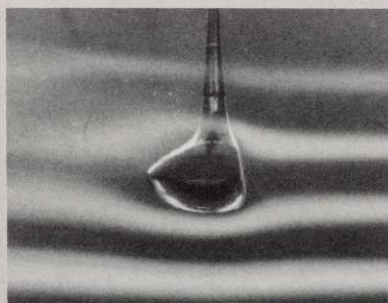
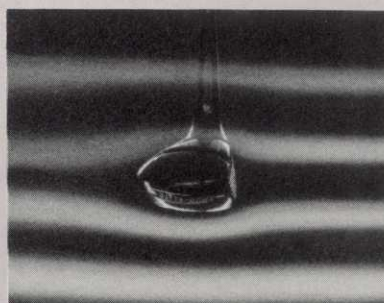


We didn't just play a round when we tested our clubs.



Air turbulence builds up behind a conventional club, costing you distance and accuracy.



Dyna V® reduces turbulence, giving you a faster, more controlled swing.

(Photos taken at General Dynamics Laboratories, San Diego, CA.)

Ever wonder how most golf club manufacturers test a new design? It's simple. They give the club to a pro and have him play a few rounds.

That's a great way to test a pro — but not the best way to test a new club. You see, a pro can get good results with almost anything. So when he tests a club, he may be adjusting his swing to overcome flaws in the design. Flaws that other golfers might not be able to correct. Consequently, a club gets on the market that works great for a pro, but doesn't work so well for you.

We figured there had to be a better way. That's why we asked General Dynamics to test our Dyna V's® in a sub-sonic wind tunnel. When compared with a conventional club, the results are amazing.

The V gives you distance and accuracy. The big difference with Dyna V® is the V in the top of our head. Without it we'd be just another pretty face. But with it, we'll do wonders for your swing.

The V reduces air resistance as the club is swung. Air flows smoothly around the head and turbulence that builds up behind a conventional club is all but eliminated.

The result for you is a swing that's 10 to 13 percent faster. That should be good for an extra 25-30 yards in your drives. And with optional graphite shafts, the results should be even better.

Your shots will be more accurate too, because the V increases heel-toe stability by reducing lift force and drag. Up to 50% more heel-toe stability is what you can expect from Dyna V's.® That should keep any golfer's drives on target. And the V will help you line up your shots before you begin your swing.

Try them yourself. Now that we've given you a course on our clubs, try them on your course. Go to your pro and ask for a test drive. Once you've played a round, you'll see we weren't just playing around when we designed them.

For complete test results write:
Dyna Sports, Inc.,
940 E. Orangethorpe Ave., Anaheim, CA. 92801.

Patent # 314031

New Dyna V® long distance woods.

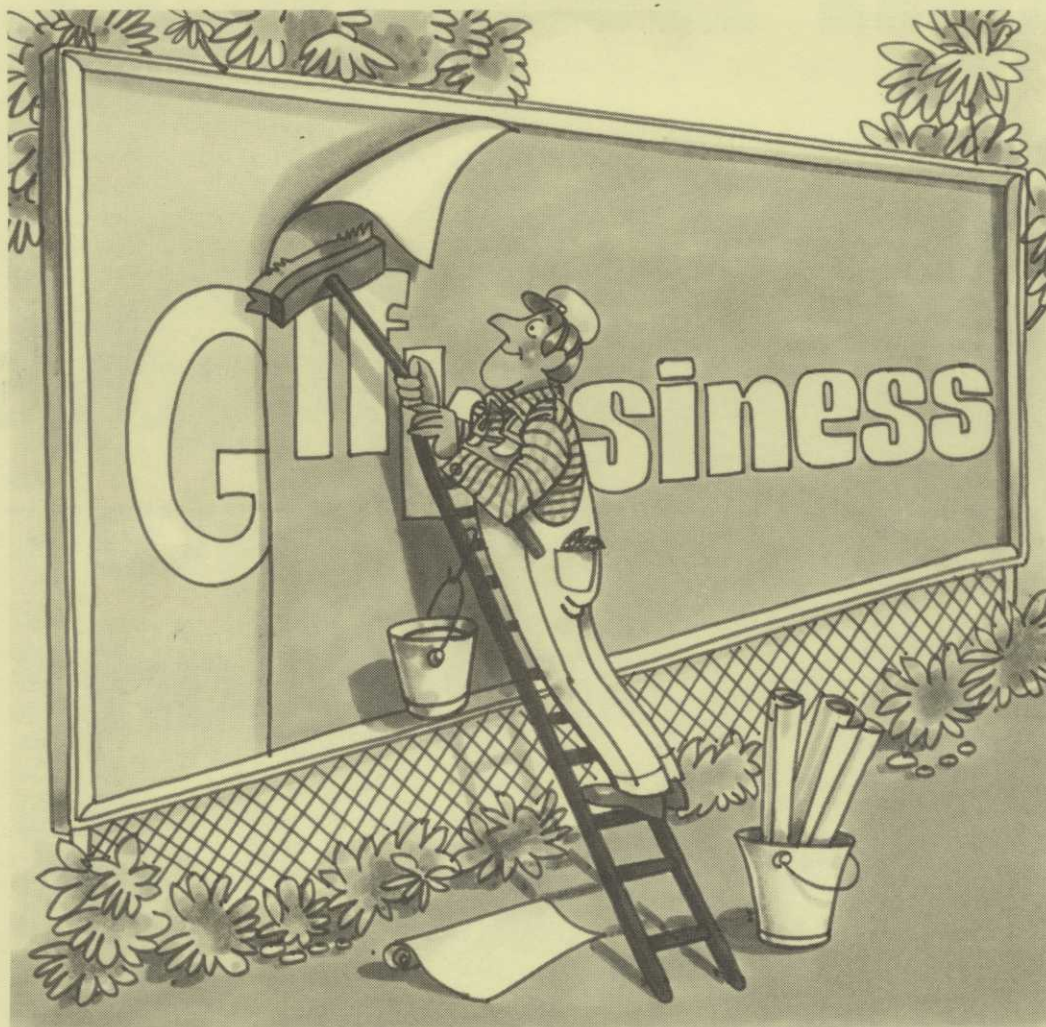
Copyright© 1976 Terry L. Pennington & Co.

Circle 118 on free information card

Meet Golf Business.



**Everybody's
going to
be talking
about us.**



After fifty years as Goldom, we needed an exceptionally good reason to change our name and our look.

You're holding it in your hands. And we'd like you to keep seeing us. Free.

Just fill in one of the attached requalification cards and drop it in the mail to us. There's an extra here, too, for an associate not currently receiving Golf Business.

Then every issue, we'll keep on giving you all of the essential information you need to help you with your merchandising, buying and course management decisions.

Send in your requalification card now. And keep abreast of Golf Business.

Golf Business is also available on a paid basis (\$7.00 per year) for elected club officials. Check number 6 on the attached card for more information.

COMPLIMENTARY SUBSCRIPTION QUALIFICATION CARD

I would like to receive (continue receiving) GOLF BUSINESS free of charge each month:

YES NO

1. Type of golf facility (Check one only.)

1. Private
2. Semi-Private
3. Daily fee
4. Municipal
5. Hotel/Resort
6. Other Golf Facility (Specify) _____
7. Driving Range, Practice Range
8. Manufacturers, Manufacturing reps.
9. Distributors and Dealers
10. Golf Associations
11. Course Builders, Course Architects, Agronomists, others allied to the field.
12. Other (specify) _____

2. Your title (Check one only)

1. Owner, Partner, Golf Course Corporate President
2. General Managers, Managers
3. Club Managers
4. Buyers, Purchasing Agents
5. Golf Professionals, Assistant Pros
6. Pro Shop Managers
7. Directors and Commissioners
8. Superintendents
9. Assistant Superintendents, Greenskeepers
10. Elected Club Officials (paid only)
11. Other (specify) _____

3. Size of golf facility (Check one only.) 9 holes 18 holes
 27 holes 36 or more holes

4. Does your facility operate a practice/driving range? Yes No

5. Total yardage of facility. _____ yards.

6. Send Paid Subscription information
for elected club officials yes no

Name _____

Course Name _____

Course Address _____

City _____ State _____ Zip _____

Signature _____ Date _____

COMPLIMENTARY SUBSCRIPTION QUALIFICATION CARD

I would like to receive (continue receiving) GOLF BUSINESS free of charge each month:

YES NO

1. Type of golf facility (Check one only.)

1. Private
2. Semi-Private
3. Daily fee
4. Municipal
5. Hotel/Resort
6. Other Golf Facility (Specify) _____
7. Driving Range, Practice Range
8. Manufacturers, Manufacturing reps.
9. Distributors and Dealers
10. Golf Associations
11. Course Builders, Course Architects, Agronomists, others allied to the field.
12. Other (specify) _____

2. Your title (Check one only)

1. Owner, Partner, Golf Course Corporate President
2. General Managers, Managers
3. Club Managers
4. Buyers, Purchasing Agents
5. Golf Professionals, Assistant Pros
6. Pro Shop Managers
7. Directors and Commissioners
8. Superintendents
9. Assistant Superintendents, Greenskeepers
10. Elected Club Officials (paid only)
11. Other (specify) _____

3. Size of golf facility (Check one only.) 9 holes 18 holes
 27 holes 36 or more holes

4. Does your facility operate a practice/driving range? Yes No

5. Total yardage of facility. _____ yards.

6. Send Paid Subscription information
for elected club officials yes no

Name _____

Course Name _____

Course Address _____

City _____ State _____ Zip _____

Signature _____ Date _____

Business Reply Mail

No Postage Necessary If Mailed in the U.S.

Postage Will Be Paid By

golf
FORMERLY GOLFDOM **business**

P.O.Box 6951

Cleveland, Ohio 44101

First Class
Permit No. 2675
Cleveland, Ohio

Business Reply Mail

No Postage Necessary If Mailed in the U.S.

Postage Will Be Paid By

golf
FORMERLY GOLFDOM **business**

P.O.Box 6951

Cleveland, Ohio 44101

First Class
Permit No. 2675
Cleveland, Ohio

Contents

5 Idea file

6 Personal

7 News

Labor Department's Office of Federal Contract Compliance throws the private club industry for a loop with its proposed policies affecting federal contractors . . . the Consumer Product Safety Commission looks into golf car safety standards . . . foodservice operators may be interested in a dispute between a Cleveland equipment company and the Federal Energy Administration . . . EPA's Russell Train claims regulation is here to stay . . . clubs are not affected by the recent Supreme Court ruling on racial discrimination . . . Atlanta Athletic Club superintendent looks at his course the morning after the U.S. Open . . . Power Track, Custom Crest join forces . . . Fansteel changes hands . . . New firm gives away free ballwashers . . . Maryland tax cuts to private clubs are in jeopardy.

Features

26 THE ALL-STAR GOLF BUSINESS BOARD

Getting to the grass roots of the industry, GOLF BUSINESS has assembled some of the most knowledgeable club managers, club professionals and superintendents in the nation. They'll offer more editorial ideas to make this magazine more tuned with the trade. Meet them and read their views of this business.

30 STRETCHING CLUB FOODSERVICE DOLLARS WITH TRADITIONAL THROW-AWAYS

Are you throwing good food products down the drain? For years, foodservice operators have discarded these juices and by-products without much thought. Now, though, with a tighter economy nothing can go to waste. A. C. Bartolotta reports.

32 PROFILE OF THE INDUSTRY

Polling hundreds of clubs and courses around the country, GOLF BUSINESS gets inside the industry with a comprehensive survey of what is happening. From foodservice to fertilizer, golf balls to beverage service, pros, club managers, superintendents and independent owneroperators tell how they are doing this year. Staff interviews add to this must reading.

42 HARRY GRAY: CMAA PRESIDENT SPEAKS HIS MIND ON MANAGEMENT

With nearly 40 years in the hospitality business, Harry Gray has seen many of the changes clubs have undergone through the years. Now president of the CMAA, Gray talks to Managing Editor Nick Romano about where the industry is going and how his association will deal with it.

48 CONGRESSIONAL COUNTRY CLUB: AN IMAGE OF SERIOUS BUSINESS

Gaining notoriety as the site of the PGA championship this month, the Congressional Country Club, outside Washington, D.C., is a full-service operation. GOLF BUSINESS goes to the club and interviews management personnel to get their thoughts on their club and what makes it work so well.

52 DESIGN: RATING THE GOLF EQUIPMENT YOU SELL

Product information is an important aspect of club sales. The pro must know as much as possible about the equipment he has in his shop. Understanding those complex theories of design is the theme of this piece by designer Dick Semple.

Departments

FEEDBACK _____	4
COMING EVENTS _____	16
PEOPLE ON THE MOVE _____	56
PRODUCTS _____	58
CLASSIFIEDS _____	62

FRONT COVER: GOLF BUSINESS looks inside the industry, starting on page 32.

PHOTO CREDIT: Pictures on page 32 and 33 taken at Beechmont Country Club, Cleveland.

GOLF BUSINESS: Published 11 times a year; monthly January through October and combination issues in November-December. Copyright© 1976 by The Harvest Publishing Company, a subsidiary of Harcourt Brace Jovanovich, Inc. Printed in the U.S.A. For advertising rates, apply to General Manager. Editorial and Advertising offices, 9800 Detroit Avenue, Cleveland, Ohio 44102. Address manuscripts and other editorial contributions to the Editorial Office. Unacceptable contributions will be returned if accompanied by sufficient first-class postage. Not responsible for lost manuscripts or other material. Controlled circulation postage paid at Cleveland, Ohio. Please send change of address notice to GOLF BUSINESS Magazine, 9800 Detroit Avenue, Cleveland, Ohio 44102. Subscription rates \$7 per year U.S. and Canada. Foreign \$10 per year. Single copy price: \$1.00 for current and all back issues. Foreign \$1.50. New subscribers are advised that it takes six to eight weeks to receive the first copy of GOLF BUSINESS. A similar period is required to effect a change of address.

Feedback

GOLF BUSINESS is attempting to get a better idea about the problems of the industry. To do that, we need your help. Starting with this issue, we are beginning a FEEDBACK column. It will be a forum of ideas on topics you think we have or haven't touched. Readers interested in expressing their opinions can write to Nick Romano, Feedback, GOLF BUSINESS, 9800 Detroit Avenue, Cleveland, Ohio 44102.

Send club pros back to teaching

There is an identity crisis confronting today's club pro.

He is thrust into the role of being a haberdasher — a role for which he is neither trained, skilled nor attuned. Consequently, the role in which he should be most adept — that of a teacher — has suffered.

Selling clothes and making a golf shop beautiful — is that what a golf pro is? I'd say it is not. In essence, the club pro should say, "I'll teach you the game, I'll recommend the proper equipment, I'll assist in the regulation of the course, but, uh-uh, merchandising isn't my bag." But he has gotten away from that. Gradually . . .

I came into merchandising that way. I was as greedy as the next guy during my years as a head pro at Riviera Country Club. The profit was there and when I looked around I didn't see anyone else who seemed to want it. All I had to do was buy the merchandise, sell it, and watch the profit roll in. And, indeed, I made a tidy profit that way. Haberdashery was big then, but inevitably as the opportunistic observed what could be done, they came into the business. The buying and selling competition escalated. You could no longer anticipate the easy revenue from it. Yet, there was still the large investment in a sales force, inventory and the time and effort necessary to maintaining the operation.

Thus, the club pro was left with the problem of operating a business when the business was gone.

This whole picture, then, should be given a realistic look. Many clubs are poorly managed today. Added to that mismanagement, there are higher taxes, higher operational costs, higher water rates, higher upkeep, higher food prices, etc., etc. Management may offer to take over the golf shop, but the pro stubbornly and unwisely resists. "No," he says, "you can't have it. I built it." Instead, he should be saying, "You can have it. Give me a salary and I'll go back to teaching people how to play the game."

If he fights and the golf shop continues to fail, perhaps he loses his job and the man who moves in to succeed him runs the golf shop even more poorly. The golf shop, then, becomes just one more straw to the camel's load, threatening the existence of an already burdened club.

To reason how the club pro got beached in a bunker of 30 percent reduction sales on

women's footwear and stymied behind an over-inventory of men's alpaca sweaters, one need only trace the evolution of the sport in America.

It was originally a game for the affluent, who wanted to look affluent playing it. It was the mecca for all sportsmen. Presidents played it. So did movie stars. When Pancho Gonzales, Johnny Unitas and Sandy Koufax were on top they played it, too. The club pro astute in merchandising took advantage of it and to the people with the essentials of leisure time for golf became the source for the equipment and the attire. Overnight, the club pro became wealthy, expanded his business and spread his tentacles into anything connected with golf.

As he became successful, others saw the potential in it. No one, after all, was going to play golf at a course where the pro wasn't stocked with everything that was needed.

That, then, became the profession. It was only natural that the pro would leave the teaching aspects behind. Let the hired help do that. The club pro was much too busy with the movement of an inventory that may have grossed from \$150,000 to a half million a year. No one could have a business like that without overseeing all the administrative aspects of it.

At the height of the Arnold Palmer era it reached a saturation point. They were wealthy times in which the economy grew and flourished. But then the economy suddenly spiraled. The not-quite-so-affluent society wanted something more in line prices-wise with what was available at the major stores.

Then, the trend was noticed. The pros were slower to build their inventories and the big concerns — Bonwit Tellers, Saks, Robinsons, etc. — recognized the value of having top equipment lines to fill the consumer's needs. They had the resources — money, merchandising knowhow, etc. — to procure the necessities in volume.

Once content to leave the golf shop business to the golf pro, they were now saying, "Now . . . get us a golf shop in here." Suddenly, an evolution. . .

Face it, the cream has gone off the top. Oh, not in the remote areas — the Dakotas, perhaps, or some parts of the middle west — the pro still needs the concessions and the merchandising to make a living. But in Chicago, Florida, California and elsewhere it is fast becoming obsolete and unrealistic thinking. Even the pros themselves have come to this realization and many have broken out of the pro shop and gone into discounting.

However, the answer for most pros is to let someone else who is an expert in haberdashery reap the profit from it and let the pro ease the pressure from himself. Sure, take his best shot at merchandising, but first and foremost he should be a pro and apply his concentration to teaching how to play the game.

It has become a lost art mainly because the artist has failed to seek himself out.

Mac Hunter
Rancho Sante Fe, Calif.

golfbusiness

FORMERLY GOLFOOD

EDITORIAL

NICK ROMANO
MANAGING EDITOR

MICK BAKER
STAFF WRITER

HERMAN ZACCARELLI
CONTRIBUTING EDITOR-FOODSERVICE

RAY GIBSON
ART CONSULTANT

GOLF BUSINESS BOARD

CLUB PROFESSIONALS

JOE BLACK, Brookhaven Country Club, Dallas; **CHUCK BRASINGTON**, Gainesville Golf & Country Club, Gainesville, Fla.; **BOB FOPPE**, Kenwood Country Club, Cincinnati; **HUBBY HABJAN**, Onwentsia Country Club, Lake Forest, Ill.; **DUFF LAWRENCE**, Canterbury Golf Club, Cleveland; **FRANK MOREY**, Wilshire Country Club, Los Angeles.

SUPERINTENDENTS

RICHARD EICHNER, Lakeside Golf Club, Hollywood, Calif.; **DAVE HARMON**, Golden Horseshoe, Williamsburg, Va.; **BOBBY MCGEE**, Atlanta Athletic Club, Duluth, Ga.; **PETER MILLER**, Firestone Country Club, Akron, Ohio; **TOM ROGERS**, Patty Jewett Golf Club & Valley Hi Golf Club, Colorado Springs, Colo.; **BOB WILLIAMS**, Bob O'Link Golf Club, Lake Forest, Ill.

CLUB MANAGERS

TOM CARROLL, Mission Hills Country Club, Mission Hills, Kan.; **LAURICE T. HALL**, Pinehurst Country Club, Littleton, Colo.; **PAUL N. KECK**, Greenville Country Club, Wilmington, Del.; **MATTHEW MORGAN**, Butler National Golf Club, Oakbrook, Ill.; **JAMES L. NOLETTI**, Winged Foot Golf Club, Mamaroneck, N.Y.; **W. R. "RED" STEGER**, River Oaks Country Club, Houston.

ADVERTISING

HEADQUARTERS: 9800 Detroit Avenue, Cleveland, Ohio 44102. (216) 651-5500.

RICHARD J. W. FOSTER
GENERAL MANAGER

PATRICK J. LAMB
REGIONAL MANAGER

EASTERN OFFICE: 757 Third Avenue, New York, N.Y. 10017. (212) 421-1350

RUSSELL B. BANDY
REGIONAL MANAGER

MIDWESTERN OFFICE: 333 North Michigan Avenue, Room 808, Chicago, Illinois 60601. (312) 236-9425

JEFF WARD
REGIONAL MANAGER
TOURISSE GREENFIELD
(312) 337-7717

WESTERN OFFICES: Los Angeles—Graves/Snyder/Sanford, 4311 Wilshire Blvd., Los Angeles, Calif. 90010 (213) 933-8408

BILL SNYDER
NORTHWEST MANAGER

NORM DEAN
WESTERN MANAGER

San Francisco—Graves/Snyder/Sanford, 615 Montgomery Street, San Francisco, Calif. 94111 (415) 982-0110

ROBERT A. MIEROW
REGIONAL REPRESENTATIVE

OPERATIONS

PAUL BALTIMORE
OPERATIONS DIRECTOR

DARRELL GILBERT
PRODUCTION MANAGER

JACK SCHABEL
CIRCULATION MANAGER

DAVID HARMON, PH.D.
RESEARCH SERVICES

OFFICERS

JAMES MICHOLLAND
CHAIRMAN

HUGH CHRONISTER
PRESIDENT & PUBLISHER

LEO NIST
SENIOR VICE PRESIDENT

DAYTON MATLICK
VICE PRESIDENT/EDITORIAL DIRECTOR

FOUNDERS

HERB GRAFFIS
JOE GRAFFIS

Idea file

'Can't lose' tourney sure thing for pros

If you're looking for more ways to build shop sales in the remainder of the season, you might try a "Can't lose" tournament among your membership.

Establish a minimum entry fee of \$5 for the golfers with the chance they can double their winnings. They can post as much cash as they want. If they finish high in the standings, they get the money. If they don't, they can take what the entry fee will buy in pro shop merchandise.

Several clubs in the Cincinnati area have tried this type of promotion with great success and have added dollars to their shop in the process.

Selling wine is all a manner of speaking

Sometimes selling that extra bottle of wine to a member or customer can often be in how you ask them about it.

Some sommeliers and waiters might ask the table if they wish wine with their meal. In terms of selling attitude, this gives the customer the right to turn you down on the option to buy wine. The wiser move may be to ask the member, "What wine have you selected for dinner." This way, the buying atmosphere is established and the chances of the customer deciding to purchase are somewhat better.

Semantics are just another trick a trained waiter or waitress can use to up the dinner check and get higher tips. The customer has to be influenced, though, to insure such results.

Mowing management can halt disease

John Hall, turf specialist at the University of Maryland, passes along this tip to superintendents. Often, mowers can do great harm to turfgrass during disease epidemics. Not only will the effect of mowing generally weaken the grass, but the operation can further spread the disease.

If there is a diseased area on your course, it is better to mow in that area last. Clean mowers before you take them back into healthy turf areas. Mowers are probably the finest disease spreaders ever devised. They not only drag spores over turf areas, but make wounds for fungal entry.

During times of disease on your course, remember planned and well thought out mowing habits are crucial to stopping disease.

Ease range shortages by member ball swap

Are you finding it tougher to keep up with your losses in range balls. One idea to help alleviate this headache is to establish an exchange program with your members or customers.

For instance, when golfers are wearing their balls thin, it might be time for them to turn in old balls for new ones. A ratio of nine to 10 old balls for one new one may be started by the pro shop manager.

Some members may turn in old balls just to get them out of their bags.

Managers must follow OSHA or pay penalty

Club foodservices around the nation fall under the rules and regulations of federal OSHA standards. That agency has released the following standard penalties for non-compliance with particular recording, recordkeeping and posting requirements:

Failure to post the official OSHA poster — \$50. Failure to maintain OSHA Form 100 Log — \$100. Failure to report fatality or incident in which five or more employees are hospitalized — \$200. Failure to post citation received at worksite — \$500.

OSHA reminds managers and other foodservice personnel these penalties will be assessed automatically and are not subject to reduction.

Proper appearance must for course crew

Golfers are always looking over your operation of the course. Your maintenance crew is often an extension of your business attitude. Their work directly affects your results, so it stands to reason their appearance reflects on you.

It might take a little extra time, but encourage your crew to keep their uniforms relatively clean when possible. Have them wipe off grass and dirt from their shoes when going in areas of golfers. Washing hands and face plus checking on grooming might be another daily duty.

Personal appearance of the crew can be a good public relations boost with the membership. Lasting impressions will give your golfers the idea you are running an efficient operation in every phase of your course management.

Personal

Pros improve game with biorhythm chart

Ever wonder why some days of each month always seem like your days to be in a slump. Well, the charting of your biorhythm might be the answer.

For club professionals, a company called Edmund Scientific in New Jersey will chart your biorhythm free, checking your physical, emotional and intellectual cycles or those of any golfer you select.

All the firm needs is the birth date, month and year of those you want charted. For example, it might help to chart when you may be going under par, according to the company.

Companies and government agencies are seriously looking into the validity of biorhythm to chart success of business endeavors.

If interested in the plan, contact Edmund Scientific, 380 Edscorp Building, Barrington, N.J. 08007.

Invest your money in precious stones

Investing in precious stones can bring handsome returns, or at least it has. In less than 10 years, high-grade diamonds have gained over 100 percent in value. Colored stones have doubled in less time.

By putting less than \$10,000 into diamonds, rubies, sapphires or emeralds, one can take advantage of the impending shortage of those gems. Working through a reputable jeweler and buying the best quality of gems is recommended. Those willing to spend the most money will be most likely to reap greater profits.

Country real estate is another real gem

Farmland is a fine investment says Gerald S. Gilligan in a revised edition of "A Price Guide for Buying and Selling Rural Acreage" (McGraw-Hill).

The trend in buying country land has peaked and Gilligan suggests how to take advantage of the situation. In his book he lists states having underpriced land and those most attractive to investors seeking price appreciation. States in both categories include Arizona, Colorado, New Mexico, Texas and West Virginia.

The book looks at land sales over the last 25 years in about 3,000 U.S. counties, concluding an average acre cost \$144 in 1968 and \$309 last year.

Save money on land using tax exemption

Your house or land may qualify for an "open-space easement" tax deduction under IRS rulings if it has historic, architectural or esthetic significance.

By giving up the right to develop the land for a period of time, the owner can deduct as much as 50 percent of income as a charitable gift, pay less in property taxes because of differential assessment, and have less property subject to estate tax upon death.

Managers' insurance gets harder to buy

With personal liability becoming a very real threat to managers for acts of negligence and lawlessness, liability insurance is becoming harder to buy.

Agencies such as the Justice Department, the Securities and Exchange Commission, the Food and Drug Administration, the Environmental Protection Agency, the Consumer Product Safety Commission, and the Equal Opportunity Commission are passing regulations making it more complex for directors and officers in corporations to meet standards.

New laws such as the Employee Retirement Income Security Act and the Occupational Safety and Health Act also add to the paperwork.

In response, corporations are upgrading legal staffs. But insurance companies are still less enchanted with corporate manager liability insurance.

Citizens Band radio attracts many fans

Citizen's Band two-way radio is fast becoming a major hobby in the U.S. With everyone getting to the act, the Federal Communications Commission is getting 500,000 license applications a month.

There are 23 channels, 21 of which can be used to your heart's content. Channel 11 is strictly for calling and channel 9 is only for emergency use. The other channels are used heavily, as a trip down any highway will testify. Sets of wheels accompanied by antennae are fast replacing those without.

A CB unit will cost \$150 or more and a good antenna can cost \$30. License applications are available where the CB is purchased. A temporary one is used until the permanent one arrives.

News

GOVERNMENT REGULATION

Labor's OFCC clouds clubs' future

NEWS, 7

COMING EVENTS, 16

PEOPLE, 56

Another blow to the private club industry is currently brewing in Washington, D.C., and this one may have a lasting effect on the business.

Bias in the form of restrictive admissions policies is something the government has kicked around since the civil rights legislation of the 1960s, but no hard and fast rules have been developed to get to the root of the problem.

Indirectly, the clubs now face that government policy with a statement of intent being developed for federal contractors by the Labor Department's Office of Federal Contract Compliance (OFCC).

In essence, the OFCC is considering a policy restricting federal contractors from either having employer-paid memberships for its employees at clubs with restrictive admissions policies or charging off business expenses at such facilities. The idea here is clubs excluding blacks, women, and other minorities hamper the opportunity of employees in those categories to advance in a career as their white, male counterparts.

Questions about employer-paid dues first arose in April when banks in the western region were advised by the Treasury Department's Equal Opportunity Program coordinator about the club situation as it pertained to those financial institutions which are federally chartered. Banks and such institutions come under the law by virtue of the federal loans they receive.

This initial effort by the Treasury Department was advised by the Labor Department's chief legal minds. Shortly after, the direction of the OFCC work turned at once to all federal contractors, some 325,000 companies in all.

No policy is set to paper at this time, but the shock of such action by the Labor Department has set the chief lobbying arm of the private club sector into operation, as the National Club Association and its Executive Director Jerry Hurley brace for a fight with the government.

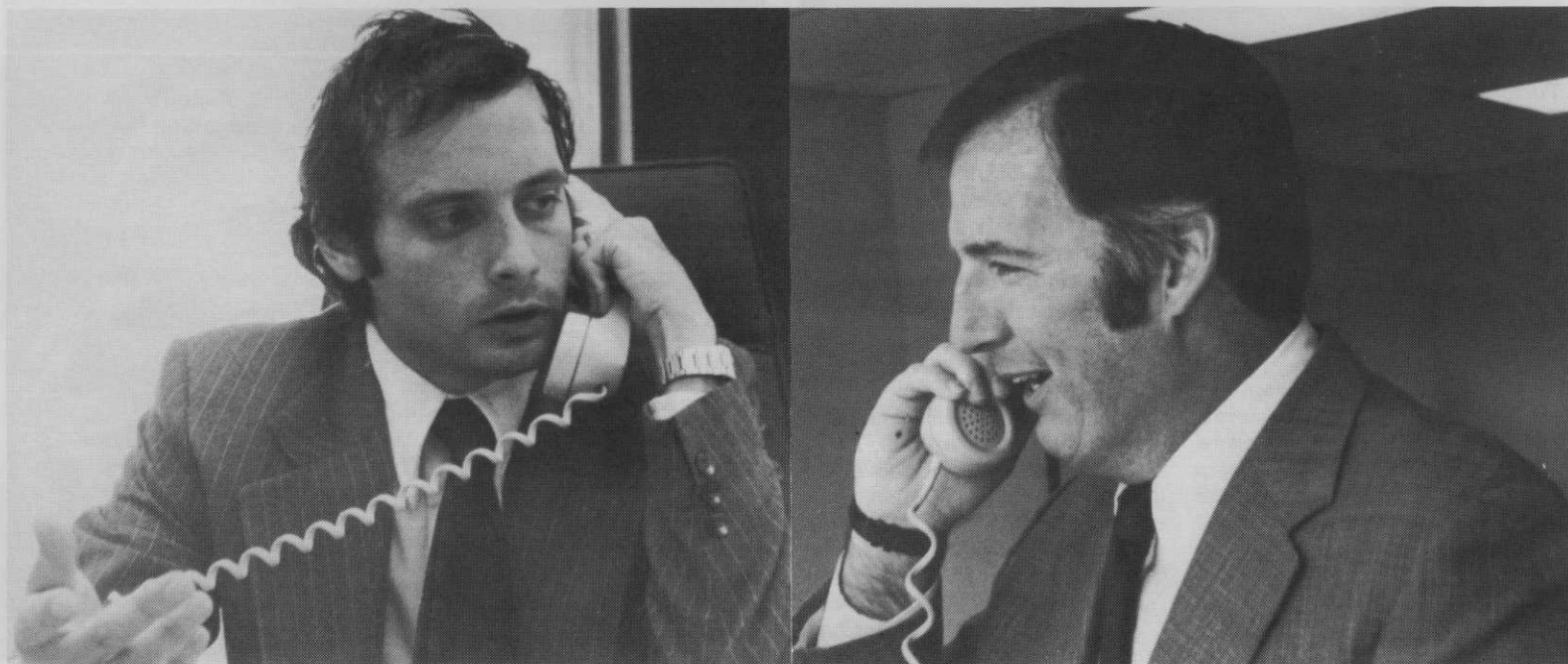
"What really is a restrictive admission policy? I wish some one could define it for me. The govern-

ment hasn't," Hurley said in a recent Washington interview with GOLF BUSINESS. Although Hurley made the statement that the NCA does not back such policies, he wondered if the Labor Department's effort was not a slap at the old-line establishment by a liberal line in that agency.

Even though the policy is not directly aimed at clubs, the NCA presented a 42-page argument to the Labor Department on the policy and is still waiting to see the OFCC's opinion on the piece. Hurley along with NCA legal counsel Tom Ondeck worked on the brief contending the government was not aware of the financial implications such a policy would have on those clubs.

The main contention for the Labor Department is clubs are a real business center in America. This is the biggest area of argument for the NCA. Quoting from their memorandum, "In reality, individuals join clubs for a variety of reasons. However, NCA believes it fair to state the great majority join particular clubs for the purposes

Keeping lines of communications open is the latest effort between Office of Federal Contract Compliance Director Larry Lorber, left, and National Club Association Executive Director Jerry Hurley. Lorber and Hurley are both involved in the dispute over whether federal contractors can be members of clubs utilizing restrictive admissions policies.



stated simply and specifically as the club's governing purposes. Therefore, an individual probably joins a golf club because he likes golf."

Whether this is a valid argument or not, the OFCC and its 29-year-old Director Larry Lorber don't buy it.

Interviewed in his office by GOLF BUSINESS, Lorber told Managing Editor Nick Romano he didn't agree with the NCA arguments. He mentioned that federal contractors were advised on such discriminatory actions against their employees as far back as 1971, when the Labor Department initiated an affirmative action plan for employees in its federal contracts. Previous policy statements on this manner were developed under an Executive Order from the White House. In fact, private clubs were excluded under the prime anti-discrimination document, the Civil Rights Act of 1964.

Although Lorber admits the climate of this political year in

Washington would probably hold up any policy statement until after the election, all indications are such action would occur even if President Ford was not in the White House. Jimmy Carter is not a likely opponent of such action.

Publicity the policy has already received has gotten several professional organizations, such as the American Bankers Association, to submit their own opinions on the government's plan. Accusations from opponents of the Labor Department point to the OFCC sending up a trial balloon to test reaction on the proposal. Hurley and his clubs contend even now contractors that do business with the government and have employees at such clubs are considering pulling out to avoid the hassle.

Even if the OFCC enacts its plan, Lorber admits it will be tough to enforce it. "We would have to depend primarily on individual citizens to report complaints to our office and then take action against federal contractors involved at such facilities."

Not sure of his own power in the matter, Lorber has asked the legal minds of the Justice Department to decide whether the OFCC has the power to make this policy. In July, OFCC asked Justice for its opinion on legal review of the policy and still no indication has come from Justice's attorneys whether Labor has the authority.

The true question here is whether federal agencies have the right to issue interpretive rulings (which have the effect of law) if such rulings exceed the agency's statutory authority.

There is the possibility that if Justice concurs with Labor's ability to apply such policies to federal contractors, the policy could eventually fall on all employers.

Political considerations are being made in this case. This is probably why the OFCC has dragged its feet on telling contractors what the policy will be. "People don't like the government telling them what to do," says Lorber. "We don't like to do anyone's housecleaning, but it is something that has to be done."

If Labor is stalled in its decision, so is the Treasury Department. In fact, since May. In a statement, Warren Brecht, assistant secretary and director of Treasury's Equal Opportunity Program, said he was anxious to get together with the Labor Department to review the whole question. Under the Executive Order, Labor has the responsibility of making the policy statement for the 16 agencies that hand out government contracts. Brecht hoped for a coordinative approach on the matter.

Alternatives as a way around the OFCC policy have been offered in discussion. Instead of employers

picking up the tab for employees directly, raises covering the costs of club membership could be given. Again, though, Lorber's office would take a dim view of such practices.

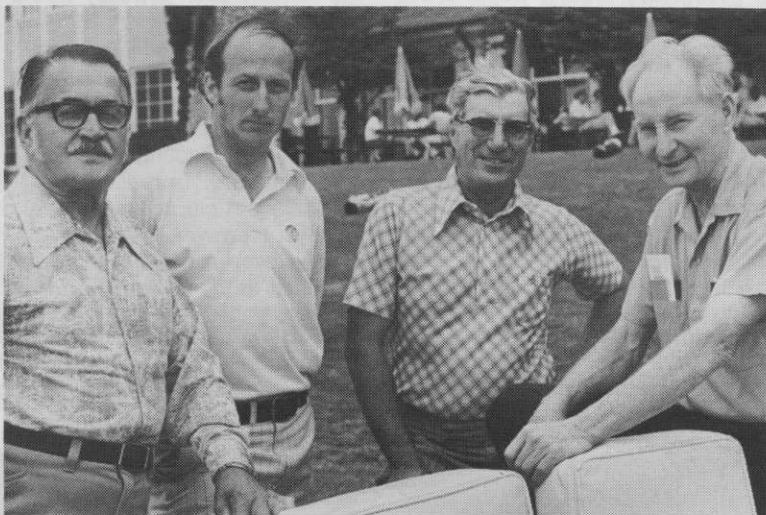
As far as GOLF BUSINESS can ascertain, there is no collective pressure from activist or feminist groups on this question, but there are reports such groups have contacted Lorber's office for comment. Hurley and the NCA have been quoted as saying the policy would probably destroy a lot of clubs, with the loss of more than 100,000 jobs involved. Lorber disagrees with that assessment and calls the NCA case overstated.

Attention will continue to be riveted on the problem and attacks by those in the industry on the Labor Department will continue. Milton E. Meyer, national secretary of the NCA out of Pinehurst Country Club in Littleton, Colo., was quoted as saying, "The question now remains whether Labor will act according to its own bias or whether it will respond to the reasoned opposition of the parties most directly affected."

Golf car safety probed by agency

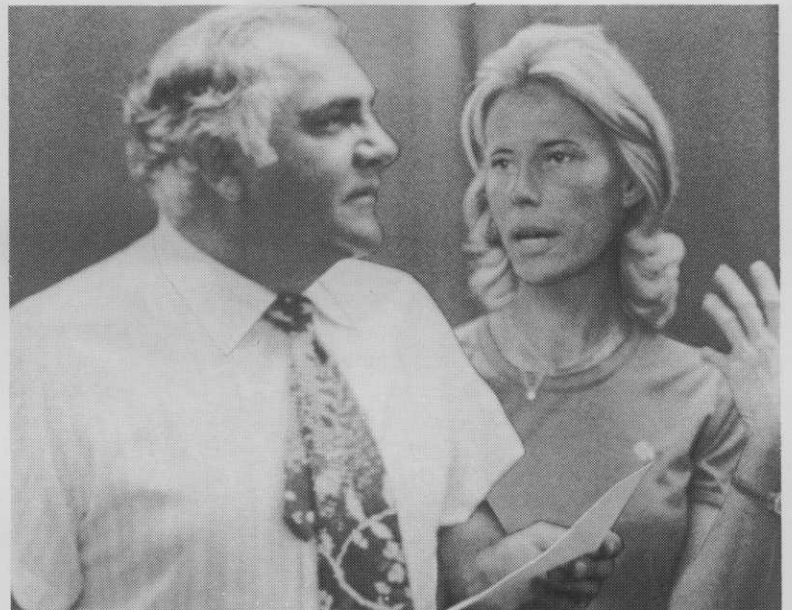
Product liability suits are becoming a fact of life for many in industry today. The same may soon become more of a problem for those in the golf business, especially where the renting of golf cars is involved.

Not only is a club or course responsible for the physical damage an unsafe car can bring to the driver or passenger, but the



Turfgrass research was the winner in the first Research Benefit Golf Tournament held recently at the Wilmington (Del.) Country Club. Added dollars for the program of the H. B. Musser International Turfgrass Foundation were provided by the golfers in the outing. Involved in the program, from left, are Dr. Fred Grau, Musser Foundation president; David Kroll, assistant superintendent at Wilmington CC; George Osborn, turf contract services manager at the Hercules Country Club, Wilmington; and Harry McSloy, Wilmington superintendent.

Bolstering its staff of fashion-conscious women, DiFini Originals has added LPGA Professional Judy Rankin, right, to its board of "Lady Pro-Staffers." Rankin is welcomed into the fold by DiFini President Joseph J. DiFini. The LPGA star joins seven other professional women golfers.



government has kept tabs on the incidence of such accidents through the Consumer Product Safety Commission.

Recently, in Washington, D.C., GOLF BUSINESS talked to John Liskey, a CPSC official who works in the agency's voluntary standards department as they relate to sports equipment.

"We have noticed accidents occurring in the golf car area through our system of monitoring emergency rooms in hospitals around the country for accidents that may occur through the use of unsafe products," Liskey said.

Through an information gathering unit called NEISS (National Electronic Injury Surveillance System), the CPSC can calculate and project the incidence of accidents and why they happen through backup field reporting. Golf car accidents are not extremely numerous, but according to NEISS data, high enough to be included in the commission's top 100 causes of accidents.

Liskey has asked the golf car industry to develop a voluntary

worked diligently on the project, but was thwarted by indifference in the association. Twice the standards were presented and major manufacturers balked at the program.

In 1973, the AGCM went out of active business, and the function of gathering statistical information on that part of the golf business was picked up by the National Golf Foundation.

Written safety standards went pretty much unnoticed until the CPSC was established in 1972 and started their statistical investigation in a variety of areas where consumer products were concerned.

Liskey and those at the commission admit golf cars are not the biggest danger to the American public, but since there was no industry-wide safety standard for the vehicles, the CPSC was interested in seeing one established. So, the commission got in touch with Inman and asked that the old draft proposed by his subcommittee be sent in for study. That was in late June and when GOLF BUSINESS talked to Liskey a month later, he

Most of the in-depth reports were two to three years old, but accidents were reported at a Memphis daily fee course with a Cushman car, at a White Plains, N.Y., private club with an E-Z-Go and at another eastern club with a Johns-Manville Club Car. Extent of the injuries was limited to contusions and broken bones in the upper trunk of the body.

Deaths have occurred also in recent years, according to the CPSC. A 65-year-old man was killed when his car hit a tree and he was crushed and a 16-year-old girl was involved in an accident where she received cranial damage that eventually lead to her death.

Manufacturers will say most accidents are the result of driver error and in most cases the car's mishandling is the cause of the accident. E-Z-Go's Inman added studies his company had done showed the possible addition of roll bars to cars looked to be more of a hazard than it was worth.

The liability suit is there, though. E-Z-Go, AMF Harley-Davidson, and others have been to court to fight such product liability charges, and on most occasions they have been followed into court by the dealer who sold or leased the car to the course and course management itself.

According to National Club Association legal counsel Tom Ondeck, people suing in such cases will cite all involved. "The owner of a course or the members of a private club can be sued if their course can be proven unsafe to run such vehicles on. For example, if a grade of a hill is too dangerous for cars to negotiate and an accident occurs, the club is liable," Ondeck commented.

Ondeck also added that under the law, management of a club should know all danger spots on the course for such vehicles and route drivers away from them. The owner/leasee of the cars has the duty to make sure all cars are safe.

Whether or not there is a trend to such suits in the industry is not clear at the moment. Certainly, though, if the government would prove cars unsafe, at this point manufacturers would not have much recourse without a published set of standards to adhere to in the industry.

Liskey and the CPSC state they do not want to set standards for the golf car industry, but unless the industry formulates some, it could come to that.

As far as clubs and courses around the nation are concerned,

advice from legal counsels on the liability assumed on renting golf cars might be a necessary question to bring to club attorneys and insurance companies that write such policies.

Government attention into the matter may prod action on all fronts. Liskey and those at the CPSC admit, though, that they are more interested in seeing industries take care of such safety standards on their own.

EPA changes stance on mercuric bans

The Environmental Protection Agency has lifted a ban on mercuric compounds used in some paints and moved back the effective date of those used in golf course treatment.

Earlier this year, the EPA banned phenyl mercuric compounds used in paints and turf treatments as fungicides and bactericides. A recent reversal lifted the ban on mercurics used in water-base paints because of pressure from the paint industry and mercuric producers.

Bans on phenyl mercurics used in turf and golf course treatment and in other types of paints are still on, but EPA's chief Russell E. Train postponed their effective date from June 30 to November 30.

Train conceded "nonmercurial substitutes . . . are not sufficiently adequate and effective to warrant cancelling mercurial registrations."

FEA writes guide, steams up company

Much energy is being expended in an argument over whether or not a certain steam cooker conserves energy, and both the credibility of a government publication and reputation of a new product are at stake.

Late in 1975, the Federal Energy Administration finished its handbook *Guide to Energy Conservation in Food Service* which contains suggestions on energy efficiency applied to club foodservice. A year earlier the Cleveland Range Co., a unit of Alco Standard Corp., had started producing the Cleveland Convection Steamer, an unpressurized steam cooker. The meeting of the two was less than amicable. A truce



Club and course operators around the nation are discovering they are just as susceptible to liability suits as manufacturers. Legal opinions point out that under the law, these managers may be as much as fault in golf car accidents as the manufacturer.

safety standard, but the industry itself seems so segmented, not much has been accomplished since the now somewhat defunct American Golf Car Manufacturers group attempted to put something together back in 1970.

According to E-Z-Go's George Inman, who chaired a AGCM subcommittee to get standards written six years ago, there were those in the industry that dragged their feet on getting standards written and published by ANSI (American National Standards Institute), a clearinghouse for such information.

Inman told GOLF BUSINESS his Z-130 subcommittee had

admitted the draft hadn't been looked into yet.

How many accidents have occurred? According to estimates for the last six months of 1975, the government projected 36,000 on their NEISS data. Still, in relation to the more than 400,000 golf cars on courses today, is that a lot?

Records in the CPSC indicate there was very little followup data on the golf car accidents reported through the NEISS system. Again, golf car accidents are not a high priority as far as the agency is concerned. Accidents do occur, though, and were reported by CPSC field people.

Does this look like an energy waster? The Federal Energy Administration and the Cleveland Range Co. are engaged in a hot battle over whether this convection steam cooker is an efficient way to prepare food at clubs.



has yet to be established.

As soon as the book came out, Cleveland Range's president, Joel Elman, voiced objections. He objected to its references to the convection steamer as "less energy-efficient than other types because steam is free-vented down the drain," and blamed a drop in sales on the book. He also pointed out his company's steamer is the only convection steamer on the market, and any reference in the guide to a convection steamer is a direct reference to the Cleveland Range product solely.

Tina Hobson, program director for food products in the FEA, defends the guide, criticizing the "cutesy" handling of the subject in a recent *Wall Street Journal* article. She said the *Journal* considers it either "a sinister plot or a bureaucratic blunder. A third option is never presented — the possibility that the guide is a responsible publication and the information could well be correct."

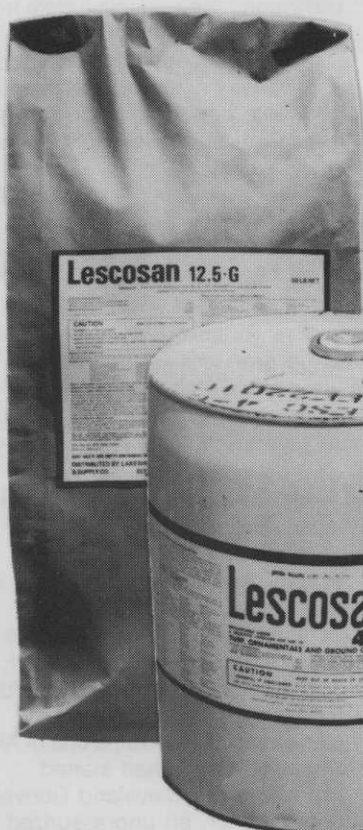
Both sides have evidence to

support their views. The FEA said it had representatives from the National Restaurant Association and the National Association of Food Equipment Manufacturers, among others, to critique the guide. Elman claims collusion between the group hired to do research and a rival company. Elman cites advanced technology as the basis for the steamer, calling it a breakthrough, while Hobson quotes U.S. Army tests that state the steamer "works according to basic engineering principles and does not involve new or unknown technology."

At any rate, publication of the guide has ceased until the problem is resolved. Meanwhile, the FEA will continue to distribute 27,000 copies already printed. Mrs. Hobson told GOLF BUSINESS the steamer controversy is the only complaint she had heard of on the guide, and has already suggested different wording for the page in question, with deletion of the word "convection."

LESCOSAN* 4-E

& 12.5Gpre-emergence selective herbicide



Use on golf greens, tees and fairways, on established grass lawns, and dichondra lawns at any stage of growth. Also for ornamentals and ground covers.

Controls crabgrass, goosegrass, Poa Annuua, and other grass and broadleaved weeds. Use this fall--for spring crabgrass control, and to prevent fall germination of Poa.

EMULSIFIABLE CONCENTRATE

Contains 4 lbs. active bensulide per gal. Readily emulsifiable in water. Use 1-7/8 gal/a on crabgrass; other rates on label.

GRANULAR

A new granular formulation on attaclay. Contains 12½% by wt. selective herbicide. Use 60 to 80 lbs/acre.

*[Betasan—registered TM of Stauffer Chemical Co.]

LESCO Products offers a complete line of private label chemicals.

LESCO PRODUCTS

Div. Lakeshore Equipment & Supply Company

300 South Abbe Road
Elyria, Ohio 44035
Tel [216] 323-7544

HELP US . . . HELP YOU!

The editors of GOLF BUSINESS want you to comment on the new format and articles we have selected. Your comments will guide us in providing information that will help you in your work. Tell us what is on your mind by ripping out this postage paid card and sending it in.

Write message here:

What subjects would you like us to cover in GOLF BUSINESS?

We want to know more about our readers. Will you take a moment to answer the question below?

Do you think taxes and government regulation will eventually cripple the golf business?

Yes No

A

EDITOR'S INFORMATION CARD

HELP US . . . HELP YOU!

The editors of GOLF BUSINESS want you to comment on the new format and articles we have selected. Your comments will guide us in providing information that will help you in your work. Tell us what is on your mind by ripping out this postage paid card and sending it in.

Write message here:

What subjects would you like us to cover in GOLF BUSINESS?

We want to know more about our readers. Will you take a moment to answer the question below?

Do you think taxes and government regulation will eventually cripple the golf business?

Yes No

A

EDITOR'S INFORMATION CARD

BUSINESS REPLY MAIL

Postage will be paid by:

First Class
Permit No.
2675
Cleveland
Ohio

golf
FORMERLY GOLFDOM **business**

9800 Detroit Avenue
Cleveland, Ohio 44102

ATTENTION: Nick Romano



B

BUSINESS REPLY MAIL

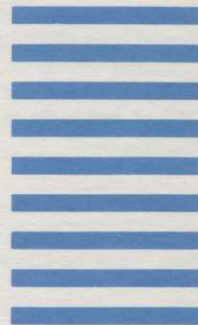
Postage will be paid by:

First Class
Permit No.
2675
Cleveland
Ohio

golf
FORMERLY GOLFDOM **business**

9800 Detroit Avenue
Cleveland, Ohio 44102

ATTENTION: Nick Romano



B