



Guards patrolling the course and clubhouse aren't girlwatching — they look for spectators without proper tickets displayed.



press room, hospitality rooms, and players' locker room. Here Pinkerton guards are trained to screen for the special badges needed for entry to each area.

The finance office — usually located in the clubhouse — is one of the few areas where Theard feels an armed guard is necessary. Unfortunately, the pro shop is proving in recent years to be another area of the clubhouse complex which requires protection during major tournaments, according to Theard. Attempted shoplifting of everything from sun hats to sets of clubs is a common occurrence during tournament days. A guard at the exit checking for cash register receipts is usually enough to dissuade those with lightfingered inclinations.

Protection on-course

While providing security for parking lots, entrance gates and the clubhouse facilities is important for tournament protection, it is only part of the overall security operation recommended for a tournament. The real action — and the crowd — is out on the course.

Here Pinkerton recommends both fixed guard posts and roving course guards who move with featured players. The scorekeepers tent, practice driving range, and practice putting green are all areas which need guards to protect players from autograph seekers, Theard says. He also recommends the use of a guard at the various TV towers out on the course. "People are anxious to get a good van-

tage point and often start to climb up the nearest structure. Before you know it someone is getting hurt."

Perimeter patrol is another area of on-course security which needs tournament consideration. "This isn't a safety factor as much as it just makes good economic sense," according to Theard. "Most golf courses don't have a high fence to keep people out, but the presence of guards — especially along areas near public roads — proves to be a strong deterrent to people infiltrating onto the course without buying tickets. And since a daily ticket is frequently \$10 a head, the potential for lost revenue is tremendous."

On the course itself guards are usually recommended for tees, fairways, and greens on which the heaviest spectator flow is anticipated. Special emphasis is placed on areas where the crowd is constricted because of nearby woods or manmade obstacles such as bridges over a stream. "Many courses have small bridges over streams/ponds which require special attention," according to Theard, "since we not only have to control the crowds, but must assure that the players can move on through to their next shot." (Theard points out that a substantial portion of all tournament security is designed to expedite play, rather than to catch unwelcome spectators.)

With the arrival of featured pairings on the first tee, two or more guards are assigned to travel with the pros the length of the course. Not all

pros need this celebrity protection, so assignments are flexible and depend on the crowd anticipated.


Here the guards have a set procedure. First they clear a path to the tee so the players can set up for the drive and then step out and walk behind the gallery checking for the inevitable cameras that start popping out of pockets and handbags. "We've got nothing against pictures ourselves," Theard says, "but they can be a real distraction to the players, so they are banned on the PGA circuit."

As the tee shots are driven the guards start forward down the fairway to a point where the balls are landing. Their duty here is to straddle any ball which might leave the fairway until the caddy arrives to protect the ball from the crowd. If the balls all remain within the roped area, they turn and watch the crowd flow toward them. "We're not just looking at the pretty girls," Theard says, "this is where we are best able to spot spectators who don't have a ticket hanging from a button on their shirt. You'd be surprised how many sales we make to people who 'forget' to buy a ticket."

If assistance is needed in dropping the rope to facilitate a shot from the rough, the guards are instructed to help and then make sure the crowd is kept back so the player has a clear shot at the green. At the green itself, the emphasis is placed on assuring that the spectators remain outside the ropes and remain absolutely quiet as the players stroke the ball. The guards then escort the players to the next tee and the process begins all over again.

Along with Theard and other management officials who provide security services for golf, football, tennis, and other sports events, Pinkerton has a small cadre of officers whose specialty is the supervision of programs which attract large numbers of spectators. This permits the staffing with local Pinkerton guards — to keep the costs down for tournament officials — while furnishing a real expertise on how to best run a security operation for that particular sport. At all events a top Pinkerton official is on the scene to manage the overall operation.

"I'm probably the only guy in the country," says Theard, "who wears out a pair of golf shoes every 2 months but never picks up a club." □



Six steps to lower clubhouse energy costs

by Lee M. Kreul

Manager
Elleysian Hills Country Club
Elleysian Hills, Illinois 39203

Dear Sir:

We are sorry to inform you that due to a shortage of fuel supplies we must begin servicing our commercial customers on a strictly monthly allotment basis. Accordingly, your electric allotment for the month of January has been set at _____ k.w.

Sincerely,

Midwest Power Company
Detroit, Indiana 40807

Is this an implausible scenario? Hardly. Many communities in the United States experienced this same situation regarding natural gas supplies this past winter.

As fossil energy supplies dwindle and alternative sources of power are developing more slowly, the very real threat of further price increases, rationing, shortages, allocations, and fuel tax increases should be incentive enough for every country club and golf course manager to take positive action now to reduce energy consumption on his property.

While many national energy-saving measures now focus on the installation of more energy efficient (but costly) equipment and buildings, solar power, and insulation, a significant re-

duction in energy consumption can be accomplished without extensive capital investment.

Notable results in the range of 20 to 30 percent reductions have been achieved throughout the hospitality industry through organized programs of conservation. One property achieved a 25 percent reduction in energy consumption without investing a penny. Why are such savings attainable? Basically, during the years of available and cheap energy, Americans developed energy wasteful habits and inefficient techniques for operating equipment. Eliminating or changing these wasteful operational habits can achieve surprisingly high savings.

However, such results are not easy to accomplish in a short period of time. Habits once ingrained in employees are not easily changed. Merely reminding employees to turn off lights, set thermostats lower in winter, or "use less" will achieve some results — but not the maximum results necessary to keep a property even with annual price increments in the cost of energy. Just to keep even with price increases and surcharges over the last 2 years, users have needed a 25 to 50 percent reduction in consumption.

In order to make significant reductions in energy costs, a club or resort must undertake an organized, all-out attack on all sources of energy usage and educate each employee to understand not only the need for energy conservation, but also each individual's responsibilities to this problem. A military general who proceeds into battle without first gaining intelligence regarding his enemies, setting objectives, having a battle plan, and placing responsibility can expect only

limited success at best, possibly defeat at the worst.

The problem of energy costs must be approached with the same careful consideration as labor or food costs. Planning, scheduling, training are as much a part of utility cost control as they are of labor and food cost control. One does not best attack "prime costs" in a haphazard fashion. Such costs are best controlled via a systematic, planned approach.

Energy costs must also be handled in a systematic manner. Essentially, there are six basic steps involved in a successful energy cost control program or system: 1) setting responsibility, 2) investigation, 3) goal setting, 4) strategy, 5) education of employees, and 6) implementation and followup.



SETTING RESPONSIBILITY

Normally, primary responsibility for the program falls to the manager or, in some larger properties, the manager and a committee drawn from two or three departments. The task for this person or committee is to formulate, implement, and guide the program on the property. At this point, a word should be said about the role and responsibility of each individual rank-and-file employee vis a vis the program. Any program of conservation that has a people orientation vs. a

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capital orientation cannot expect to be successful if the people are merely handed a list of "do's" and "don'ts" regarding energy-using equipment. For maximum success, energy conservation programs involving great dependence on employee activities and changing behavior must involve employees in the formulation of the plans as well as their implementation. Elicit the support of your employees to insure success for your energy conservation.



INVESTIGATION

The next step is to determine, through intensive investigation, where your energy dollars are going and which equipment uses large amounts of energy. Find out, first of all, what the energy requirements of each of your major pieces of energy-using equipment are. Read the manuals or information on the name plates. Determine from observation or from employees when the hours of usage of this equipment occurs. Record this information.

At this point, you might want to invite a representative of your power company to walk through your property with you. Often these people can supply valuable operating tips that can aid the conservation program. Discuss the large-energy-use equipment with your employees; solicit their comments and suggestions.

Finally, review at least one year's energy bills. If you use several forms, convert all bills to a common basis (BTU's) and determine your energy costs per member or guest served. Graph these figures and update them after every billing. This activity will help you locate your biggest energy usage and help you judge the effectiveness of your program. Note changing circumstances on the charts such as severe weather, new equipment, new operating hours, or sales volume.



GOAL SETTING

Set a realistic but ambitious goal for your program. Reductions of from 25 to 30 percent are not uncommon in many properties without much effort being put forth. As was mentioned previously, the reason such large reductions occur results from the fact that in most properties there has been little attention paid to energy costs in the past, as opposed to labor or food costs. An ambitious goal also helps to "get the adrenalin going" and makes people put forth more effort than they normally would with less ambitious goals.



STRATEGY

From your walk-through and investigation of the operating characteristics of your equipment, workers' habits, suggestions from employees, and tips from energy reports, you should now be ready to formulate a strategy for accomplishing your goals.

Tackle the operational aspects of the large energy-using equipment first before considering replacement of equipment. In many cases, the equipment will not be used correctly or is turned on when there is really little need for doing so. For example, a favorite trick of many cooks and chefs is to turn on all kitchen equipment the first thing in the morning even though the equipment might not be needed for several hours beyond normal pre-heat time.

Include preventive maintenance procedures in your strategy. Ice makers, dishwashers, and air conditioners are notoriously ineffective and power-robbing pieces of equipment when not maintained properly.



EMPLOYEE EDUCATION

Once you have formulated your plan — your goal — and have it recorded on paper, discuss it with your employees. Don't bring it out like a decree and impose it as a list of "do's" and "don'ts." You must **sell** them on the plan. Show them **why** it is needed and **how** it will benefit them directly. There are many appeals that could work here from national need (patriotism) to reliability of the operation (job security) to appeals to their competitive nature.



IMPLEMENTATION AND FOLLOWUP

So, now with a written plan, an agreement, and a commitment from your employees to follow the plan, the hard part is doing it, implementing it. This takes constant vigilance, discipline, and followup. The wasteful energy practices that you and your employees have been following are really habits that are not easily overcome. You must begin now to "think conservation" in order to "attain conservation." □

Coming events

DECEMBER

- 5**—Delaware Turfgrass Conference, Hercules Country Club, Wilmington.
6-9—PGA of America, annual business meeting, Olympic Hotel, Seattle, Wash.
12-16—PGA workshop, club repair & custom fitting, Salt Lake City.

JANUARY

- 3-4**—Tennessee Turfgrass Conference, Music City Rodeway Inn, Nashville.
6-9—PGA workshop, USGA rules & tournament management, Orlando, Fla.
8-13—PGA business school I, Los Angeles.
9-13—PGA private club pro seminar, San Diego.
10-11—48th Annual Michigan Turfgrass Conference, Kellogg Center, Michigan State University, East Lansing.

—Southeastern Pennsylvania Turf School & Trade Show, Westover CC, Jeffersonville.

- 10-12**—16th Annual North Carolina Turfgrass Conference, Wilmington.
15-20—PGA business school II, Albuquerque, N.M.
16-19—Pennsylvania State University Turfgrass Conference, J. Orvis Keller Conference Center, University Park, Pa.
17-19—NRA seminar, bar management, Del Webb's Townhouse, Phoenix.
21-24—PGA workshop, teaching & playing, Orlando, Fla.
22-27—PGA business school II, Callaway Gardens, Ga.
23-27—1st International Conference & Exhibition on Jewish Culinary Art, Jerusalem, Israel.
25-26—14th Annual Northern California Turfgrass & Environmental Landscape

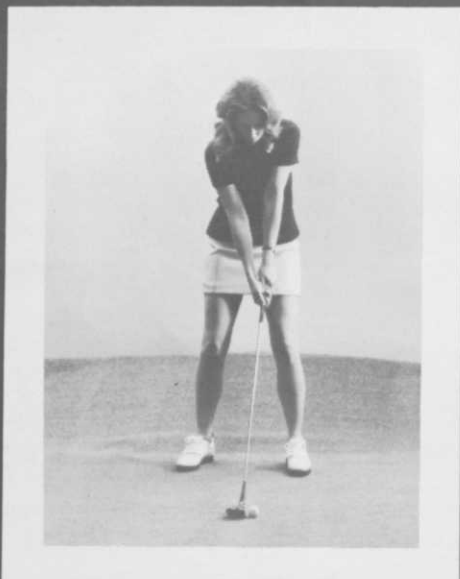
Exposition, San Mateo County Fairgrounds, San Mateo.

- 26-29**—National Sporting Goods Association, 49th annual convention & Show, Astrodome, Houston, Tex.
27—USGA Green Section, annual conference on golf course management, Mark Hopkins Hotel, San Francisco.
28—USGA annual meeting, Mark Hopkins Hotel, San Francisco.
28-31—PGA Merchandise Show, Walt Disney World, Lake Buena Vista, Fla.
29-31—Southern Turfgrass Conference and Show, Broadwater Beach Hotel, Biloxi-Gulfport, Miss.
29-Feb. 3—Associated Landscape Contractors of America, annual meeting Orlando (Fla.) Hyatt House.
31-Feb. 4—PGA workshop, club repair & custom fitting, Orlando, Fla.

FEBRUARY

- 2-5**—Canadian Sporting Goods Association, national convention & exhibition, Place Bonaventure, Montreal.
6-8—NRA seminar, bar management, Sheraton Plaza Hotel, Chicago.
6-10—PGA workshop, club repair & custom fitting, San Antonio, Tex.
 —PGA seminar for daily fee facility pros, Sacramento, Calif.
 —PGA seminar, general club & course management, Columbus, Ohio.
12-15—American Sod Producers Association, midwinter conference, Nassau (Bahamas) Beach Hotel.
12-17—PGA business school I, Dallas, Tex.
12-17—GCSAA 49th annual turfgrass conference & show, San Antonio (Tex.) Convention Center.
13-17—CMAA 51st annual conference & 1st annual exposition, Century Plaza, Los Angeles.
13-16—PGA workshop, teaching & playing, Sacramento, Calif.
13-17—PGA seminar for resort facility pros, Hilton Head, S.C.
20-24—PGA seminar for private facility pros, Dallas, Tex.
 —PGA seminar for municipal facility pros, Baltimore, Md.
21-22—Capital Area Turf School, Hershey (Pa.) Motor Lodge, Convention Center.
21-23—Western Pennsylvania turf school & trade show, Howard Johnson Motor Lodge, Monroeville, Pa.
26-28—The Irrigation Association, irrigation technical conference, Stouffers Hotel, Cincinnati, Ohio.
26-Mar. 3—American Society of Golf Course Architects, annual meeting, Care-free Inn, Phoenix, Ariz.
 —PGA business school I, Milwaukee, Wis.
27-Mar. 1—Iowa Turfgrass Conference, Des Moines.

For The Woman With Drive:



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Especially for the Ladies, built to the same engineering standards and design characteristics of our premium line. Especially crafted and tuned to the ladies' game. A ladies' compact driver with matched fairway woods of individually selected laminated maple in a blue finish with a color-coordinated royal blue cyclac insert.

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Many private golf and country clubs carry insurance which is, quite frankly, below par. They have different policies covering different hazards. This is not only inefficient, but chances are the policies overlap, or even worse, leave gaps in important protection.

Now you can protect your entire club with a program that's specifically tailored for clubs.

Commerce and Industry's Club Insurance.

It can cover your club for fire, theft, bodily injury, property damage liability and more. We can even offer hole-in-one coverage. There's simply no better way to insure your club.

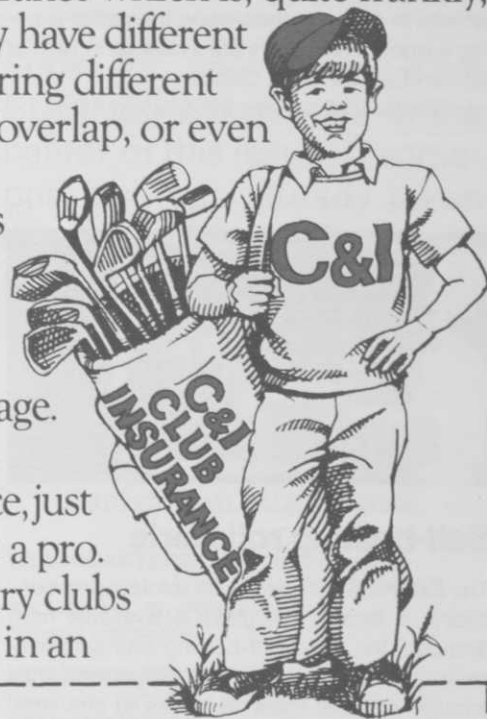
To learn more about the advantages of C&I's Club Insurance, just mail in the coupon below. And play through all the hazards like a pro.

C&I's Club Insurance is available to private golf and country clubs chartered in the United States and is not limited to membership in an organization of any sort. It's available on a brokerage basis to all licensed producers.

You don't have to be a regular producer to place business with an AIG company.

Available in most states.

Many private golf and country clubs carry insurance which is, quite frankly, below par. They have different policies covering different



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Products



Head covers that stick

Head covers with numbers that stick to each other and prevent a golfer from losing the covers have been made by Square Two Golf Corp. A material called Velcro allows the covers to stay attached when the golfer is using a wood. The covers are available in vinyl or knit and come in 10 colors.

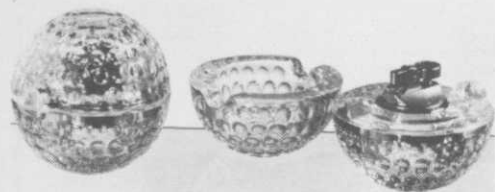
Circle 214 on free information card



Self-basting rotisserie

The Escoffier Rotisserie with a rotating spit encased in bronze tint glass is available from Shelcon, Inc. The self-basting unit automatically carries away fat drippings and has enough room to roast 16 ducks at one time. (Or cook pork, beef, lamb, or fish on it.) It is made of copper, brass, or stainless steel.

Circle 218 on free information card



Crystal set with logo

A crystal golf ball, lighter, and ashtray set is of-

ferred by Gold Crest Ltd. The logo of your country club or a prestigious tournament sponsored by the club will be placed on each piece.

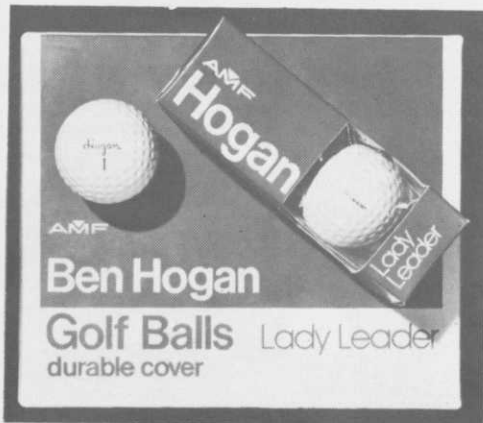
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Nonelectric controller

The Greenkeeper, a central controller for underground automatic turf irrigation systems, has been produced by The Toro Co. It is the first controller which can be powered by water pressure instead of electricity, saving the golf course money and energy, the company says.

Circle 220 on free information card



Durable golf ball

Lady Leader, a durable, low-compression golf ball, has been introduced by AMF Ben Hogan. It is designed to have the same qualities as the company's Apex, a ball used by many golfers on the pro tour, but is more durable.

Circle 213 on free information card

Carpet resists spikes

A carpet that cannot be damaged by golf shoe spikes is being offered by Wellco Carpet Corp. The company says it will replace the carpet at no cost if 10 percent or more of the pile fiber is damaged by spikes within 5 years.

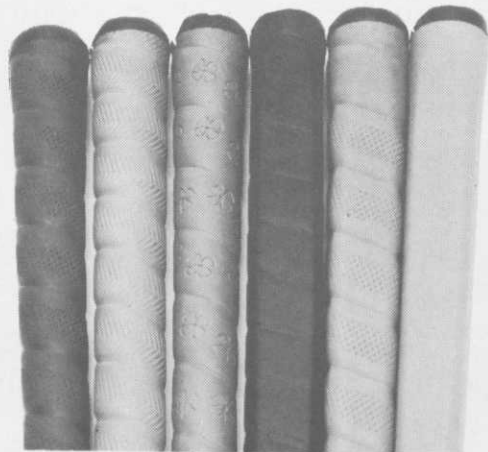
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Lightweight battery

A battery for golf cars that features a lightweight, polypropylene case is available from Prestolite Battery Div., Eltra Corp. This allows more plates to be placed inside the case than in rubber cases.

Circle 216 on free information card



It's not wrapped leather

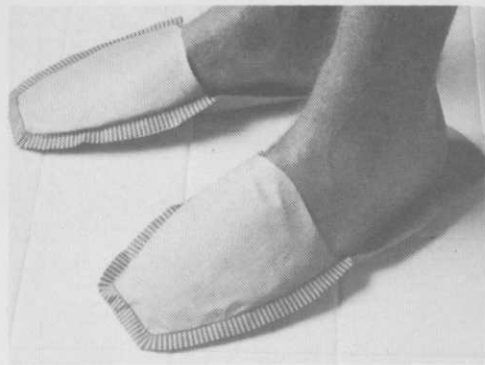
The wrapped leather look is featured on the six basic club grips for 1978 by Tacki-Mac Grips, Inc. The insert in the end-cap at the top of the club can be removed if a golfer wants to use a 3/8" drill to alter the swingweight. The grips come in black, brown, blue, and brandy-wine.

Circle 215 on free information card

Battery charger

A battery charger with an electronic timer that monitors the voltage being fed into a golf car battery has been introduced by Lester Electrical. When the car receives the voltage it needs, the timer automatically shuts off and conserves power.

Circle 211 on free information card



Disposable slippers

Skid-resistant, disposable Dri-Toz slippers are sold by Struble & Moffitt. The tan-colored, corrugated footwear is made from kraft paper and provides sanitary protection for any club guest or member.

Circle 212 on free information card

All-weather pen

Hub Pen Co. makes a pen that is guaranteed to write every time, whatever the weather. It works in rain, snow, sleet, high humidity, freezing temperatures, and heat — as well as indoors. Even writes underwater, over grease, or upside down.

Circle 209 on free information card



Portable ball cleaner

Scrub Tub, a portable golf ball washing machine that can clean 9,000 balls per hour, is

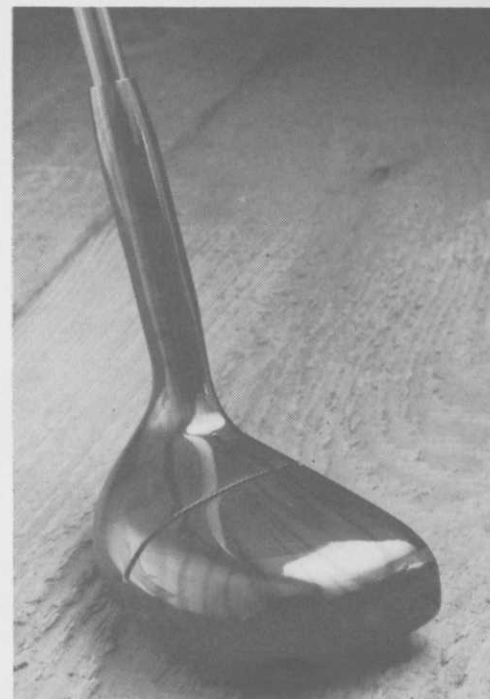
available from Hollrock Engineering. A circular brush, powered by a motor, cleans the ball in an acrylic/polyurethane tub in 4 to 6 inches of soapy water. The clean golf balls eject from a chute at the top of the tub.

Circle 210 on free information card

Burrowing rodent bait

RoZol, although a fast-acting compound, is not a violent poison. This safety factor makes it suitable for use to prevent tunneling and burrowing damage to golf course turf. Chem-par Chemical Co. markets it on a regional basis for control of ground squirrels.

Circle 208 on free information card



Putter looks like wood

The XF-15ST from Ray Cook Putters is manufactured from solid die-forged aluminum, but offers the beauty of a richly grained wood. Deeply machined alignment grooves help line up putts with accuracy.

Circle 207 on free information card

New perennial ryegrass

Regal perennial ryegrass, a new turf-type variety from North American Plant Breeders, offers improved rust resistance, cuts cleanly, and shows a darker green color than other turf-type ryegrasses. It can be mowed as low as 3/4 inch and is well-suited for straight plantings or for mixtures with other turfgrasses.

Circle 206 on free information card

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Classified

When answering ads where box number only is given, please address as follows: Box number, c/o Golf Business, Dorothy Lowe, Box 6951, Cleveland, Ohio 44101.

Rates: All classifications 65¢ per word. Box numbers add \$1 for mailing. All classified ads must be received by the Publisher before the 10th of the month preceding publication and be accompanied by cash or money order covering full payment.

Mail ad copy to Dorothy Lowe, Golf Business, Box 6951, Cleveland, Ohio 44101.

HELP WANTED

SALES & SERVICE PERSON with turf equipment background. Send resume. Earl J. Crane, Inc., P.O. Box 633, Tiffin, Ohio 44883.

POSITION WANTED

YOUNG MAN AVAILABLE January. Experienced grounds supervisor, installation home and commercial landscapes, irrigational systems, heavy machinery operation. Degree ornamental horticulture. Box 150, Golf Business, Box 6951, Cleveland, Ohio 44101.

PRO-SUPT CLASS A PGA, GCSA. Presently employed, 25 years experience. Want relocation in Washington D.C.-Virginia area. Box 151, Golf Business, Box 6951, Cleveland, Ohio 44101.

GOLF POSITION WANTED available 1978. PGA member 25 years, married, experienced, also manager, greenskeeper, Box 84, Golf Business, Box 6951, Cleveland, Ohio 44101.

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9 HOLE PUBLIC GOLF COURSE overlooking beautiful Skaneateles Lake in the finger lake region of New York State. Beautiful rustic club house, 200 set dining capacity, bar and 2 tennis courts. \$190,000.00. Lake frontage and additional land available. Owner retiring from business. Captain Peter Wiles, R.D. 3, Skaneateles, New York 13152. Phone 315 673-3896 or 673-3768.

FOR SALE: Semi-private, par 72, 18 hole golf course. Western Piedmont, North Carolina. Phone 704 728-3560. R2, Box 281, Granite Falls, N.C. 28630.

USED EQUIPMENT

FOR SALE — 1971 Harley golf carts. \$650.00. (414) 596-3225.

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GOLF CAR TIRES First line 18 x 8.50-8, \$15.25; 18 x 9.50-8, \$15.75 plus F.E.T. Send for our line. Golden Triangle Sports, Inc., 6317 Library Road, Library, Pa. 15129. Phone 412 835-6898.

USED GOLF CAR Clearing house. All makes and models golf cars, reconditioned, or as is. Place your order now for spring delivery. Northeast Dealers Association, 420 Penn Street, Spring City, Pa. 19475. Write or call collect: 215 948-6600.

GRIPS — Victory \$8.00 dozen, Crown \$9.00 dozen, Crown Cord \$18.50 dozen, Whipping 1½¢ yard (500 yards). Quick delivery. No limit. discount Golf Grips, P.O. Box 19355, Washington, D.C. 20036

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BUILDING A GOLF COURSE? Request directory of qualified contractors — members, Golf Course Builders of America, 725 15 Street, N.W., Washington, D.C. 20005.

BUSINESS OPPORTUNITIES

GOLF COURSES: Want to buy or sell a golf course? Our business is exclusively golf courses transactions. We also do golf course market value appraisals. McKay Realty — GOLF AND COUNTRY CLUB PROPERTIES. 15553 N. East St. (U.S. 27), Lansing, Mich. 48906.

OREGON 18 hole course, year round play, pro shop, bar, recreation room, lounge, club storage, restaurant, maintenance equipment, 150,000 population, gross \$225,000.00 annually, price: \$770,000.00 terms. Hillsboro Realty, Inc., 136 East Main Street, Hillsboro, Oregon 97123. AC503 648-7112.

PLEASE NOTE Golf Business is sent free to qualified management personnel at golf facilities, including club managers, pros, superintendents, and owners/managers. Elected club officials interested in golf business information may purchase subscriptions at a cost of \$18 per year. (Foreign — \$24) Send requests to the attention of the Circulation Manager, Golf Business, 9800 Detroit Avenue, Cleveland, Ohio 44102.

HOW IT FEELS TO HAVE A HEART ATTACK

The way a heart attack feels can vary. So how can you be sure that what you're feeling is really a heart attack?

By remembering this.

If you feel an uncomfortable pressure, fullness, squeezing or pain in the center of your chest (that may spread to the shoulders, neck or arms) and if it lasts for two minutes or more, you could be having a heart attack. Severe pain, dizziness, fainting, sweating, nausea or shortness of breath may also occur. Sharp, stabbing twinges of pain are usually *not* signals of a heart attack.

Your survival may depend on getting medical attention as quickly as you can. Call the emergency medical service immediately. If you can get to a hospital faster in any other way, do so.

Don't refuse to accept the possibility that you are having a heart attack. Many heart attack victims do just that. They say it's indigestion or tension. They worry about embarrassment. They often wait three hours or longer before getting help.

But before those three hours are up, one out of two is dead.

Remember what you've just read. The time might come when your life will depend on it.

The American Heart Association 
WE'RE FIGHTING FOR YOUR LIFE



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The availability and reliability of Trojan "Mileage Master" Golf Car Batteries is why, today, they are the recognized leader in this field. It extends also to their reputation for premium batteries used in electric vehicles of all types, industrial equipment, and the many expanding requirements for the highest quality traction batteries.

For further information call toll free 800-423-6569. In Calif. 213-945-1471

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