

out from the walls.

An alternative way to protect people congregated in open areas is to erect poles on opposite sides of an area, with wires strung between them, about 20-ft. high.

This method has some disadvantages. It is less attractive. It does not offer any rain protection. It does not have a dry floor. But it will lead the bolt deep into ground and offer greatly increased safety to a lot of people inexpensively.

Wires should be at least No. 4 copper, poles properly grounded, and the system should be extensive enough to bring the entire field under the cone of protection. Designing and installing such a system calls for the same experience, specialized materials, and expertise as standard lightning protection. Only a specialized lightning protection installation firm should be entrusted with it.

Lone trees, tallest trees in groves, and trees within 10-ft. of buildings should be equipped with special copper lightning protection systems which are installed loosely so that as a tree grows, the system will "grow" with it.

An air terminal is placed at the highest reachable point, and the main conductor leads from it to ground. Miniature branch air terminals are placed as needed at extremities of main branches, and connected to the down conductor. Ground rods are driven into the ground at opposite sides of the trunk, outside the root system, which usually extends to outermost branches. Trees over 3-ft. in diameter at the lower trunk require two down conductors and grounds.

The clubhouse and other buildings, whether with open or closed sides, should be protected with standard systems as described for rain shelters.

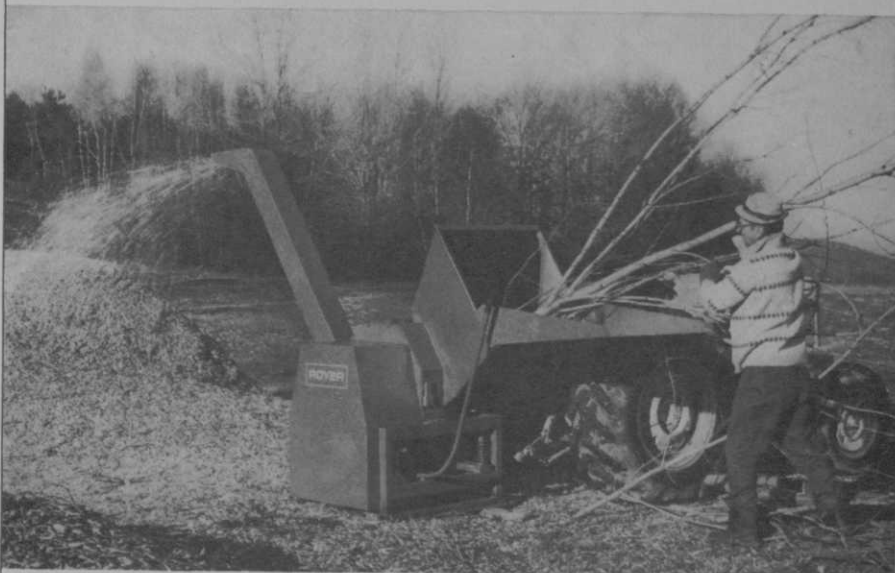
In addition, larger structures need to have plumbing vents, air conditioner, or other metal body of inductance or conductance tied into the main conducting system. Air terminals are needed on chimneys, dormers, and other high points.

Lightning protection on the course is becoming a growing problem for facilities, as members become more aware of the dangers that can occur during a storm. The responsibility for safety will ultimately lie with the course. □

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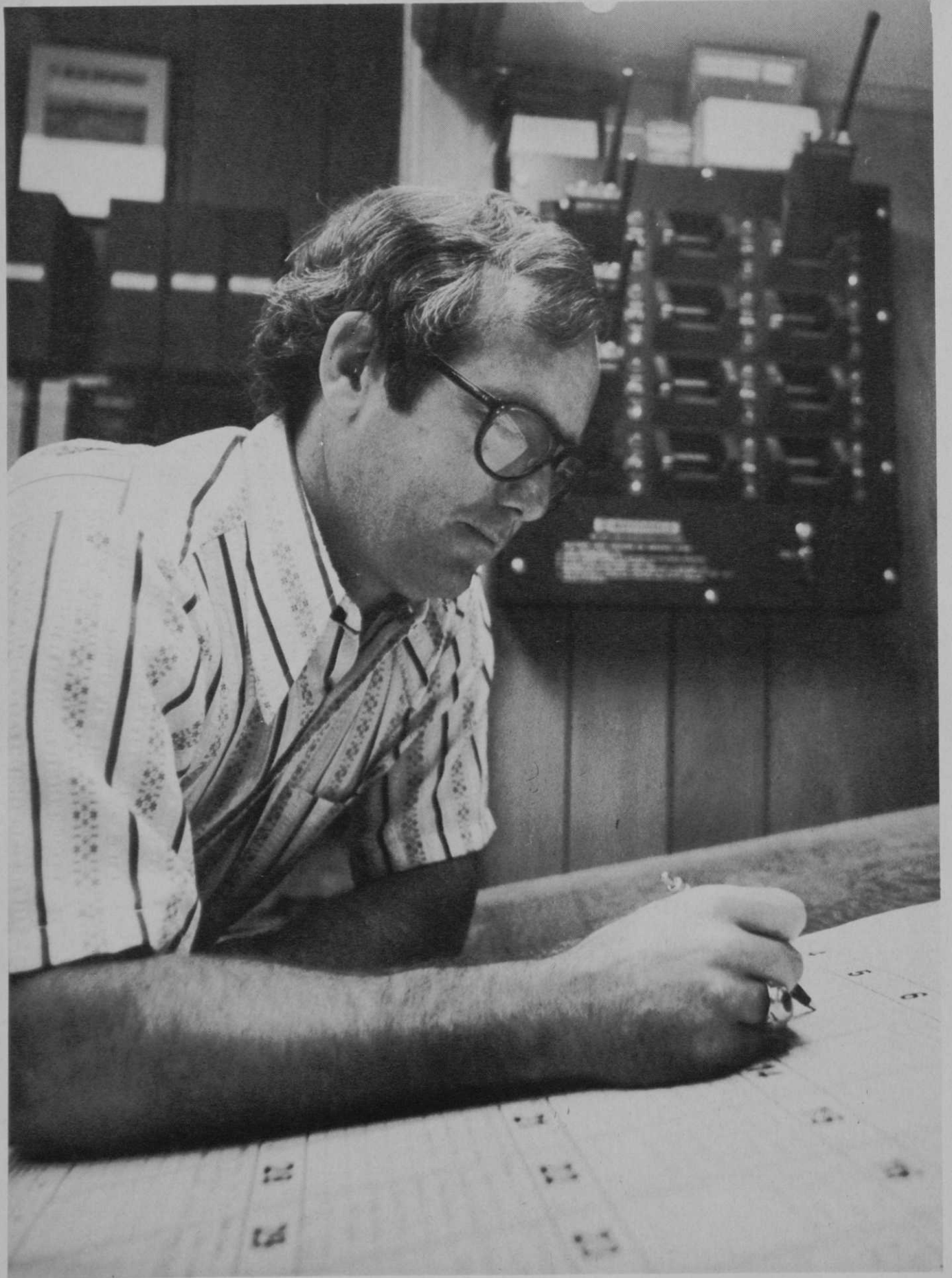
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*Patent pending



The 'Peace-of-Mind' Maintenance Plan

by Peter Miller
 Superintendent
 Firestone Country Club
 Akron, Ohio

As everyone knows, the management functions are composed of POMC — planning, organizing, motivating and controlling.

I would like to dwell on the aspects of planning (forecasting future problems and events and courses of action), and organizing (using the resources necessary to implement a plan) which we use in the maintenance operation at Firestone Country Club.

We are a large (36-hole), busy industrial golf course with 800 members and with close to 60,000 rounds of golf played over five months. With two major televised events a year, you can understand why planning is something we learned even before attending management courses, because it was forced on us as the only means of accomplishing our maintenance operations under the prevailing conditions.

Our planning starts with a club calendar consisting of all events for the six-month season. It lists men's, women's and junior programs and events as well as the professional tournaments, and it involves considerable coordination among the various committees so the overall calendar presents a manageable schedule. The calendar also includes key maintenance operations, particularly spring and fall aerification.

This kind of precise, long-range

scheduling is necessary to permit aerification over a two-week period without adversely affecting scheduled tournaments and events. It adds up to peace of mind for us, with a specific time set aside, as well as to the membership, which can count on fine playing conditions for all tournaments and functions.

Once assembled, the six-month calendar is transposed into a larger one in the maintenance office on which more frequent maintenance operations are scheduled and detailed. For instance, we note dates for verticutting fairways, fertilizing greens (including amount per 1,000 square feet, type and running total), and so on. This allows us to tell at a glance where we are and where we

should be in terms of day-to-day operations. If we want to topdress in two weeks, a quick glance at this comprehensive calendar will tell us whether or not it is possible.

We break this down further into a weekly forecast or plan. This forecast is posted in the employe locker area, two areas in the clubhouse and one copy is given to the general manager. On Wednesday of the preceding week we post the maintenance schedule for that week. On this is listed only operations affecting the golf game — aerifying, top-dressing, etc. It serves a twofold purpose by compelling us to plan each week in advance, and also to inform the membership of what we are going to do so they may make the

Left: Firestone superintendent Peter Miller maps out maintenance plan with an eye to long-, middle-, and short-range planning. Right: Assistant superintendent Jim Loke puts together the daily work schedule on the maintenance blackboard. The Firestone crew knows where it will be working any given day by the previous afternoon, and on weekends by the previous Thursday.



The 'Peace-of-Mind' Maintenance Plan

continued

decision as to whether they want to play under those conditions or not.

Obviously because of weather conditions not all programs can be followed but try it — you will be very surprised how well this system will work and how little time it will take.

The next step in the management function concept is organizing to carry out the plans. To do so on a golf course we have lists of jobs to be done in the event of rain, frost or any inclement weather, as well as for normal conditions. These are the areas we draw from for our planning schedules.

Each day a list is made up of all our personnel, listing individual duties for the particular date. This is posted on a large blackboard before the personnel leave that day for the next day. All weekend work is posted by Thursday noon.

A list of equipment needed that day is left for the mechanic and his helper so when they come in an hour early they have the equipment out and adjusted, gasoline and oil checked. If a special piece of equipment is required, advance notice for preparation is given.

When the personnel arrive in the morning and punch their time card, they only need to go to their equipment and proceed to their job assignment. If the weather is inclement, this is the time we draw on the list of jobs for rain, frost or whatever.

The daily job posting is also kept in file for record uses and delivered daily to the general manager. It seems that the better informed management is, the better relations between departments will be.

Obviously, motivation and control are necessary to the success of a management program. We have only dwelled on planning — seasonal calendar, monthly and weekly forecasts and organization of daily and weekend employee job lists.

These methods have worked extremely well for us at Firestone and I am sure, if given the chance, will work as well at any other type of golf course. In this day of rapidly increasing expenses, we can only use our resources as expeditiously as possible. □



Miller with his shop mechanic. A list of equipment needed for the next day is left for the mechanic and his helper so when they come in an hour early they have the equipment out and adjusted, with gasoline and oil checked.



A look at a small section of the Firestone maintenance complex. The Firestone tower in the background towers over the course and is a landmark locally and to national television audiences.

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Golf cars that say a lot about your club.

Videotape Golf Outings

Zooming in on a New Market

Bringing show business to the golf course might not be a new concept, but featuring a club's members as the main attraction is. Such is the story behind a new company involved in golf business.

Formed by two Scarsdale, N.Y., housewives, the Videoway Corp. has transformed itself from a financial upstart to a solvent firm in just two years. Under the guidance of Sue Shea and Kay Delaney, Videoway

be shown at the dinner or social gathering that night. "We try to make the presentation a mini-'Wide World of Sports' and the people just love it," Delaney told GOLFDOM.

Asked what the general reaction of the members to be shown on TV was, Delaney insisted that the golfers loved the opportunity and most can't wait for the chance to get on camera.

There have been some humorous

Golf is not the only sport that Videoway has tackled. Delaney says that the pair will tape anything and have. Tennis, swimming, paddle ball, softball and even poker are just a few of the games that have hit the screen.

The biggest assignment for the pair, though, was taping the annual awards dinner for the National Football Foundation and Hall of Fame at New York City's Waldorf-Astoria. Delaney and Shea had the distinction of being the only women present in a banquet that hosted 11,300 men, including President Ford and Bob Hope.

Videoway's equipment is not too complex, according to Delaney, and since its lightweight, not too hard to lug around either. Along with the camera and tape machine, Videoway crews carry from three to five large TV sets to show their programs on. "It all fits pretty well into the back of a station wagon," Delaney added.

Using a first class approach, Videoway attempts to be professional in every way, although the company's two principal people admit they started out as raw amateurs. "We have several people now working for the company and any time they go anywhere on an assignment, they wear our special coordinated outfit identifying them as an employee," Shea noted.

Marketing Videoway has become Delaney's top concern and there has been a lot of legwork involved. Contracting prospective clubs, associations and companies is time consuming, but can lead to profit. A number of resorts and hotels on the east coast are also looking into the possibility of the service.

In the beginning, the Delaney kitchen and the Shea garage served as the point of operation for Videoway. Prosperity now offers the pair an office in Manhasset, L.I., 15 employees and over \$20,000 in equipment.

As a medal around Delaney's neck expresses, "Never underestimate the power of a woman." □



At the end of a lens : Shea (above) focuses in on another client, while Delaney plots expansion of Videoway.

"is a new concept in videotaping that captures the spontaneity of golf outings and club activities."

Delaney admits the ideal is relatively fresh, but plans are already underway to expand Videoway from an east coast operation to a national company with offices in Florida and California.

Basically, Videoway works the outings and programs for a fee starting at \$300. Working in crews of two, the TV unit takes shots of all participants teeing off with commentary included. There are even shots of the players putting around the course.

While the golf goes on, Delaney and Shea spend their afternoon putting together the program that will

moments during the tapings. Shea was hit with an errant tee shot on the foot, much to the embarrassment of the culprit. One major corporation had its own golf day and rented out the Videoway service. A major executive had Shea and Delaney ridden around the course in a golf car driven by a chauffeur in complete uniform and cap. There was even an incident involving a streaker.

Delaney admits that there are thousands of funny incidents over the 300 tapings that Videoway has done over the last two summers, but says there are some serious sides to the service also. "A lot of pros rent us out for teaching clinics. Equipment has become really expensive today and most clubs can't afford their own, so our product is highly compatible," the mother of three said.

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Everything's covered: The decision to rent or buy your linen depends on budget and manpower. Above, is the main dining room at the Valparaiso (Ind.) Country Club.

A Linen Plan Without A Wrinkle

by Bruce Johnson
Linen Supply Association of America

A frequent decision facing club managers is whether to call in a linen supply service, buy their own linens and send them to a commercial laundry or install their own laundry equipment.

An increasing number of country clubs, as well as industries and institutions, are taking advantage of the benefits of a linen supply and rental service. Factors governing this decision to use a linen supply house, have little or nothing to do with the size or location of the operation. One of the great advantages of linen supply is its flexibility. Suppliers provide anything from hand towels for a one man business office to uniforms for 3,000 employees, in the world's largest bakery.

Here is how linen service works.

When a linen supply house is called in, an expert consultant arrives to discuss the entire linen problem. The consultant is experienced in every phase of the business; from

proper handling and sorting procedures to selection of the most economical and attractive uniforms and linen. He will work closely with the club manager to set up his service and to prove that linen supply is the most economical way of doing business.

One of the prime reasons club managers use linen supply services is to obtain better appearing linen. A frequently heard comment of those who have operated their own laundries, but have changed to linen supply is, "when we owned our linen, we just weren't able to resist the temptation to get a little too much wear out of it. This meant that we were putting out shabby and wornout linen. This degraded our service in the eyes of our members."

Linen suppliers have a flexible policy in working with clubs; special uniforms or linens can be provided, to harmonize with the club decor. If an organization already

has a stock of linens on hand, the linen supplier will often purchase the inventory, including laundering equipment.

Suppliers take all responsibility for supplying clean linens of the proper quality when and where they are needed. Employers no longer have the job of sorting, maintenance, inspection and inventory control, consequently, they are able to devote their time to their primary responsibility.

No matter what the method of handling linen, some will be lost, stolen or damaged. Linen suppliers have a reasonable policy toward such losses. When you operate your own laundry you have to continuously purchase linen to maintain your supply. Often this means frequent buying at high prices and in small quantities, which cuts profits sharply.

Renting linen provides an accur-



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Linen continued

ate system of cost control. The manager knows exactly what linen service costs every month when it becomes an operating expense. Capital that would be tied up in linen inventory is free for other uses.

Supply services use different laundry methods for different linens, insuring maximum life for material and lower overall costs for the club. Further, you get top quality linens because they are more satisfactory and have longer life. Remember—the laundering methods which are cheapest and easiest are also the most destructive.

There are two peculiarities of the club business — the seasonal fluctuation of business and the wide variety of laundered articles used in the clubs — towels, napkins, sheets, uniforms, aprons, etc. The first problem, that of seasonal fluctuation, means that if you do your own laundry, capital and labor used in storage facilities, linen inventory, and laundry equipment is tied up all year round. A linen supplier can provide you with flexible service to fit the season. Stated another way — you pay only for what you use. The second problem, that of the wide variety of articles used by country clubs, dictates that the club manager attempt to become an expert in linen and fabrics or else put the problem squarely in the hands of his linen supplier. Only a linen supply house has the knowledge and experience to purchase the most suitable articles and to handle them with maximum efficiency.

Probably the most important consideration is that of managerial efficiency. Managerial duties of the club manager today are many and complex. The installation and operation of your own laundry requires that you take on many new duties and headaches and in an area of operation where you may have little prior knowledge.

You must then consider such items as the hiring, training and supervising of laundry personnel; decisions about buying machinery, textiles, and chemicals; repairing and replacing parts. Even a minor breakdown of equipment, aside from causing you delay — can be extremely costly. Have you planned for the spare washer or dryer you may need so that a breakdown

won't completely close down your laundry? What about your efficient use of your most reliable asset — your time?

You will have to deal with washing machinery, soap and textile goods sales representatives as well as your own laundry personnel. Then make time to see service repairmen and salesmen. This may constitute a small army of extra people for you to deal with, in addition to the many persons you see in your present duties. All of these factors can add up to a major administrative headache. This is likely to mean that you will have to neglect many of your major responsibilities to run your operation.

Consider linen supply service as economical and time saving. Of course, you should consider if you might benefit from purchasing your own linen and installing an on-premise laundry to process no-iron linen. At first glance, this proposition appears to promise the owner or manager automatic costs savings. However, many of these installations are more expensive in the long run than a linen rental charge. Many others cost as much as twice as much to operate then generally believed. At best, and only when optimum conditions prevail, actual savings will run only from 8 to 10 percent and then only when certain conditions are present; Such as:

1. Superb laundry management personnel
2. Favorable energy cost rates/to heat water and dry linens
3. Efficient laundry layout designed with proper equipment and no mechanical breakdown.
4. Low cost investment and internal costs
5. Superb control of linen inventory with few losses

Let one factor be negative and these small cost savings change overnight to a severe profit drain.

Only rarely does a club manager have a complete picture of all the costs involved in operating a laundry. He may be aware of his direct labor and linen costs; however, many hidden costs are difficult to ascertain. These include indirect labor costs, such as social security, employee insurance, utility costs, maintenance costs, administrative costs, rent for laundry space, depre-

ciation, higher real estate taxes, etc. The list of hidden costs is endless and includes general and administrative expense allocations such as cost of purchasing, payroll, preparation, telephone services, etc.

Sales claims made by laundry equipment manufacturers and their salesmen sometime approach the unbelievable. Two areas are often suspect and require your close consideration.

1. Claims made about laundry worker productivity (pounds processed per operator per hour) are often unrealistic and
2. the actual life of the linen is also highly exaggerated

Most no-iron laundry brochures overstate the productivity and capacity of their equipment. Although some brochures claim worker productivity as "100 pounds per hour" actual measured no-iron laundry productivity has ranged from a low of 21.09 lbs per operator per hour to a high of 42.2 lbs per operator per hour. A good general guideline is 30 lbs per labor operator per hour.

Textile life is a function of consistent proper laundry processing. Recent surveys show that cleanliness and neat appearance of the linens rank high in the consideration of customers.

Clean linen is an item of major importance for any club and no-iron linen after it is used for awhile generally looks similar to fluff dry linen. Neither no-iron bed nor table linen approaches the quality of fresh crisp ironed linen. Frequently it appears wrinkled and stained as though the linen had not been changed. No-iron linen does not have the appeal or absorbency of cotton fabrics. In addition stain presents serious handling problems.

Do it yourself processing of linen is not adequate to meet health and hygienic standards. Only professional laundry methods using adequate commercial equipment, proper supply and sufficient utilities can produce hygienic linen — a significant factor in club operations.

Handling your own laundry is a problem. Even if you have space, equipment, a good linen inventory, and an experienced labor force. More and more club managers are finding it saves money in the long run to turn linen supply over to those in the business. □