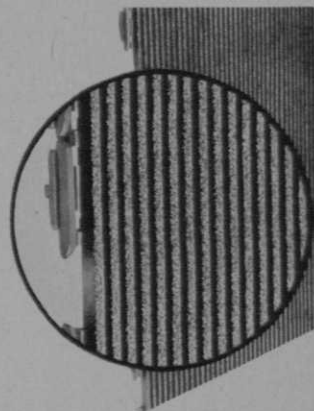
Circle No. 256 on reader service card.

TREVILLION GOLF PRODUCTS has been formed to bring American golfers the developments of Britain's Paul Trevillion—"The World's Greatest Putter." A full range of models of Trevillion's Pencil Putter now is available to pro shops. Every club has been designed in accordance with the principles outlined in the "Perfect Putting Method." Trevillion's best-selling book is also offered for pro shop sale.



Circle No. 257 on reader service card.

SPACE-LINKS introduces the Grip-Top, a flexible vinyl, interlinking anti-slip floor mat. It has carborundum granules imbedded into the walking surface, which do not interfere with the mat's anti-fatigue property or lessen the shock resistant resilience that helps reduce breakage. Grip-Tops are especially useful in areas where there is a more-than-normal amount of grease, oil or other slip inducers, according to the company.



Circle No. 258 on reader service card.

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years of service followed by an additional 10 per cent after each year, so that a total of 100 per cent occurs after 15 years.

3. Standardizes minimum funding for pension plans.

4. Establishes a voluntary program for portability through a central fund. Employees of participating employers would be able to transfer vested credits from one employer to another.

5. Establishes a planned termination insurance program, which would guarantee that vested credits of the employee would be paid if an employer should go out of business and if the pension plan of that employer does not have sufficient assets to pay.

6. Provides new rules for trustees and fiduciaries.

7. Requires more comprehensive disclosure by the employer to the Federal government and to workers.

8. Establishes Federal jurisdiction in this area and provides remedies both to the Government and to the worker in the form of civil suits for the enforcement of these provisions.

Requirements under HR 2 provide for full vesting after 10 years of the accrued portion of the regular return benefits attributable to periods after the effective date of the bill for vesting after a period not exceeding 10 years or 50 per cent of the entire accrued portion of regular retirement benefits, which would then be increased by 10 per cent a year after until 100 per cent has been reached or vesting after a period of service not exceeding 20 years of the entire accrued portion of the regular retirement benefits. The period of service then required for vesting would be reduced at least one year for each year the plan had been in effect after the effective date of the act, plus one year for each two years that the plan was in existence prior to enactment, until the required period of service did not exceed 10 years. The provisions of these bills do not seem relevant to smaller clubs, which generally employ less than 40 employees, but will affect larger organizations.

HR 2 seems to be the bill most palatable to clubs because of its low rate of vesting and lack of filing requirements with any governmental agency.

ALIEN LEGISLATION

Another area of legislation that seems

to have a potential effect on clubs, concerns the entry and control requirements for alien workers.

Two bills have been submitted to the House. HR 982, which passed the House on May 3d and is currently in the Senate Judiciary Committee calls for the application of sanctions to employers who knowingly employ aliens, who have entered the country illegally. As of the present date, there are no prohibitions or sanctions against the employment of illegal aliens. This bill could have a very significant effect on some clubs employing numbers of aliens. The bill is designed not to impose any new obligations or requirements upon an employer, but to prohibit the knowing employment of illegal aliens.

Although the evidentiary standards for what constitutes a bona fide inquiry by an employer are not specified, one affirmative defense that an employer could use to rebut a charge of violation is the showing of a form, signed by the employee, in which the employee stated something on the order of, "I certify that I am a legally entered alien and lawfully permitted employment of this type."

Indeed, the committee report indicates that discussions have been held between the Immigration and Naturalization Service and the IRS regarding the feasibility of revising the W-4 Form to include such a question on citizenship and alien status.

A second bill, currently in the House is HR 981, concerns the establishment of a permanent system for Western Hemisphere immigration of aliens.

The House Judiciary Committee is holding hearings on this bill. The effect of the bill would be to establish a preference system for potential immigrants from the Western Hemisphere much the same as the requirements that now exist for immigrants from the Eastern Hemisphere. First preference under HR 981 would be married sons and daughters and unmarried brothers and sisters of United States citizens. The second would be highly skilled and professional workers. The third would be skilled laborers in occupations in which there is a shortage of employable persons in the United States. The fourth would be aliens principally engaged in religious duties. This would contrast with the present system of immigration from the Western Hemisphere

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expensive to maintain over its life span, runs smoother, quieter, and it is easier to control emissions with a water-cooled engine.

The use of diesel engine power. The torque characteristics of diesels are excellent. They have long life, lower operating costs and lower maintenance over the life of the engine. These benefits more than compensate for the initial higher price of the unit. They will become even more important as the gasoline shortage grows.

The last major consideration is cost analysis, not just initial cost, but what is called "total cost" buying. On the balance sheet must go: the initial price, the economic life of the unit; the operating costs; time and dollar savings; maintenance costs; risk of downtime, and trade-in value.

As in any business, it is the figure on the bottom line that counts.

Purchases made within the framework of the guidelines set out here have the advantage of assuring the superintendent that his recommendations are sound and of assuring the club that its money is being handled and managed properly. □

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they were involved in brand selection of turf materials.

Calls by turf products salesmen generally are handled jointly by the green committee chairman and the superintendent. Asked if the salesmen call directly on them or jointly with the superintendent, 57.6% of the green committee chairmen said "jointly," and only 5.3% said "directly on me." An even greater percentage of green committee chairmen—74.1%—said they work regularly with both the professional and superintendent on matters concerning course maintenance.

GOLF CAR ACQUISITIONS

Golf cars are unique among the product mix in the operation of a club, because they probably draw more administrators and officials into the decisions on acquisition than any other product. The survey supports this belief. Asked if they have any voice in the purchasing or leasing of golf cars, "Yes" responses were: professionals, 75.6%; presidents/owners, 74.3%; managers, 59.4%; green committee chairmen, 52.9%; and superintendents, 37.5% □