

Geller Survey Sets Pattern for Club Managers

By JOHN BRENNAN

With memberships at a premium and prospective candidates quite willing to go the limit in buying stock, paying stiff initiation fees and increased dues due to a post-war boom in golf and country club life, members of the Metropolitan Club Managers' Ass'n are currently concerned with the rising labor costs and food prices.

The soaring food prices which have been responsible for hiking the price of meals to an all-time high at the golf clubs stepped up the volume of complaints to the managers, who, in most cases are weary about being informed about the club "down the road with a more attractive scale of prices."

Of course, what the average member doesn't understand—and probably doesn't care—is that clubs are different in membership temperament, financial structure, social setup, facilities, location and a number of other factors which would, logically, have something to do with the price of food.

In order to adequately prepare the managers for squawking from irate members, the majority of whom don't know what they're talking about, Benjamin Geller, director of the swank Fresh Meadow CC, Great Neck, has made a comprehensive survey of the labor and food situation at clubs within several hundred miles of New York City.

Surveys have been made before, but the majority have been inconclusive chiefly because of the reluctance of club officials to divulge secrets of operation to rival organizations. They have maintained that each club is confronted with different problems and conditions. Of course, that might be true in the case of course maintenance, but in the food and labor departments managers now agree that the majority of neighboring clubs face the same situations.

Koch Endorses Geller Survey

Realizing their need for facts about labor and food, managers and officials of 42 clubs in the Metropolitan area gave Geller, an expert statistician, the finest of cooperation. Eric G. Koch, executive director of North Hills GC, Douglaston, and president of the National Club Managers' Assn., highly endorsed Geller's survey and per-



Benjamin Geller, Mgr., swank Fresh Meadow Club, and expert statistician, who made noteworthy survey of clubs in N.Y. metropolitan area.

sonally sought full cooperation from the Met. members.

The job of analyzing and applying the data obtained from six sections which compose the Met. area has been done most intelligently by Geller. He has mailed to each club manager in the area four brochures, cleverly coded with numbers. The key to the code numbers is contained on a separate sheet of paper and is to be kept confidential.

Koch, now serving his second term as head of the nation's club managers, who has made a number of surveys regarding the operation of golf clubs, extolled the Geller report in the following: "It's a far reaching and comprehensive report that should be emulated by our club managers in other sections of the country. Such a report, in these uncertain days of booming prices and labor costs, is invaluable to the club managers. I am sure leaders in other sections will appreciate the value of the Geller report and use it as a pattern for their own sections."

Geller's report includes 11 Long Island clubs, 6 in Westchester, 2 in New York City, 9 in New Jersey, 12 in Connecticut, 1 in Pennsylvania, and 1 in Maryland.

A breakdown of the clubs follows: Long

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GELLER SURVEY

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Island—Fresh Meadow CC, Great Neck; Glen Oaks Club, Great Neck; Inwood CC, Inwood; North Hills CC, Douglaston; North Shore CC, Sea Cliff; Wheatley Hills GC, East Williston; Pomonok CC, Flushing; Hempstead GC, Hempstead; Seawane Harbor CC, Hewlett; Nassau CC, Glen Cove; Strathmore-Vanderbilt CC, Manhasset.

Westchester—Fairview CC, Elmsford; Metropolis CC, White Plains; Bonnie Briar CC, Larchmont; Hampshire CC, Mamaroneck; Siwanoy CC, Bronxville; Briar Hills CC, Briarcliff.

New York City—Merchants Club; City Middyay Club.

New Jersey—Glen Ridge CC, Glen Ridge; Preakness Hills CC, Paterson; Crestmont GC, West Orange; Arcola CC, Ridgewood; Essex Fells CC, Essex Fells; Maplewood CC, Maplewood; Forest Hills FC, Bloomfield; Essex Club, Newark; Orange Lawn Tennis Club, South Orange.

Connecticut—Round Hill Club, Greenwich; New Haven CC, New Haven; Woodway CC, Darien; CC of Waterbury, Waterbury; Race Brook CC, Orange; Stamford YC, Stamford; Riverdale YC, Riverdale; University Club, New Haven; Waterbury Club, Waterbury; Quinnipiack Club, New Haven; New Haven Lawn Club, New Haven.

Pennsylvania—CC of York, York.

Maryland—Congressional CC, Bethesda.

Geller's No. 1 Brochure

Forty-two club managers answer the following 23 queries:

- 1—What percent is charged to restaurant checks?
- 2—What per cent is charged to bar checks?
- 3—Gross sales for the year 1946 in restaurant?
- 4—Gross sales for the year 1946 in bar?
- 5—Average number of meals served on weekends only?
- 6—Is your club a tipping club?
- 7—Is your club a non-tipping club?
- 8—Do your employees share in a bonus fund?
- 9—Is withholding tax on employees working 2 days a week figured on daily or bi-weekly basis?
- 10—Do you use a checker in the restaurant?
- 11—Do you use a checker in the bar?
- 12—Does your club use a signing system for all services?
- 13—Do your club members pay cash for all services rendered?

14—List total payrolls during 1946:

Restaurant . . .	\$
Bar	\$
House	\$
Greens	\$
Administrative	\$

15—List average during 1946 of food cost.

16—List average during 1946 of bar cost.

17—What is the caddie fee for nine holes?

18—What is the caddie fee for 18 holes?

19—What is caddie fee for double 9 holes?

20—What is caddie fee for double 18 holes?

21—Are caddies charged?

22—Are caddies paid in cash?

23—Please add any other comments.

Brochure No. 2

Presents a payroll survey and gives wages in following categories:

Restaurant Department—Regular

Chef	Pot Washer
Second Cook	Dish Washer
Pastry Chef	Head Waiter
Fry Cook	Captain
Night Chef	Bus Boy
Pantry Man	Waiters
Kitchen Man	

Restaurant Department—Extra

Chef	Pantry Man
Second Cook	Kitchen Man
Pastry Chef	Pot Washer
Night Chef	Dish Washer

Waiters

Lunch only	Dinner only
Lunch and dinner	Late party

Bar Department—Regular

Head bartender	Bar boy
Bartender	

Bar Department—Extra

Bartender	Bar boy
Engineer	House Department—Regular
House man	Chamber maid

House Department—Extra

House man	Chamber maid
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Locker Department—Regular

Lockerman	Lockermid
Assistant	Assistant
Shoe Boy	

Locker Department—Extra

Lockerman	Lockermid
Shoe Boy	

Greens Department—Regular

Greenkeeper	Caddiemaster
Foreman	Assistant Caddiemaster
Greensman	

Administrative Department

Office Manager	Secretary
Assistant Manager	Parking attendant
Bookkeeper	Page boy
Clerk	Storeroom man
Telephone operator	Linen clerk
Night clerk	Night watchman

Brochure No. 3

Presents menu prices and deals with the price of meals.

Tomato juice	Appetizers
Marinated herring	Sardines
Shrimp cocktail	Half grapefruit
Crab flake cocktail	Melon in season
	Smoked salmon
Vegetable	Soups
	Consomme
Ham and eggs	Entree
Two eggs any style	Whole broiled lobster
Roast prime ribs of beef	Minute steak
Veal cutlet	Sirloin steak
Pot roast	Chopped sirloin steak
Fish	Asst. cold cuts with chicken
Half-broiled chicken	Cottage cheese and sour cream
Calves liver and bacon	



Eric G. Koch, Ex. Dir., North Hills Golf Club and pres., Nat'l Club Mgrs. Assn., who aided Geller, suggests club mgrs. in other sections of country make similar survey.

Apple pie	Desserts	Baked apple
Fruit pies in season		Custard
Fruit compote		Pastry
Rice pudding		
Coffee	Beverages	Cocoa
Tea		Coca-cola
Milk		
Crab flake	Salads	Chicken
Shrimp		Chef's salad
Half cold broiler		Lettuce and tomato
Fish	Dinners (complete)	Steak
Chicken		Lamb chops (2).
Lobster		

Brochure No. 4

Liquor Prices.

Ba.	Scotch	12-year-old
8-year-old		
Bar	Rye	Bonded, etc.
Special brands		Canadian Club
Collins, Tom	Bourbon	Collins, Rum
Martini	Cocktails	Daiquiri
Manhattan		Old Fashioned
Bacardi		
Domestic	Champagne	Imported
Half fifth		Half fifth
Fifth		Fifth
Whiskey	Size Drinks Used (ounces)	Cordial
Highball		Cocktail
Collins		

North Hills Food, Liquor Gross High

President Koch's North Hills club is the most active of the golf clubs listed by Geller in his illuminating report. With a filled membership roster of 300 and a sizable waiting list, North Hills last year grossed \$130,604.13 in food and collected \$122,096.81 at its bar. The City Midday Club, located at 23 South William Street, a niblick shot from Wall Street and the financial section, grossed \$146,648.66, but was eclipsed at the bar by the Douglaston club. City Midday liquors grossed \$14,700.20.

Of the golf clubs, Fresh Meadow's restaurant was runner-up to North Hills as the busiest in the Geller report, with a gross revenue of \$113,970.42, but the bar business of \$26,963.18 was a far cry from the impressive figures released at North Hills.

About half the clubs charge 10 per cent to the members' restaurant checks. A few add 15 per cent. About the same percentage prevails in assessing the bar checks.

The average number of meals served on weekends runs from 1,200 at Glen Oaks and 1,000 at Fresh Meadow to 150-200 at some of the smaller clubs. The average is 450.

A majority of the clubs prohibit tipping, but 98 per cent establish a yearly bonus for the employees.

Golf clubs are a trusting lot, it seems, for the Geller report reveals that, with the exception of parties, they hire neither a food nor bar checker. A majority of the clubs answered in the affirmative when asked about the use of signing tabs. Less than 10 per cent of the clubs permit members to pay cash for all services rendered.

The restaurant payrolls run the clubs from \$45,954.62 to \$12,618, the former being one of the swankier clubs of the Long Island area and the latter a smaller club in the same area. To be expected, North Hills spends the most money on its bar—\$11,478.89, while Fresh Meadow's house salaries run tops—\$17,114.78.

The average spent on course maintenance is \$11,000. Fresh Meadow leads with an annual budget of \$35,176.88. The Great Neck club's property takes in some 200 acres of undulating terrain, with tree-lined fairways. The administrative budgets run from \$5,500 to \$23,000, the latter being the figure quoted by one of the Westchester clubs.

Caddie fees vary, with Fresh Meadow, taking into consideration its hills and dales, offering the peak wages to the bag toters. For nine holes the fee is \$1.75, eighteen holes \$2.75, nine double \$3.50 and a double 18 round \$5.50. The average fee is \$1.75 for 18 holes and \$3.00 double. Most clubs pay caddies in cash.

In charging for liquor, the Geller report shows that the clubs grossing the big money charge far lower prices than those with far less revenue. North Hills, as an example, charges 65 cents for an ounce and quarter of Scotch, while other clubs charge as much as 90 cents for an ounce.

The clubs reported increased activities, in all categories, with most planning improvements following a long period of inactivity along those lines due to the war years. All clubs are operating at a profit, due to membership rosters being at the saturation point.