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- CERTIFICATION
- EXECUTIVE REFERRAL
- RETIREMENT/PENSION
- CLUB MANAGEMENT INSTITUTE
- CONTINUING EDUCATION
- SPEAKERS BUREAU
- CONFERENCES
- "CLUB MANAGEMENT MAGAZINE"
- SCHOLARSHIPS
- RESEARCH
- CIVIC & CHARITABLE WORK

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OUR MEMBERSHIP OFFERS OVER 25,000 YEARS OF CLUB MANAGEMENT EXPERTISE AND EXPERIENCE WHICH IS CONSTANTLY EXCHANGED BETWEEN OUR MEMBERS FOR THE BENEFIT OF THE CLUBS THEY MANAGE AND THEIR PERSONAL CAREERS.

CMAA BOASTS A MEMBERSHIP OF OVER 2600 THROUGHOUT THE UNITED STATES, CANADA AND 16 OTHER COUNTRIES AND AREAS OF THE WORLD. IT IS ONE OF THIS COUNTRY'S MOST PROGRESSIVE PROFESSIONAL ORGANIZATIONS.

What Is A CCM ?

IT MEANS "CERTIFIED CLUB MANAGER". . . . IT IS TO THE PROFESSIONAL CLUB MANAGER WHAT "CPA" AND "CLU" ARE TO ACCOUNTING AND INSURANCE. CMAA ESTABLISHED THE "CCM" TO ASSURE THAT THE CAREER OF CLUB MANAGEMENT WOULD CONSTANTLY STRIVE TOWARDS EXCELLENCE AND KEEP ABREAST OF THE EVER CHANGING DEMANDS OF THE PROFESSION.

CMAA SERVICES: Continuing education programs in the form of 3 day workshops are held jointly with various major institutions of higher education and **The Club Management Institute** (the educational arm of CMAA). Over 500 Club Managers attend these workshops annually, **Club Management** magazine has a circulation of some 10,000 subscribers and is sent to clubs, club members as well as club managers. CMAA maintains an active **Speakers Bureau** for almost any club or food and beverage oriented group. Annually CMAA and its local chapter affiliations award some 50 scholarships in the amount of \$15,000 to needy college students interested in the hospitality field through the **CMAA**

Scholarship Fund. Our **Executive Referral Service** is available to both Club Managers and Clubs who need help in finding each other. **CMAA's Research Department** has accumulated a vast amount of data on a number of Club Management oriented problems. Not to be overlooked is the great amount of Charitable and Civic work in which many CMAA members are engaged. This helps to make our communities and the world just a little better place in which to live.

Want to know more about CMAA?? Write our Executive Director Horace Duncan, CCM, at THE CLUB MANAGERS ASSOCIATION OF AMERICA 5530 Wisconsin Ave., Washington, D.C. 20015 or call one of the National Directors listed below.

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For More Details Circle (113) on Reply Card

CONDO continued from page 50

would be created by the shrinking of the course. The golf layout had to utilize the space designated by developers without variations.

Hope also stipulated the course be constructed to insure easy machine maintenance and that it should be a "fun course," attractive to beginners, women and the average player.

"Most of all," he said, "we wanted quality in everything we did. We felt we owed that to the players who had been with us for years and to the people who would in time occupy the real estate."

The executive course is a golf concept of the '60s in which a mixture of par-3 and par-4 holes are designed to provide golfers with a wide range of shots while eliminating the long fairway expanses of par-5 holes. The average executive course is about 4,000 yards with a par of 60 to 64.

Increasingly popular with real es-

tate developers, executive courses are scattered all over California and the East Coast. While they are relatively new to the Northwest, the Portland area claims two of the finest anywhere — Charbonneau, near Wilsonville, and Summerfield, near Tigard. They were both designed by golf course architect Ted Robinson of California.

At Oakway, it was also determined the driving range would be eliminated. Hope maintained that, to be profitable, a driving range should be lighted, and he was not prepared to impose this possible nuisance upon residents of the area. Furthermore, driving range land was earmarked for development into multiple family dwellings.

For zoning purposes, the Oakway project became a planned unit development, which meant that 40 percent had to be green belt and 60 percent development. The new golf course design required just 70 acres, leaving 100 acres available for residential development.

Of this, most will be used for apartments and condominiums. There are, however, 44 single unit lots along the fairways with purchase prices ranging from \$10,500 to \$16,000.

The new Oakway golf course is 3,529 yards, par 61. Its par-3 holes range from 104 to 170 yards and its par-4 holes from 245 to 333 yards. The course is rated at par from its back tees, a tribute to the skill factors designed into the course.

Equipped with a fully automatic irrigation system and a new metal maintenance building to house more sophisticated machinery, the remodeled golf course cost approximately \$300,000.

Hope feels it would be impossible to duplicate the job today at the same figure. Everything fell into place at the right time for the conversion of his course, he said.

Ground was broken May 1, 1973 and most of the work was done during one of the driest springs in Oregon history. By fall, all work was



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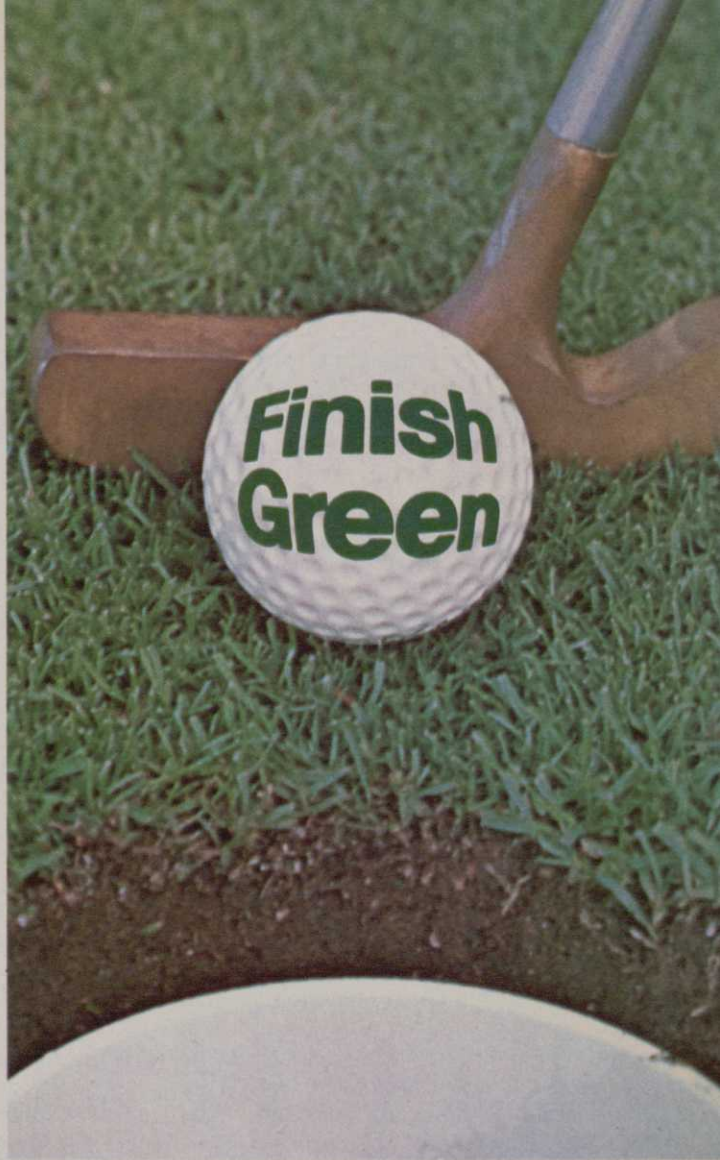
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done and the new course seeded, all equipment and supplies having been delivered before the energy crisis added impetus to the nation's inflation spiral and shortages complicated golf course construction.

There followed an early rain season and mild winter in the Northwest, just what the golf course superintendent ordered. In fact, there was almost too much of a good thing. The course was opened exactly one year after ground breaking, one month past target. However, one of the wettest springs on record earlier this year made it advisable to delay traffic on the new turf.

Because the timing was so perfect, Hope is convinced his total cost was considerably less than it would be today, perhaps as much as 50 percent.

During the year Oakway was closed to play, Hope remodeled the interior of his clubhouse complex, which is particularly appealing to golfers. An antique collector, he decided to put some of his treasures to work in the shop, creating a unique and surprisingly functional decor.

Old five-gallon milk cans, attractively painted, serve as display bins for utility golf clubs; crest golf caps are attractively shown overflowing from an ancient trunk; an old cash register, highly polished and with an open drawer, holds scorecards, pencils, tees and ball markers; a huge dining table is used for the golf shoe display; clothing is arranged over various other antique pieces and such startlingly different items as bear traps, horse collars and muskets add to wall decor.

The entire shop is carpeted, including the dining area. There is no snack bar, but a battery of vending machines dispenses sandwiches, sweets and beverages. The dining area walls are covered with frame and well-arranged 8 x 10 photographs of golfers who have called Oakway home down through the years.

Hope's insistence upon quality follows through golf shop merchandise to the well-landscaped exterior of the clubhouse. A breezeway connects the shop and his office with the small building housing the offices of the project manager and his staff.

Hope envisions a larger mainte-

nance budget for the new course, but explains that his regulation course had been worked under an exceptionally low-cost operation. With the addition of automatic irrigation, riding greens mowers and other sophisticated machinery, quality is also stressed in maintenance.

Public acceptance of the course was good immediately after opening, but there has been some change in clientele. Those who prefer the challenges of a full-length course have moved, but shop personnel reports much more play by women, couples and families.

Nor is Hope willing to surrender his old regular customers without a struggle.

"We made a test with one golfer," he said. "We had him play here three times in one week, then go out to a regulation course. He shot the best round of his career."

The idea is that the short game accuracy demanded by the new Oakway will sharpen any player's game for any golf course.

"They could play here three rounds to one on a regulation course," Hope said, "and generally improve their golf."

When fully developed, released acreage around the golf course will provide 1,265 living units. Hope expects at least 40 percent of the residents to be golfers and hopes to convert others. Whether or not the Oakway executive becomes their home course, it will always be their course at home. He expects to continue operating the course on a daily fee basis and to resist any pressure to close it to resident play only.

Eugene lost a sorely needed 18-hole regulation golf course in the shrinkage of Oakway, but it did not lose an important green belt and recreation facility. It gained its first intermediate golf course and a new, high-density residential area near the city center.

Even before the remodeling of Oakway was under construction, the city of Eugene and Lane County were exploring possibilities of developing municipal golf facilities to meet a growing demand. In the long run, the Oakway project probably will have done a greater service to golf in the Eugene metropolitan area than anyone expected, particularly if it hastens the development of new regulation facilities.

DESIGN

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drawings. Placement of trees in the rough or on fairways has a great effect on maintenance cost. If trees in the rough are allowed to stand too close together, certain equipment cannot negotiate these areas. Significant labor savings can be gained through the use of machines, thus the location of trees becomes vitally important if these areas have to be cut by hand.

A good golf superintendent will be able to specify varieties of grasses which are best-suited for that particular area's requirements of climate, temperature, humidity, and rainfall. To be sure, the initial cost may be greater. But when considered against the possibility of having to remove existing grass and go back and replant other sections, the initial cost becomes insignificant.

A superintendent can be very valuable in determining the amount and types of equipment which will be needed to maintain a golf course. Many clubs and owners follow a standard shopping list, and by the time a superintendent is put on the job, thousands of dollars have been applied to equipment which might otherwise have been spent to better advantage, or perhaps saved.

A superintendent can be useful in planning and layout of the maintenance building. With hundreds of thousands of dollars of equipment involved, a well laid out maintenance building is a prime requisite for any course. This function is sometimes relegated to a nearby barn or other such structure.

To sum up, a qualified superintendent can not only insure the owner full value for his investment while a course is being built; he can insure that the maintenance cost for the life of the course can be minimized by correcting those things during construction which will materially affect the maintenance of the course in future years.

This does not downgrade the importance of the sound architect and course builder. Rather it points out the long-term value of the course superintendent's input.

Certainly architects and builders have reputations to protect; but in the final analysis it is the superintendent and the members who live with the course.

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PROFIT continued from page 36

each week. Coach has a staff of about 70 for overall operations.

Over 60 percent of the golf courses now under construction in the nation are part of a real estate venture. Developers have learned that golf helps them sell lots and housing units.

Since the real estate developer is business- and profit-oriented, his golf courses are usually managed and operated like a business. Many successful developers have kept the golf operation and land sales entirely separate by establishing a corporation for each enterprise. The developer then owns and controls the club and operates it on a daily fee basis or as a non-equity club or a combination of both — and hopefully at a profit.

Northgreen Country Club, part of a 500-acre development named Northgreen Village and located near Rocky Mount, N.C. expects to open a new 18-hole, Porter-Gibson-designed facility in late 1974.

Northgreen's planned policies for the club operation are clearly stated

in the invitations for membership as follows: "The Northgreen Country Club, golf course, all buildings and other club facilities are owned by the Northgreen Village Associates, a partnership organized under the laws of the state of North Carolina. Members will have no ownership of the facilities and shall not be liable or have any responsibility for its debts or operating expenses of any nature. It is anticipated that eventually ownership of the club will be offered to the membership for lease or purchase."

Northgreen, now in its membership development stage, cites initiation fees as follows: regular membership — \$500 for the first 150 members; \$750 for the next 100 members; \$1000 for any membership over 250. A non-resident membership is also offered for persons residing more than 50 miles from Northgreen at 50 percent of the above fees. Monthly dues for residents are \$30; for non-residents, \$15.

Another new North Carolina golf/condominium development has constructed a 60-room lodge, which

includes the golf shop, for its 18-hole operation. It features "package" golf for out-of-town guests. A non-resident membership (150 or more miles distant) is available for \$24 a year. Such members may play golf for free upon rental of a golf car.

Green fees for lodge guests are \$6 any day. The course is open to the public at green fees of \$8. The facility maintains a fleet of 60 golf cars at rental fee of \$8 for 18 holes.

While most golf-oriented real estate developments are planned for home sites, townhouses and condominiums, Century XXI — now under development in greater Washington, D.C. area — is designed for a major new business center.

Approximately 300 acres surrounding the Fairchild-Hiller headquarters near Germantown, Md., are being used for the project. When Completed, this \$110-million venture will represent three million square feet of office and research space, a hotel and convention center, restaurants, banks, golf course, tennis courts and other recreational amenities.

continued on page 58

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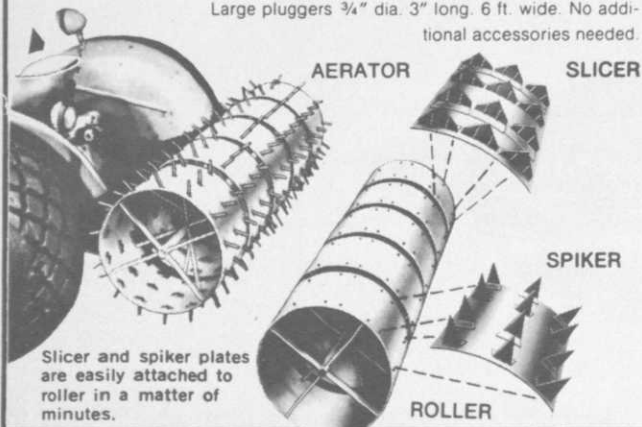
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NEW PRODUCTS

CUSHMAN'S TROPHY golf car offers more foot and legroom for its riders in the 1975 model. More than 1,330 square inches of footroom and 42 inches of legroom are featured on the '75 with the added comforts of heavy-duty suspension and deep foam modified bucket seats. The Trophy also offers an all-steel bumper and is driven with a 36-volt power pack.

Circle #701



DESIGNED TO SATISFY the needs of the commercial user, Gravelly recently introduced its 40-inch mower. The mower allows the user to cut a full swath, making short work of large jobs. The 40-inch model can be powered by any one of the 2-wheel or 4-wheel model tractors Gravelly manufactures.

Circle #704

GRISWOLD CONTROLS has come out with a new line of valves and controllers for the irrigation industry, designated as its S-Series. Available in five sizes, the valves range from 3/4 inch to 2 inch and can be installed underground either horizontally or vertically. Several options are also available with the system, providing added irrigation capabilities.

Circle #705

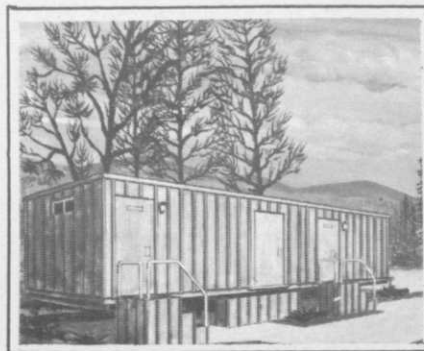
TORO'S Irrigation Division has a new four-color brochure available pointing out the various services in its systems. All phases of installation are discussed and golf course equipment such as the Vari-Time controller are outlined.

Circle #702

ASTRO-STONE Corporation recently announced a nationwide expansion program for its line of natural stone surfacing material for lobbies, patios, pool decks, floors, walkways and walls. Stronger than concrete, Astro-Stone also provides a slip-proof surface, eliminating puddles. Water drains right through since the material is completely porous. Epoxy coating on the product's surface makes Astro-Stone impervious to salt, gasoline, grease, acids and fertilizers.

Circle #703

BOLT INDUSTRIES might have the answer to golf course sanitation problems with its new self-cleaning Envirovac. Reducing the amount of water needed to support the system by 90 percent, Envirovac offers a new solution to a traditional headache. Utilizing a relocatable approach, the system's mobile building can be installed anywhere.



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MC INDUSTRIES has employed a gravity principle in developing its new Magiclip order wheel. Paper ranging from onionskin to card board can be supported easily on the Magiclip. Springs, found on older order wheels, are eliminated completely on the Magiclip. An anodized aluminum finish is included and keeps the mechanism sanitary.



Circle #707

HAND CRAFTED wooden signs are the top of the line for Vermont Hand Carved Signs. Detailed in every way, the signs create a mood for each club and are the signatures of buildings and business. Vermont claims any sign is possible through their firm and sign designers are not restricted to forms, molds or stock items. Besides signs depicting the course name, there are also possibilities at tees and throughout the clubhouse.

Circle #708

KELLER GOLF CLUBS is the U.S. distributor of a new line of stainless steel shafts, from Japan. According to the manufacturer, the shaft enables the construction of a club lighter in overall weight, one that can be swung faster.

Circle #709

The 18-hole, 6,500-yard executive course with fully automatic electronic "wall-to-wall" sprinkler system is already in play. It is operated as a private non-equity club and membership will be limited, to 300. Unlike most country clubs, there are no family memberships. Ladies may play, but fees are the same for all adults.

Initiation fees for residents (anyone living within 50 miles of the club) are \$1500 (\$750 with application; \$750 within 12 months). Initiation fee is fully refundable upon leaving the club; however, Century XXI reserves the right, at its discretion, to return initiation fees over a 24-month period. Annual dues are \$400 billed semi-annually.

For non-residents (anyone living at least 50 miles from the club) the initiation fee is \$100 and annual dues are \$100 billed annually. Guest green fees are \$7.50 weekdays and \$10 weekends.

Century XXI is a complete club facility with 340 lockers (\$30 a year), private and public dining rooms, conference rooms (free use for members), 1200-square-foot golf shop and 40 golf cars at rental of \$9.

South Carolina's Grand Strand resort complex (the greater Myrtle Beach area), a 50-mile-long stretch of seashore bounded on the east by the Atlantic Ocean and on the west by the Intracoastal Waterway, probably has more profit-oriented golf courses than any other area of comparable size. The Grand Strand now offers one a choice of 27 golf courses

to play along with 35,000 available rooms, 100 restaurants, etc.

Growth of Strand's golfing industry (it features package golf) may be attributed to the availability of numerous challenging and well-maintained facilities along with an abundance of hotel/motel accommodations and to nationwide golf promotion and improved air transportation to the area.

Area hotels/motels and golf courses have formed an association named Golf Holiday, pooled their assets for advertising and developed effective promotional programs. In addition, the greater Myrtle Beach Chamber of Commerce annually contributes around \$100,000 to Golf Holiday's efforts.

Along these same lines, owners of profit-oriented golf facilities in some states have formed statewide golf course owners associations. The idea behind these organizations is to accomplish certain benefits that can best be attained by group action. One such group is the Pennsylvania Golf Course Owners, Inc., founded in 1970.

With over 300 privately owned daily fee golf courses in Pennsylvania faced with mutual problems, their owners were ready for a means of working together. The goal of the organization is stated very succinctly in its by-laws as follows: "The purpose of the Pennsylvania Golf Course Owners, Inc., shall be to promote recreation and conservation, and to solve problems common to privately owned golf courses providing a place for everyone interested to play golf."

What is this organization accomplishing? It has, this year, caused bills to be introduced in the state senate and house that would give public golf courses an equal and fair basis for taxation in their real estate. It is informing state legislators that golf is no longer a leisurely rich man's game but in fact is a major source of recreation for the average-income individual. For this reason, many golfers would like the courses to remain as such and not be converted to housing developments and shopping centers. Petitions of this nature were placed at all member clubs for golfers to sign and then sent to key state lawmakers.

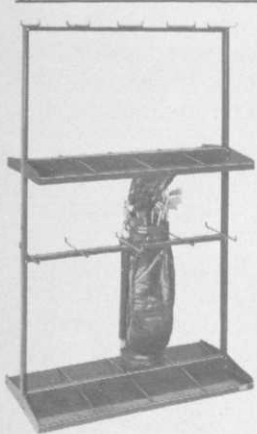
The organization is working on group insurance programs in the area of general liability, workmen's compensation, and health for all its members. A cooperative buying program was initiated this year. Among the items available are golf balls, golf course pencils, tees, flags, flag poles and cups.

Certain uniform operational policies are also being tried this year to help avoid confusion, speed up play, accord with insurance codes and to establish uniform rules at all member courses.

The organization held their first annual tournament last year and offered over 500 prizes totaling about \$6,000. Plans are underway for a second tourney scheduled for August 1974.

Late in 1973 the PGO employed Leslie V. Adams as full-time executive secretary. Since February of this year, the PGO has published a very informative monthly bulletin. Adams reports the following 1974 dues schedules: \$100 minimum for nine holes, par-3 courses and driving ranges; \$25 additional for each nine holes thereafter — on that course or other courses any one individual may own.

Profit-oriented golf courses will continue to play an important role in the nation's golf scene. The National Golf Foundation's guide line for golf course development is one public 18-hole operation for every 25,000 persons in a given area. National studies reveal there are still many regions that have not met this need.



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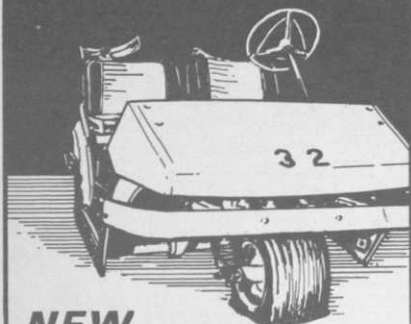
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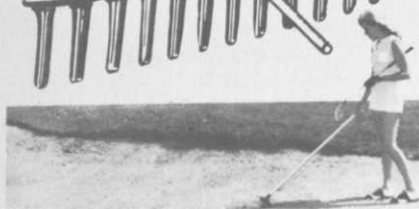
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Follow continued from page 24

there is no need to shop elsewhere. The season opens in March, and by April, Limback has his shelves filled with both the variety of styles, and their backup.

When it comes to display methods, Limback has the problem that all pro shops suffer from: lack of space. Therefore, in order to give the feel of difference to a customer who comes in more than once a week, he does a great deal of switching around of displays. Menswear and ladies wear are kept separate, and they are changed every two or three weeks. Limback avoids the display rule of getting the customer familiar with a "slacks section," etc. Rather, he wants the member to feel there is a sense of excitement.

In terms of fixturing, he offers two suggestions to others who are concerned with similar problems. Because of the Alpine A-frame structure, the shop receives a great deal of daytime light. Even so, there is a necessity of indoor follow through. Therefore, he has his traditional downlight established with a fixture. But then, in order to highlight merchandise that falls within the range of the downlight, he has a spot or double spot right next to the downlight fixture. This enables the spot to pick up anywhere within that lighting sphere in order to emphasize specific displays.

A second method he uses which is



Double lighting effect is an important ploy in highlighting. Spotlights and downlighting fixtures are used to achieve this effect.

working well is to avoid many floor stands that are traditional for middle-of-the-shop areas. Instead, he has chain links hanging from the sloping ceiling sections with a bar spread between them. The links fit into the Alpine motif, and can be shortened or lengthened depending upon the merchandise on display as to shirts and trousers, or it can be narrowed or widened depending upon the need for more or less display bars. In effect, this gives the floor area much more mobility, and much less of a cluttered feeling.

As to promotions, Limback smiles because there "seems to be something going all the time." At the beginning of the year, Tanglewood has a mandatory sports fund fee of \$15. This money all goes into the pot, and then the winners of the weekly Saturday and Sunday morning tournaments receive gift certificates that are redeemable at the pro shop. Part of the money is also used for the bigger tournaments such as the member-guest tournaments, stag day, derby day, etc. There are at least five or six major tournaments held on the course every year, in addition to the smaller "fun" week-end ones.

As with other clubs, Tanglewood's repair shop does not do major repairs, limiting their work to re-shafting or refinishing a club at maximum. Tanglewood does have a policy, however, of loaning clubs to anyone who has one in for repair. Most of these clubs are ones which were taken in for trade-in. Limback keeps several sets in the repair shop for these purposes as well as for just in case someone needs a set on an emergency basis.

Limback also runs the usual end-of-season sales. Because of Cleveland's weather, he also has a Christmas promotion during this off-season. The shop sends out a leaflet which is four pages. It gives a listing of Christmas-gift ideas for men, women, and children.

The folder contains not only the listings but several photos of merchandise as well. This is mailed right after Thanksgiving when the shop is decorated with Christmas trimmings.

Tanglewood is also anxious to "grow a set of golf-playing youngsters" and Limback runs a junior clinic which is eight weeks of lessons. The age limits are eight to 16, and

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