separate on your list and your wine list should be returned along with the regular menu when it is time to order dessert. This is another occasion whereby merely having your staff suggest a sweet wine or champagne may affect a substantial increase in your wine revenues.

Do list champagnes and sparkling wines as the separate entities that they are. True champagne may come only from that small area of France some 90 miles east of Paris. It is a great pity that many people who enter a restaurant with the intention of ordering a bottle of true champagne end up consuming an inferior and less profitable substitute. If one of your members or customers expresses a desire for champagne, make sure your server calls his attention only to that part of your list that offers the genuine article. You always have, after all, the option of referring him to the other sparkling wines if the purchase price of your champagnes seems a bit too rich for his blood.

How to serve wine

Assuming that you have assembled your wine list and familiarized your staff with it, you are now ready for the second step in your promotional efforts: proper service.

Most of the elements of service that apply in the home are equally valid in clubs and restaurants. If you wish to insure that your customers will consume as much wine in your club as they do in their homes, it is necessary that you make it as comfortable for them as possible.

When one of your members or guests orders a bottle of wine, it is imperative that it get to the table at the same time as the food it is meant to accompany. This is particularly important if it is a bottle of white wine that is meant to accompany a first course that you may have prepared ahead of time.

On the subject of white wine: it should be chilled, but not too cold. On the average, 2 hours in the refrigerator will do for dry white wines, while sauternes and sweet champagnes will take 4 to 5 hours. If you are planning to use ice buckets to chill your wines, you should realize that most of these devices are usually not deep enough for a bottle of wine — especially German or Alsatian wines. You should, therefore, measure these receptacles carefully before purchase to insure that your guests will not be drinking their first three or four glasses of wine at room temperature because of a too-shallow bucket. On the other hand, if the white wine is meant to accompany the main course you should not place it in an ice bucket at the beginning of the meal, especially if you have had it under refrigeration for several hours, because this excess chilling will effectively numb the wine.

Red wines are served at room temperature and usually in a wine basket, because an older red wine lying on its side in a cellar will have thrown a harmless but unattractive deposit. The correct procedure here is to move the bottle carefully, always on its side, from its bin to a wine basket, and then bring it to the table without disturbing the sediment. This procedure will, if done correctly, alleviate the need of standing the bottle upright for 2 or 3 hours so that the sediment will settle to the bottom.

Unfortunately, what usually happens in far too many club restaurants is that the waiter grabs the bottle any which way and carries it carelessly to the serving station. There he pops the bottle into a waiting basket and brings it to the table. To make the farce complete, some waiters insert a corkscrew by rotating the bottle in its basket. When opening any wine except champagne, always twist the cork and not the bottle.

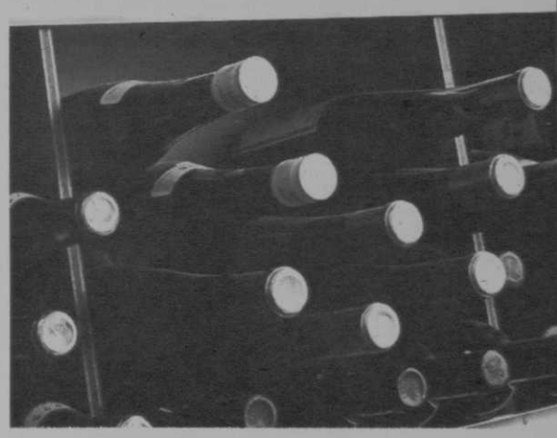
After the wine has been brought to the table in the proper manner it should, ideally, be decanted. Contrary to what you may have been led to believe, this is not a particularly time-consuming or complicated procedure. Decanting a wine simply involves transferring it from its original bottle to another container so that you may serve it completely brilliant and unclouded to the very end, and at the sacrifice of only an ounce or two of wine. To accomplish this, after you have opened the bottle, remove all of the foil so that you get an unobstructed view of the wine as it pours out through the neck of the bottle. Hold your decanter firmly, as it will contain a full bottle of wine, and transfer the wine slowly in one motion — otherwise the sediment will wash back and forth. Traditionally, the neck of the wine bottle was held over a candle so that you might see when the sediment begins to come over into the decanter and, therefore, you would realize when to stop pouring. Nowadays most tables are lit by electricity

SOME ADVICE ON WINE STORAGE

To store wine properly you do not necessarily need a proper cellar, but the closer you come to one the longer you will be able to store your wines without risk of damage.

The first rule, of course, is to lay your wines on their side so that the cork is kept moist and expanded, thus preventing air from entering the bottle. Ideally, wines should be kept at a constant 55° to 60° F., away from daylight and vibrations. You should remember that evenness of temperature is at least as important as the temperature itself, up to a point, because constant fluctuations of heat and cold will hasten a wine's maturation and eventual decline. Therefore, keep wines away from boiler rooms, steam pipes, or kitchen ovens. Don't store wines in a place where they will be subject to a lot of knocking about, such as closets or utility rooms. Be sure to keep wines away from direct exposure to daylight which seems to decompose them in a short time. If the temperature of your storage area stays much above 70°, you should limit yourself to no more than a 6-month supply.

If you are considering purchasing wine racks, make sure that the bottles will not lie at a downward angle, neck lowest. The corks will be kept moistened, but any sediment in fine red wines will slide toward the cork and may adhere to it. You would thus serve your guests cloudy wine from their first glass.



and because the heat of a candle is not going to do an old wine any good: you can just as easily pour against a bright light.

What's in a glass?

Wine glasses, and this is particularly important when serving older red wines, should hold at least 10 ounces and should be filled only half-way. This size and portion are recommended because they permit a wine to be swirled to thereby release its bouquet and flavor.

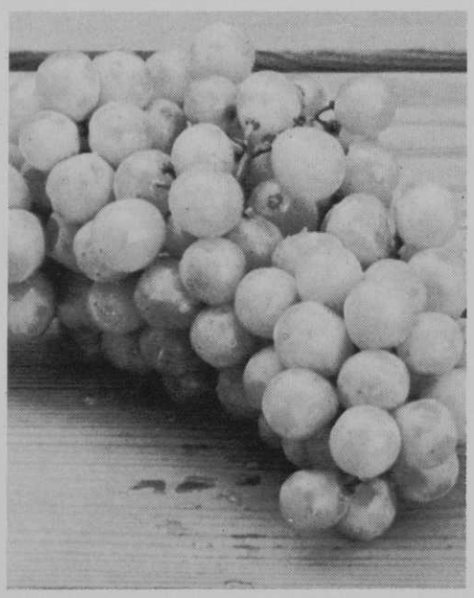
White wine glasses may be a bit smaller, say 8 ounces. Those ubiquitous 3-ounce glasses should never be used to serve any wine, however, not only because they do not permit the wine to be swirled, but also because they convey a stingy and mean impression.

Almost every major wine region has its traditional glass, just as it has its traditional bottle, but it is completely unneccessary to have different glasses to serve and enjoy wine. The tulip-stemmed, clear glass, with a bowl the shape of an elongated U, slightly tapered at the top, with a capacity of at least 8 ounces — is now universally accepted for both red and white wines. The wine glass is always placed on the table directly behind the knife. If you do use glasses of two different sizes, the smaller one, used for white wine, is placed behind the knife and the larger one, used for the red wine, is placed to its right. If you serve two reds, the better wine should be served in the bigger glass.

It is worth pointing out that the so-called champagne glasses so often used in restaurants — wide, shallow, sherbet type — are in fact the worst of all. Their flat, wide bottom surface dissipates the bubbles very quickly, and they are clumsy and unwieldy. The flute — a curved glass tapering to a point at the base — or the traditional elongated V, are both better glasses, as is the all-purpose tulip-shaped wine glass. If the bubbles rise from a single point at the base of the glass, they will last longer and present a more attractive appearance.

Open with care

Not only are inappropriate glasses generally used for champagnes, the



method of service as well is often incorrect. The usual method is to grab the neck and start tugging at the cork. This means that the heat of the hand is applied to the narrowest part of the bottle, which is under the greatest pressure, and the tugging only serves to increase that enormous pressure. Instead, put a napkin between the hand and the bottle (this is also a safety measure, if a bottle should ever crack) and first remove the foil and then the wiring. The bottle should be pointed away from yourself or anyone else, because once the wire is loosened, the cork may explode out. Be especially careful of a bottle that has just been carried from somewhere else, as this agitation will have increased the normal pressure. Hold the cork firmly in your other hand and twist the bottle away from the cork. The cork should come out easily. As the cork comes out, the bottle should be at a 45° angle, so that a larger surface of wine is exposed to the atmosphere and there is consequently less chance of pressure building up at the neck and wine spilling out of the bottle.

When a customer has ordered any bottle of wine, the waiter should always show him the bottle before opening it to make sure the wine is exactly the one he has ordered. Wine is always presented from the customer's left and poured from his right. It is a good idea, if an older wine has been ordered, to check the air space between the cork and wine, or *ullage*, as this is called, before you bring the wine to the table. If the space is much more than an inch, this is a good indication that a wine may be oxydized or maderized. *Oxydized* is the term used for a red wine that is too old or out of condition. *Maderized* is the term used for a white wine in either of these states.

When opening a bottle of wine you do not intend to decant, whites or roses, cut the capsule or foil at the bottom of the bulge in the neck and remove it. Wipe the top of the bottle and remove the cork without twisting the bottle. In the case of chilled wines wrap a napkin around the bottle so that the heat of your hand will not warm the wine. After you have removed the cork, squeeze the end that has been in contact with the wine and sniff it. The cork should be sound and should smell of wine, not cork. If the cork smells sound, hand it to the customer for his inspection.

The waiter should then wipe the inside of the neck of the bottle and pour about an ounce into the glass of the host. If that person happens to be eating a salad or relish at the time the wine is poured, politely suggest that he have a piece of bread or cracker before he tastes the wine as the vinegar in a salad will adversely affect the taste of any wine. The host should then hold the wine glass against a white background to check the color, swirl the wine in the glass and then smell it to check its bouquet, and finally roll it around in his mouth to check its taste. If you have stored your wine properly (see sidebar) and have purchased it from a reputable distributor or wholesaler, all should be well and the host will tell you to pour. The waiter then goes around the table and fills each glass half-way, starting with the ladies.

Occasionally, a novice oenophile will mistake the woody taste of a young red wine for corkiness. Actually, corky wine is very rare and easily detected — it's a wine contaminated by a faulty cork and tastes strongly of cork rather than wine. It is a good idea, even in these instances, to remove the wine with your apologies and replace it with another bottle. The wine may be recorked and refrigerated for several days, then used either for cooking or as "bar wine." □

Don't push the pro out of the pro shop

by Charles A. Putsch

Today's golf course operation has been over-taxed, labor costs have risen while seemingly less work is performed for greater remuneration, and the equipment used for maintenance has increased in cost. This leads to the necessity for increased revenues from greens fees and, unfortunately, wherever else money seems available: snack bar or dining facilities, golf cars, and now segments of the golf professional's business.

Pro shop operations have generally been neglected and somewhat hit-or-miss operated by persons acting as professionals, but not necessarily performing as professionals. Now many course operators are taking segments of this business into the club operation. Cars went first, and now many pro shops are following.

Many new courses have been constructed, but the operators are not necessarily proficient in total business technique. Where a professional was hired, proper screening was not always affected and the results were not up to levels best for operations — thus tainting the professional golfer's image.

Outstanding examples of this demise in professionals' participation can be noted on the west coast at Spyglass Hill, Cypress Point, and Pebble Beach: the elimination of three PGA professionals and the installation of one as director of golf. One pro was retained for other duties, and the third was released for a net loss of two pro jobs.

Another example is Pinehurst's operation under the corporate structure of big business. The pro shop and related business is course owned and operated, and the change of professionals has numbered nearly as the years since the takeover.

And very recently: the Cleveland Metroparks System, which includes six courses surrounding the city of Cleveland, Ohio, has eliminated four jobs where professional service is needed and replaced in most cases with potentially unqualified personnel. The term "unqualified" relates to persons not having the knowledge of merchandise, display, manufacturers and policies of purchase and/or returns, sales techniques with respect to golf equipment, and qualifications for teaching. Fortunately many of these persons holding the title of cashier-manager are players of sorts and can move people on the course properly. But what will the lesser experienced public player do relative to further involvement in better golfing techniques, both for playing and purchase for play? Improvement in play relates to both instructional direction and equipment selection; golf equipment cannot be taken off the shelves as if one were in a supermarket.

Motivation makes money

While the three examples are widespread in type of operation, this was the intent: to show that any and all course operations can and will be affected if this trend is allowed to continue as in the last decade. Recently several private clubs have dipped into pro shop operations beyond the golf cars, and while compensation over a normal professional salary is evident, sales will decline eventually without personal motivation by the participant in the form of "profit from efforts commensurate with the effort."

All sales oriented persons will quickly reflect that no one will give constant effort at the peak level in sales work on a guaranteed remuneration factor, and sooner or later evidence of performance at purely acceptable levels will appear. Tragically, it is just human nature. But when the loss is to a board of directors and not just to the individual, actions will eventually be taken.

It is often stated that the operation of the pro shop in the name of the company, public facility, or membership has been taken over to insure that

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A Class A PGA professional, Charlie Putsch has personally experienced the results of a takeover of the pro shop operation. He has also worked in sales and in management outside of the golf business and has authored articles for several golf publications. His son, a teaching assistant, is also a PGA member.

a more completely stocked shop, in items exactly desired by those purchasing, will be evident; however I feel that only a change of personal opinion will occur in most cases. This coupled with human nature and a probably less-aggressive professional or manager whose choice of merchandise has already been challenged, will result in a regression of business, and the loser will ultimately be the member, player, or public. Thus more and more off-course sales outlets will become the source of merchandise purchase and instructions.

Return on investment

The loss of the golf car concession took an area of higher profit with less time consumed from the professional's business, but generally some remuneration per cart has been conceded to allow participation monetarily in return for supervision of the operation. In the areas of the golf professional's stock in trade, however, (club repair, lessons, and shop merchandising) a new element is now evident — that of loss of merchandising privilege.

At one time, in order to become a

golf professional, one only had to state this desire and go to work at little or no pay under the supervision of an existing professional. After serving many hours and about 5 years' time supposedly learning clubmaking and repairs, getting along with the golfers, how to play and teach, and the merchandising evident at that time — one paid his dues and became a member of the Professional Golfers' Association. Many did not acquire all the knowledge needed, but still became a member. Others did justice to the professional positions, and in subsequent years a new image was sought and worked for under new requirements.

Today it takes in excess of 3 years' time, the same service under a qualified professional (there are exceptions to this), the acceptance of the Section of the PGA into the apprentice program, passing of tests upon completion of two business school conducted by the PGA and a playing test by the local section, and subsequently an oral interview after the allotted time lapse for each. This at various fees and expenses during the total program, which are born by the aspirant. While this very important step in a man's life has been concisely stated here, it is not easy, nor lucrative, and is basically the reason for this entire article.

"Now many course operators are taking the pro shop into the club operation."

A golf professional must wear many hats while plying his trade. He has to be a diplomat. He has to be a teacher. He must be able to arbitrate rules and situations. He has to be a technician of equipment, as related to the individual player. He must be a businessman and profitably buy, sell, and finance the operation without incurring disfavor of the customers. And all this time while working for a course operator — whether it be an individual owner or owners, a private club membership, a municipality or governmental agency, or a development-type facility with stockholders.

This is all done under a sliding hourly demand for his time, based on the section of the country relevant to weather and daylight at that time of year. It is difficult to work a time clock and be a golf professional — in fact it can't be done. A profitable operation is a well-run operation under the leadership of a qualified competent professional — not necessarily a PGA member, but most likely so — as this is the only area thus far in operation with proper background to perform in all phases of golf satisfactorily. Shortly to be added will be college facilities for even a more complete instruction along these lines. (Ferris State in Michigan is already in operation.) These will cut two-thirds of the time necessary to become a professional and yet acquire college training.

Pro as manager

The conflict of need for financing of the total operation by the various course governing bodies, as evidenced by the inclusion of parts formerly of the professional's business, has now introduced a management figure. If the professional is capable of management, obviously some increase in remuneration will occur, and probably for some period of time the pro shop will function profitably. If a manager is hired and not a professional, it is possible for the pro shop to function profitably, but surely the golfer will suffer for lack of detailed knowledge of golf. Generally this leads to turnover both in personnel and players, as there is no longer a common ground or incentive for the manager-player relationship. In due course, other various compositions will result in the overall business. This method might survive in a large complex, but not in a close-knit, small operation with limited memberships.

In general, it is evident that the golf professional is a needed buffer between managing bodies and the players no matter what type of operation is involved. The professional must have the age-old incentives necessary to conduct business smoothly and interestedly. These incentives are participation in golf car revenues, the pro shop, and lessons. Preferable is total consideration for pro shop and lessons, and partial for golf cars in order that responsibility can be delegated and performed.

The capability of the person performing as a professional is the responsibility of the Professional Golfers' Association of America through the educational services offered and demanded for this purpose. "The objects of the Association shall be to elevate the standards of the Professional Golfers' vocation; to promote interest in the game of golf; to protect the mutual interest of its members; to hold meetings and tournaments for the benefit of its members; to assist deserving unemployed members to obtain a position; to institute a benevolent fund for the relief of deserving members; and to effect any other object which may be determined from time to time by the Association." (From the constitution of the PGA of America and quoted each and every month on page three of the *Professional Golfer*.)

The responsibility for obtaining the person acting as a professional is up to the committee determining which applicant is right for that particular position — without regard to getting the cheapest willing worker for any course operation.

A profitably operated pro shop and lesson tee will result in a satisfactorily operated golf facility with satisfied members or players willing to pay whatever price is necessary to competently operate the total enterprise. Members and players respond to successful business operation. Therefore the course owners, regardless of the type of facility, will profit in the overall picture.

If the PGA, whose creed is for the betterment of golf in general, and the individual course operators, with service and profit as motivations, truly apply sound business principles and work together diligently and harmoniously, there will emerge the caliber of truly professional representation which will live up to the image that both bodies desire. □

How much is a golf course really worth?

by Cecil McKay, Jr.

Why is it important to know? A number of good reasons may come up, but the most common are: Sales transactions, where buyer and seller both want to know the true value of the property. Estates or partnerships, where settlements must be made or worth established. Situations when a new partner wants in, or an old partner wants out. Corporations for sale, mergers, or stock transactions. Bank loans, which usually require a knowledge of present value. Condemnation of property by state or government authority. Taxation — tax assessors are often confused on golf course values and an owner may be well advised to challenge taxation he feels is too high.

Bill Sherman of the William Sherman Co. in California, a noted golf course consultant appraiser, states: "In a buy-sell transaction, the seller or buyer may be well served by having an independent opinion of value stated by a knowledgeable professional.

"This opinion, in addition to showing value, may also show potential by projecting increased income by virtue of changes in grounds, buildings, management, etc.

"For all other uses cited, loans, estate filings, and all tax matters, an expert opinion will usually be well accepted, providing its credibility is shown to the interested party."

Worth depends on use

A property such as a golf course with many acres of land may have several values, depending on the intended usage. A tax assessor is only interested in the highest and best use, a golf course operator is only interested in golf business, but an investor might be interested in several alternative usages to secure his investment.

It is most important to keep from mixing values. For example, many owners or appraisers value the land similar to the going rate of development land in the area, then add the cost of the golf course. You cannot have a golf course and development land at the same time, so you must have one or the other. Normally it is not at all practical to build a golf course on high-priced development land, unless it is being used to appre-

ciate the surrounding land. Frequently a golf course may be built in flood plain lands or may be zoned "green belt," which would drastically restrict any alternate usages.

Establishing worth

We are only concerned here with the worth as a golf course property.

Market approach. This can be most important if proper comparisons can be made. Unfortunately golf courses are very diverse in location, physical facilities, and size, and while many sales may have taken place in the last few years, it takes an expert to have knowledge of these and make meaningful comparisons.

Replacement value. This is an interesting value to know, but increased land cost often makes replacement not economically feasible. We many times find clubhouses built too large of courses built where they should not have been built, or a course may be poorly laid out. In any of these cases replacement value would not indicate the true worth of the facility, as an investor is not apt to pay for the builder's mistakes. Also, replacement value should take into account obsolescence, as drain tiles, irrigation systems, ponds, clubhouses, and even greens have a lift span which must be accounted for.

Income value. The important thing here is to establish the cash flow income. We define cash flow as income before payment of depreciation, interest, amortization, or income taxes. In other words, it is the income left over at the end of the year which could be used for payment of principle and interest.

In our analysis of income we try to study expenses to find if there are any extraordinary or one-time expenses which could be eliminated, or if any expense categories could be improved through better management. Frequently, in smaller operations we find that the owner-operator's wages are left out of expenses, and these certainly should be taken into account. From the income side of the ledger, we try to determine if proper ratios between green fees and golf car rentals, pro shop, etc. are being achieved.

After adjusting income and expenses to show cash flow profit a good operator could expect to receive, the market value would be approximately eight times the cash flow profit. If a course is relatively new or has a lot of potential, the worth may be higher than eight times the cash flow or, conversely, if it is operating near maximum capacity, the worth may be less than eight times the cash flow.

"A tax assessor is only interested in the highest, best use."

Determining potential

What is the maximum potential of a golf facility? This question has a very complex answer, and for the purposes here, we will just mention the most important criteria:

1. Average number of rounds of golf course in the geographical area will produce at maximum capacity. This is governed principally by climate.

2. Amount of population available per 18 holes of golf in the area. We normally figure it takes 20,000 to 25,000 population per 18 holes of golf to reach maximum capabilities, so if only half of the population is available per 18 hole course in the area, the potential may be cut in half.

3. Other important considerations are peculiarities of the area (resort trade, golfer habits, etc.), physical characteristics of the course (hilly or flat, long or short, accessibility, etc.), size and design of clubhouse, and potential for other categories of income such as food, liquor, banquet room rental, or driving range.

Cost may exceed worth

Why are courses built that cost more than they are worth? Private clubs are usually built without thought of profit or resale, but rather for self-use and prestige. They are normally nonprofit, so investment is not considered.

Land developers build courses for prestige and to increase value and desirability of surrounding property. A golf course is an excellent means of getting higher density zoning for surrounding lands while creating a desirable recreational facility to attract customers to the higher density property. If the golf course has a value income-wise of $500,000 and it cost $800,000 to develop, then $300,000 of the development cost should be distributed to the surrounding lands.

Bill Sherman states: "In the case of land developers, any good one recaptures all of his golf course costs on the sale of perimeter properties, just as he would any other on-site improvement. New income value of the golf course, when possible, provides a bonus to developer."

Conclusion

If a golf course is to be valued as a golf business, the only really meaningful criteria is its income producing ability. If the land makes it far more valuable for other purposes, then it should be appraised for land value alone. According to William Sherman: "Buying or selling a golf course is similar to any other commercial real estate investment. Its particular nuances suggest that either buyer or ssller, or both, engage someone whose experience can provide specific benefits to each or to one party in the transaction. Terms, taxes, and financing are the same keys to closing a sale as they are to any other real estate transaction. Why not save money for many years by spending an additional dollar up front—where it counts most?" □

Cecil McKay, Jr., a broker who deals exclusively in golf course transactions, knows as well as probably any one person how to determine the worth of a facility.

Coming events

photo courtesy Brookwood Country Club

JULY

12—Carolinas GCSA monthly meeting, Pinehurst (N.C.) CC.

—Heart of America GCSA monthly meeting, Lake Shawnee GC, Topeka, Kan.

—Indiana GCSA monthly meeting, Edgewood CC, Anderson.

—Mid-Atlantic GCSA monthly meeting, Hunt Valley GC, Fallston, Md.

12-14—National Food Distributors Association, annual convention, Portland, Ore.

13—NRA seminar, basic supervision I, Hotel Robert Meyer, Jacksonville, Fla.

17-22—NGF seminar for teachers and coaches, Hueston Woods Lodge, College Corner, Ohio.

18—NRA seminar, explore purchasing, Sheraton Plaza Hotel, Chicago.

—Midwest GCSA monthly meeting, Aurora (Ill.) CC.

19—NRA seminar, people relations, Kahler Plaza Inn, Orlando, Fla.

20-22—American Sod Producers Association, summer convention & field days, Radisson St. Paul (Minn.).

21—Rocky Mountain GCSA monthly meeting, Eisenhower GC, Air Force Academy, Colorado Springs.

25-27—CMAA workshop, personnel & club law, University Club/Capitol Hilton, Washington, D.C.

26—NRA seminar, simplified baking workshop, Cleveland (Ohio) Marriott Inn.

31-Aug. 3—CMAA workshop, advanced beverage management, Key Biscayne Hotel & Villas, Miami, Fla.

31-Aug. 5—NGF seminar for teachers and coaches, Pine Needles Lodge & CC, Southern Pines, N.C.

AUGUST

1—NRA seminar, basic supervision I, Ramada Inn Southwyck, Toledo, Ohio.

—Nebraska GCSA, monthly meeting, Holdrege CC.

3—NRA seminar, basic supervision I, Chicago Marriott.

4—Rutgers Turfgrass Research Field Day, Rutgers University, New Brunswick, N.J.

4-5—Hawaii Turfgrass Association annual conference, Honolulu.

8-10—CMAA workshop, personnel & club law, Mark Hopkins Hotel, San Francisco.

9—Indiana GCSA monthly meeting, Purdue Golf Courses, West Lafayette, Ind.

11—NRA seminar, simplified baking workshop, Holiday Inn DFW, Irving, Tex.

13—NRA seminar, basic supervision I, Los Angeles Convention Center.

—NRA seminar, controlling labor costs, Los Angeles Convention Center.

16—Florida West Coast GCSA, monthly meeting, Seven Springs CC, Holiday.

—Heart of America GCSA, monthly meeting, Victory Hills G&CC, Kansas City, Kan.

18—Rocky Mountain GCSA monthly meeting, Fort Collins (Colo.) CC.

22—NRA seminar, basic supervision I, Holiday Inn, Omaha, Neb.

24—NRA seminar, basic supervision I, Ramada Inn West, Houston, Tex.

—USDA Turfgrass Field Day, Beltsville, (Md.) Agricultural Research Center, West.

29-Sept. 1—CMAA workshop, the general manager concept, John Hancock Institute, Boston.

SEPTEMBER

12—NRA seminar, employee recruitment and selection, Green Dolphin Restaurant, Miami.

12-14—CMAA workshop, contemporary management, Camelback Inn, Phoenix.

13—Carolinas GCSA monthly meeting, Wildwood CC, Columbia, S.C.

—Mid-Atlantic GCSA monthly meeting, Suburban CC, Baltimore.

—Southern California GCSA monthly meeting, Palos Verdes CC.

20—NRA seminar, basic supervision I, Hilton Inn, Salt Lake City.

21-22—Virginia Tech Turfgrass Field Days & Trade Show, Stadium & Turfgrass Research Center, Blacksburg.

25-27—Cologne SPOGA, international trade fair of sporting goods, Cologne, West Germany.

27—NRA seminar, basic supervision I, Indianapolis (Ind.) Convention Center.

29—Indiana GCSA monthly meeting, Broadmoor CC, Indianapolis.

OCTOBER

2-4—Indiana PGA, fall meeting, Indianapolis Marriott.

4—NRA seminar, basic supervision I, Marriott, Philadelphia.

6-8—National Club Association annual convention, Statler Hilton, Washington, D.C.

9-12—National Association of Golf Club Manufacturers, Golf Ball Manufacturers Association, and Golf Products Manufacturers Association, fall meetings, Hotel Del Coronado, Coronado, Calif.

11—Mid-Atlantic GCSA monthly meeting, Woodmont CC, Rockville, Md.

—NRA seminar, basic supervision I, Ramada Inn, Spokane, Wash.

16-19—International Sports and Leisure Exhibition, The National Exhibition Centre, Birmingham, England.

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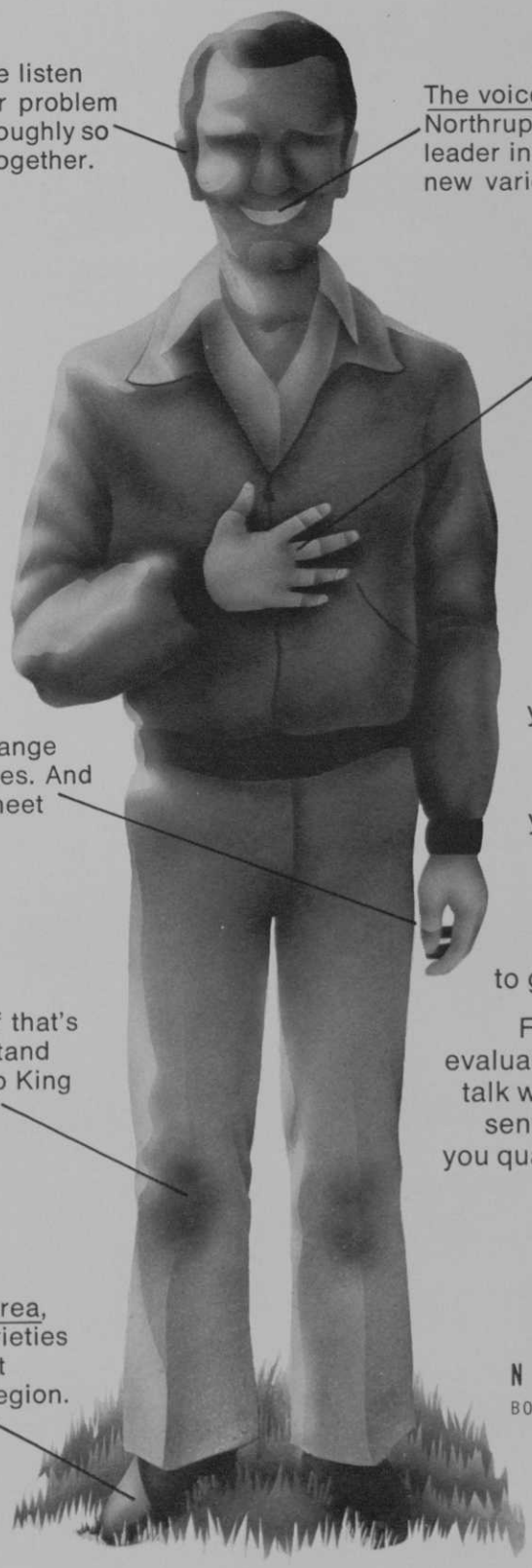

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Don't blame your Northrup King man if he wants to play your fairways, after you revitalize them with Overseeder II.

Overseeder II quickly develops into the kind of turf that makes tees and fairways irresistible to any golfer.

It's easy to understand what you get out of Overseeder II when you know what goes into it: a blend of Parade and Adelphi Kentucky Bluegrasses and Eton and Pennfine fine-leafed perennial ryegrasses. Combining all the advantages of these varieties, Overseeder II transforms sparse, patchy areas into dense turf that holds up under even the heaviest weekend traffic.

Your Northrup King man will know if Overseeder II is the right prescription for your course and your area. If it isn't, he can recommend the appropriate overseeding formula, custom-blended by Northrup King to solve your particular problem.

Contact your Northrup King representative or distributor. He'll gladly come out for a consultation. And once he gets finished with your course, don't be surprised if he turns up again—with his golf shoes and clubs.

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