

agreement promising to keep the land undeveloped for that period of time. At the end of that time, the agreement can be renewed.

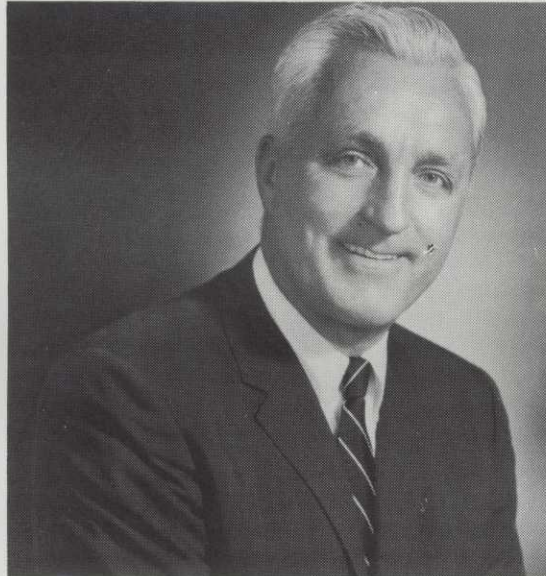
Sources told GOLF BUSINESS proximity to the Capital influenced assessment of club real estate worth. The method utilized a circle drawn around Washington, D. C.. The closer a club was to the center of the circle, the greater was its tax value. Although assessment was adjusted according to each club's size and location, failure to adjust the assessment in relation to the rising market value of land has saved the clubs more tax dollars each year. For example, 20 clubs in Montgomery county were assessed at 54.7 percent of the fair market value when most of them signed agreements in 1966. By 1975, they were assessed at 28.3 percent of market value, because assessments were virtually the same as they were at the beginning of the agreements although land values had almost doubled.

There are 25 country clubs in Montgomery and Prince George's counties who own about 5,000 acres altogether and combined save more than \$638,000 through the break annually. One of the big beneficiaries is the Chevy Chase Club, which saves almost \$80,000 a year. Others include the Burning Tree Club (\$47,598) and Congressional Country Club (\$35,466), both outside Bethesda. Burning Tree is a favorite course of President Gerald Ford and Chief Justice Warren Burger. The Congressional Club hosts many government officials and legislators.

A 1974 amendment to the law proved to be a fly in the ointment for those three clubs and others. It stated, effective July 1, 1975, any club that withheld membership or guest privileges from anyone because of race, creed, color, sex, or national origin forfeited its right to tax relief. Another amendment diluted the sex bias provision, allowing the break to clubs operated to benefit members of a particular sex.

In accordance with the law, the attorney general's office began an investigation to determine if clubs receiving the tax break qualified under the new amendment. In May of 1975, Burch's office sent out what Jon F. Oster, deputy attorney general, called a "very sophisticated and detailed questionnaire" to about 80 clubs in the state. The following January after clubs had responded to the five-page, 32-item survey, the at-

torney general found 22 clubs had not answered the questionnaire adequately enough to qualify for the tax break. The 22 clubs were then notified they must produce evidence to prove they are not discriminatory in their practices. The



Maryland Attorney General Burch: caught up in tax controversy.

attorney general will serve a cease-and-desist order to any club found discriminating, and if the order is not obeyed the club will lose its special tax status.

Three of the 22 clubs were quickly lopped off the list, with two providing sufficient evidence to clear themselves of any question of discrimination and one relinquishing its right to the tax break. Said Oster, "Of the 19 clubs, there are a number which I think will have to alter their guest and membership policies somewhat, if they are going to continue to receive this tax privilege."

Hearings constitute a large part of the investigation. Each club is called in by the attorney general to account for membership procedures and guest policies and asked to produce evidence to substantiate compliance with the amendment.

An element making the investigation slow and frustrating for the attorney general's office is its lack of power. According to Oster, "When the legislature gave this responsibility to the attorney general's office, it nowhere provided the office with subpoena powers to permit it to make its determination." The fact some clubs refuse to provide membership lists and pertinent data his office cannot subpoena has led Ward Coe, assistant attorney general representing the

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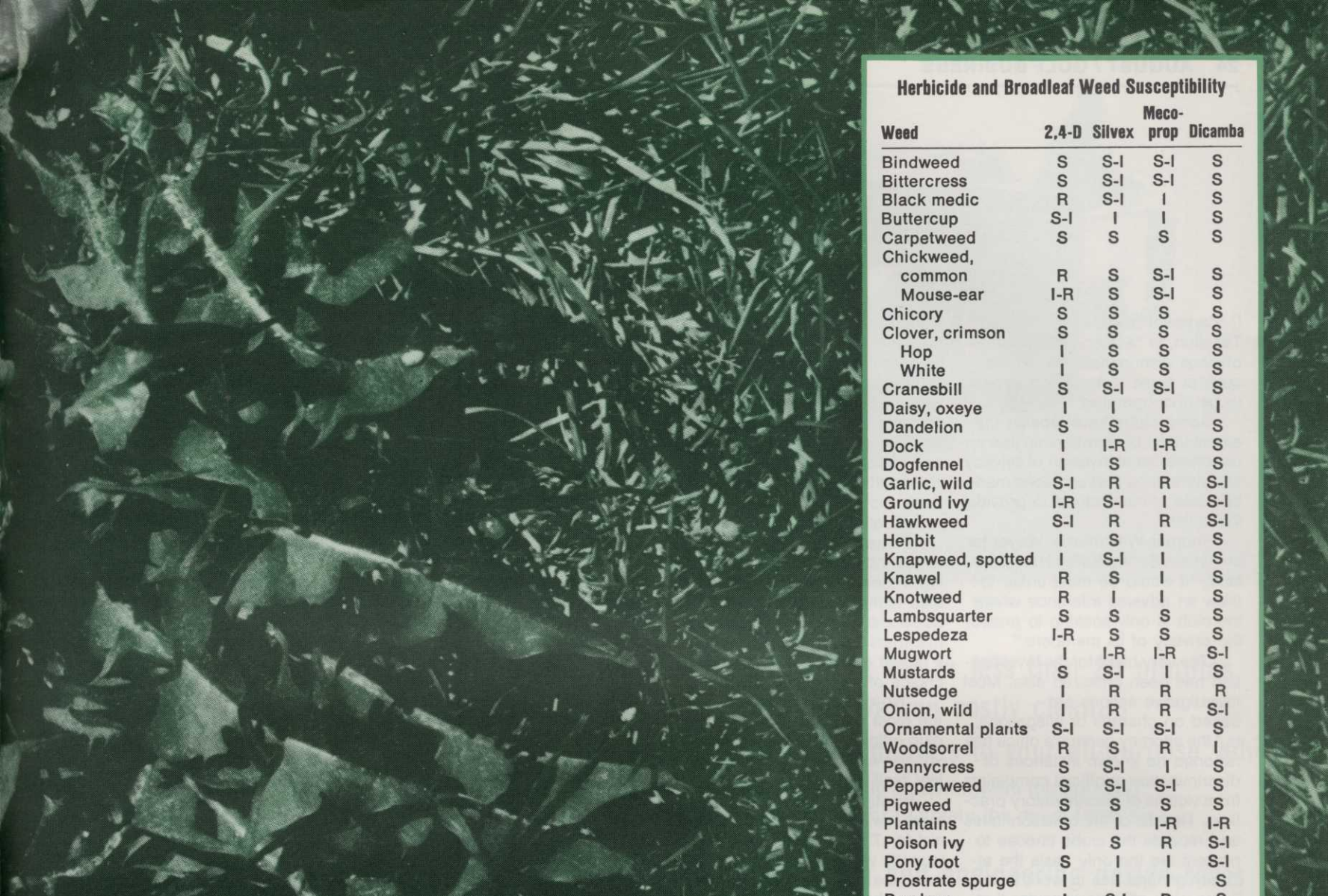
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	2,4-D	Silvex	Meco-prop	Dicamba
Bindweed	S	S-I	S-I	S
Bittercress	S	S-I	S-I	S
Black medic	R	S-I	I	S
Buttercup	S-I	I	I	S
Carpetweed	S	S	S	S
Chickweed, common	R	S	S-I	S
Mouse-ear	I-R	S	S-I	S
Chicory	S	S	S	S
Clover, crimson	S	S	S	S
Hop	I	S	S	S
White	I	S	S	S
Cranesbill	S	S-I	S-I	S
Daisy, oxeye	I	I	I	I
Dandelion	S	S	S	S
Dock	I	I-R	I-R	S
Dogfennel	I	S	I	S
Garlic, wild	S-I	R	R	S-I
Ground ivy	I-R	S-I	I	S-I
Hawkweed	S-I	R	R	S-I
Henbit	I	S	I	S
Knapweed, spotted	I	S-I	I	S
Knawel	R	S	I	S
Knotweed	R	I	I	S
Lambsquarter	S	S	S	S
Lespedeza	I-R	S	S	S
Mugwort	I	I-R	I-R	S-I
Mustards	S	S-I	I	S
Nutsedge	I	R	R	R
Onion, wild	I	R	R	S-I
Ornamental plants	S-I	S-I	S-I	S
Woodsorrel	R	S	R	I
Pennycress	S	S-I	I	S
Pepperweed	S	S-I	S-I	S
Pigweed	S	S	S	S
Plantains	S	I	I-R	I-R
Poison ivy	I	S	R	S-I
Pony foot	S	I	I	S-I
Prostrate spurge	I	I	I	S
Purslane	I	S-I	R	S
Red sorrel	R	I	R	S
Shepherdspurge	S	S	S-I	S
Speedwell	I-R	I-R	I-R	I-R
Spotted spurge	I-R	I	S-I	S-I
Thistle, musk, curl	S	I	I	S
Thistle, Canada	I	I	I	S
Vegetables	S	S	S	S
Wild carrot	S	S-I	S-I	S
Wild strawberry	R	I	R	S-I
Yarrow	I	I-R	I-R	S
Yellow rocket	S-I	I	I	S-I

S = weed susceptible; I = intermediate, good control at times with high rates, sometimes poor, usually require more than one treatment; R = resistant weeds in most instances.
Chart reprinted by permission, S. Wayne Bingham, Ph. D.

Department of Assessments and Taxation, to "assume the worst" — obvious discrimination — in the case of those clubs which appear to be uncooperative.

Some clubs have labeled the examination of membership lists an unconstitutional invasion of privacy and denounce presumptions made because of their refusal to provide those lists.

Thomas Washburne, lawyer for the Green Spring Valley Hunt Club, said, "It would be most unfair to draw an adverse inference where the club is only seeking to protect the privacy of its members."

The very basis for the investigation has been criticized also. Most investigative actions are based on charges or allegations, but the attorney general's office has reported no known instances of discrimination or official complaints from victims of discriminatory practices. Results of the questionnaires and records the clubs choose to present are the only basis the attorney general has to work from. Some club officials consider that

evidence too superficial to base accusations on, let alone make a judgment from. A precise definition of discriminatory practices, or rather lack of one, was another criticism of the amendment and investigation. Then there are those who resent having a real estate tax cut modified by an amendment that deals more with non-real estate specifications.

Some club spokesmen were almost oblivious to the matter, saying if their club lost the tax break then higher dues would subsidize additional costs, maintaining that members would rather pay more if it meant retaining control over choice of members.

"No comment" was probably the most widely heard opinion of club officials, but others were quite vocal in expressing their view of the law itself.

Blasting the differential assessment law, Richard Cohen, columnist for *The Washington Post*, recently wrote, "For most people, the clubs represent open space for those who can afford to join and

have the proper blood lines for membership. . . . For the people of the state to be forced to subsidize clubs only the rich can join . . . is absurd."

Frank Ecker, Montgomery County public advocate for assessments and taxation, calls the tax break a "form of subsidization." He and others pushed a recent bill in the Maryland General Assembly to raise use assessments to 50 percent of fair market value. Current use value is about 28 percent of market value. The bill died in the House Ways and Means Committee without a vote.

David E. Betts, an attorney for the Montgomery clubs, called the 50 percent minimum, with no maximum mark, "slightly ridiculous" and said it would be a "very great hardship to hit them all at once. I don't think it would be unfair to bring it up to 50 percent, but don't do it tomorrow."

Branch Chief of the Chief Counsel in the IRS, George Jelly, who is also a club president, explained how much a club that

breaks its agreement is required to pay in back taxes. He told GOLF BUSINESS the difference between the regular taxes and the differential assessment tax a club pays is called the "escape tax," the added amount a club would have to pay without the break. Jelly said the Maryland State Department of Assessment and Taxation requires payment of three years of escape taxes if a club breaks an agreement under the tax law. A penalty can be placed on the club for three years after an agreement expires if terms are broken.

Jelly is president of Lakewood Country Club in Rockville, Md. Until recently his club leased its land and took advantage of the tax cut. It decided to buy 15 of the 20 acres it had been leasing and give up the other five acres. When it did so, it violated the tax law agreement, and the state recovered the escape taxes for the past three years on the five acres.

The Maryland attorney general's office and Jelly both agreed that revocation of the break (as in the case of clubs that lose it because of non-conformity to the anti-discrimination amendment) would result in no penalty except immediate loss of the tax privilege.

As factions start to take sides on the tax law issue, it seems the main arguments are not against the law but against its lack of lucidity. Clear cut qualifications, as in the Florida case, would make application for tax relief an easier and less painful process, some maintain. A definite annual formula to determine "use value" in relation to "market value" at a fair rate is the basis for attack on the laws by others. And there is definite confusion when interpreters of the Maryland differential assessment law (and probably those in other states) try to figure penalties involved in deviation from the 10-year agreements.

Aside from the law, there is controversy over anti-discrimination qualifications. Where tax relief is available, there is a strong argument from those who say if the state helps pay a club's taxes, then any citizen of the state should be able to join that club. Such legislation must travel a narrow path if it is also to protect clubs that wish to maintain their character and personality by reserving the right to choose its members. Critics say there is a need for explicit definitions of discriminatory practices, as well as exact procedures for ascertaining violators.

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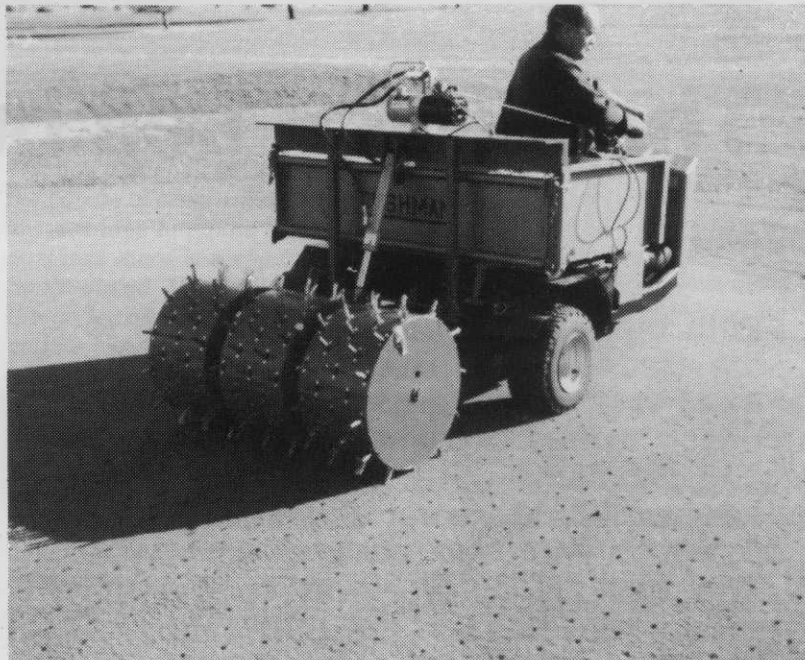
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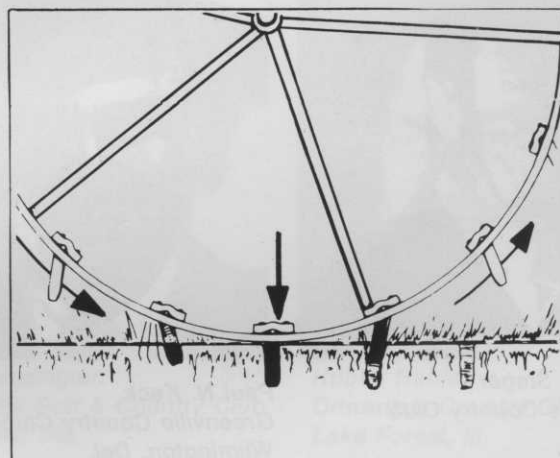
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The all-star golf business board

With the advent of a new approach to the trade, GOLF BUSINESS saw the need to go to the grass roots of the industry to find out what the challenges and problems were for the trade and how we could reveal and cover them thoroughly for our readership.

The obvious answer was to get the readers involved in the publication. A plan of action was designed to establish a GOLF BUSINESS BOARD.

Club Managers

James L. Nolletti
Winged Foot Golf Club
Mamaroneck, N.Y.

Matthew J. Morgan
Butler National Golf Club
Oak Brook, Ill.

View of Industry
In my opinion, the industry affords very rewarding opportunities to the young people that may be interested in pursuing this field as a career. The trend toward more leisure time in this country serves to enhance the importance of the club industry.

View of Industry
Very strong and healthy in the Chicago area — all clubs have waiting lists. Golf course expense reduction is our main concern. Increase in budgets have risen astronomically in recent years.



Willard R. Steger
River Oaks Country Club
Houston

Paul N. Keck
Greenville Country Club
Wilmington, Del.

Laurice T. Hall
Pinehurst Country Club
Littleton, Colo.

Tom Carroll
Mission Hills Country Club
Mission Hills, Kan.

View of Industry
Problems of our industry have reached a "crisis" stage - in the past quarter of a century. The word "crisis" does have a specific meaning. Webster calls it "an unstable or critical time". Nothing could more perfectly describe the situations of the Golf Club Industry. Such problems as public view of outsiders - "air of infinite mystery"; tax laws; resistance to change and many more. Problems when viewed as challenges will give us the drive to solve our problems..

View of Industry
Managing a country club is a tough task today. A manager has to keep up on the complexities of the business. Taxes, wages, government regulation all come into the picture. Better management is the key to keeping a club in financial health.

View of Industry
Obviously, there are great problems facing our business in the years to come. Maybe, though, people in the trade attempt to dwell on the negative aspects of the industry. I foresee many challenges that managers and their colleagues must conquer to stay in the marketplace. I am certain those responsible in the industry will rise up and meet these challenges to strengthen the clubs and courses throughout the nation.

View of Industry
I am a real advocate for continuing education for the club manager. We need to find out the method of reaching all managers in all sizes and types of clubs and give them the "grass roots" education in the proper techniques of food and beverage management. We need to stimulate them in how to be imaginative and creative with their members and staff. There is a real complacency illness among club managers..

Duff Lawrence
 Canterbury Golf Club
 Cleveland

View of Industry
 The golf industry has moved along the course of progress over the last few decades but quite like many a business there is a shadow of doubt ahead. Many things plague the golf professional, the golf course superintendent and club manager. His problems are not unique for business as a whole is becoming more complex with a variety of constant problems. All of us must watch very closely sale barometers, inventories, turnovers, profit margins, cash flow, and generally tighter controls. Taking advantage of discounts, quantity buying, proper financing, etc., help in curbing costs.

Frank E. Morey
 Wilshire Country Club
 Los Angeles

View of Industry
 I am very interested in improving the merchandising profits for the PGA Professional. If something is not done soon the golf shops will be out of the professional's hands and I believe the members of the clubs will suffer, due to the lack of service and loyalty. In the southern California area I feel clubs that have taken over the shops have lost many services that have always been provided by their professional. (Conducting tournaments, rules, club repair, teaching, club fitting, handicaps, playing.)

Club Professionals



Joe Black
 Brookhaven Country Club
 Dallas



Robert J. Foppe
 Kenwood Country Club
 Cincinnati

View of Industry
 1976 seems to be an explosion year in golf. Between the good weather and revived interest, the golf business has never been better. After a poor year for club sales in 1975, due to poor weather and a down economy, sales have picked up tremendously. Also, there is a strong trend back to more conventional playing equipment, such as forged heads and more of a conventional look in the cast clubs. The professionals who have merchandised the Bicentennial theme seem to be picking up some added business.

The manufacturers seem to have adequate inventories to handle sales. The only real concern I have is the continued rise in the cost of clubs.

View of Industry
 It is my opinion the golf industry will remain strong in the future as long as we continue to make a strong effort to involve juniors in our golf programs. The influence by women has been tremendous over the past 10 years and will continue to increase over the next 10. The cost of belonging to a private club is in many areas becoming prohibitive and I look to municipalities to continue in their development of golf courses which create revenue. They have found that these revenues are enough in many cases to help develop additional parks. The Golf Professional at many small clubs will get out of much of the retail selling of clothing since many are ill equipped to sell this type merchandise. These Professionals at smaller clubs will in turn devote more time to the sale of golf clubs and bags, products with which they are more familiar. Larger clubs with memberships of 400 and above, and with a great deal of activity, will continue with very strong merchandising programs.



Chuck Brasington
 Gainesville Golf & Country Club
 Gainesville, Fla.



Hubby Habjan
 Onwentsia Country Club
 Lake Forest, Ill.

View of Industry
 Professional must work harder to get his share of the golf market. We should better educate ourselves to all facets of course operations (i.e. clubhouse operation & golf course). We definitely must be top instructors. This separates us from store clerks. We should try to get more responsibilities at our job. We need to be the "most important employee" at our clubs.

The future looks good only for the well rounded professionals who will provide top service for their customers.

View of Industry
 The industry is going through a period of adjustment. Professionals and their shops will only survive on selling product at a reasonable profit with a true professional service. I believe there are three different areas at a country club and all of them are well-equipped to run their respective operations. I am not convinced that any of the three management personnel could step in and run the entire club operation well.

Superintendents



Tom J. Rogers
Golf Courses Superintendent for the Golf Division — City of Colorado Springs, Golf Course Superintendent — Patty Jewett G. C., a 27 hole municipal golf course.

View of Industry
Our industry has come a long way in the 15 years I've really known it — but, I think a little too fast. The economic problems and governmental restrictions that have affected every industry — did us a big favor by showing the golf industry enough to make everyone think twice before doing. The idea of everyone building and owning a golf course syndrome is going by the wayside. The fly-by-night golf course architect — contractor era is on its way out. The build a golf course anywhere concept is gone. The idea that anyone can be a golf professional, a club manager, a golf course superintendent, or a general manager is declining. The big push to send more people to college, to get a degree, to help the different phases of the golf industry has over saturated and disrupted our labor markets — these fallacies or short comings, to name a few, will actually benefit our industries in the long run because we learn from experience. Some of the good things that have come out of this period are better equipment and supplies, better information and means of distributing it, better and stronger organizations, better and more research programs — more findings, certification, and better facilities and personnel to operate them — to name a few.



David C. Harmon
Golden Horseshoe Golf Course
Colonial Williamsburg Foundation
Williamsburg, Va.

View of Industry
Due to an ever increasing cost of materials and labor, it is imperative manufacturers and research people apply ever increasing emphasis on developing machinery and grass varieties requiring less maintenance and upkeep than presently available to its people. We need to have 20th century tools that can be maintained at 19th century costs. It is now a challenge to industry to provide each turf manager with these tools. Without them, many of us may soon be out of a job due to skyrocketing costs and thus joining many other tradesmen in the local unemployment lines.

Bob McGee
Atlanta Athletic Club
Duluth, Ga.

View of Industry
Being a superintendent is always a learning experience. Technology and research always give the industry better ways to do things. I look forward to the future of this business, as all management personnel strive to do the best for our memberships.

Peter Miller
Firestone Country Club
Akron, Ohio

View of Industry
Our industry is progressing rapidly — in technical achievements — irrigation — equipment — research — etc. — but the "person" is not advancing as rapidly — education of ourselves — management — accounting — labor relations — public relations of all areas — pro — superintendent — manager — salesman etc. are not proceeding at the same rate.



Richard Eichner
Lakeside Golf Club of Hollywood
North Hollywood, Calif.

View of Industry
The changes of the past several years in terms of technological advances, increasing governmental control of pesticide usage and an ever worsening economic picture have produced a situation which demands management respond with solutions which are more sophisticated, innovative and efficient than ever before. Failure to recognize this on the part of today's golf course superintendent will seriously limit his effectiveness and value to his employer over the next 10 years.



Robert M. Williams
Bob O'Link Golf Club
Highland Park, Ill.

View of Industry
The golf industry is doing a tremendous job in providing facilities and equipment for leisure time recreation for some 16 million golfers, who are annually playing 300 million rounds on courses in the United States. Uncounted additional millions of people are involved in the industry itself. So golf is making quite an impact on our society. The industry must continue to answer the ever present challenge of keeping the cost of golf in line with the pocketbook of the consumer..



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The unit rides on smooth plastic discs; will not damage sprinkler heads, dig up turf or ruin plastic liners in lakes.

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Stretching club foodservice dollars with

by A. C. BARTOLOTTA

Are you throwing away good food? With the hound of inflation snapping at all of our heels, the question sounds absurd.

We all realize the days of abundance and cheap food are gone forever. We are in a world food market and competition for our resources is going to continue to grow. Most of us have faced up to the consequences with a thorough examination of our food handling practices. To stem shrinking profit margins, we're trimming waste, tackling operating inefficiencies and generally toning up our muscles in every conceivable way.

But there have been oversights. And chances are you're still pouring useable products — and profits — down the drain every day.

There are three basic areas of concern after all of the fundamentals of proper purchasing, storing, preparation and serving have been adhered to. The first concerns over-production or as we call them "leftovers." Secondly, the profitable use of leftovers. Finally, a third area that is often neglected concerns the use of foods normally disposed of because "we have always done it that way." Such items as:

- vegetable broths from canned, frozen and fresh vegetables;
- pickle syrups and brines;
- fruit syrups (from canned peaches, pears, etc.).

The common kitchen practice of discarding these liquids is depriving you of profits. Almost any recipe can benefit — both in flavor and economically — from the addition of any one of the above items. The following tells how to enhance and extend items in every category on your menu.

Appetizers

The juices from a variety of products such as sauerkraut, clams, tomatoes or other vegetables can increase the yield of many appetizer recipes.

- Use vegetable juices to extend seafood cocktail sauces. A 10 to 15 percent dilution will slightly thin seafood cocktail sauces, extending them and reducing costs without too much color and flavor loss.
- Add 1 pint of canned vegetable juice to a No. 5 can of tomato juice or other juice. You'll get approximately a one-third increase in yield and at the same time develop a vegetable juice cocktail with great flavor.

Soup

Offering a wide variety of soup and meal-in-a-bowl specials made from left-over juices will add profit in the front of the house and cut food costs in the kitchen. Try some of these ideas:

- Extend onion soup with broth from most

canned vegetables, especially whole boiled onions.

- Use canned beet juice to extend Borscht or make a beet and cabbage soup or to extend and add color to tomato-based soups.
- Liquids from canned bean sprouts or other Chinese-type vegetables should be combined with chicken broth to make Oriental soups.
- Use meat drippings, canned meat liquids and vegetable juices to extend some casserole or stew items and make meal-in-a-bowl soup dishes, such as chili con carne soup, curried shrimp bisque, chicken liver dumpling soup and tuna noodle chowder.

Vegetables

For unusual but economical vegetable dishes, take advantage of vegetable liquids by thickening and adding your own seasonings. The result is an extended yield and an exotic flavor.

- For beets in sour cream sauce, drain any style No. 10 can of beets into a suitable pot. Bring to a boil. Make a white roux with 4 ounces butter and 4 ounce flour. Add 1 pint

"The common practice of discarding these food liquids is depriving you of profits. Almost any recipe can benefit — both in flavor and economically — from the addition of such items."

of sour cream to roux, whipping until well blended. Add drained beet juice, bring to near boil, mixing until smooth. Adjust seasoning and add beets. Serve hot. Yield: approximately 32 one-half cup portions.

- For braised dilled celery, use fresh celery pieces, resurrect outside stalks, scrape, cut and blanch. Saute in butter or margarine, season with dill pickle brine and fruit syrup or heat quartered celery hearts in this liquid.
- To get 6 to 8 additional portions from a No. 10 can of beans, peas, carrots, onions, asparagus, mixed vegetables, etc. thicken vegetable liquid with a flour and butter roux.

Entrees

By adding a variety of juices, broths and brines to your existing entree recipes, you can add a touch of creativity to your menu while increasing profitability.

For example, use canned vegetable juices to extend:

- Meat stews, pot pie fillings, corned beef hash, barbequed meats and poultry, spaghetti sauce, beef macaroni, taco fillings, chili con carne, meat loaf, stuffed peppers and cabbage.

Try using sweet pickle syrups or dill and

home-style brines to extend and add flavor to:

- Sweet-sour pork, fried rice specialties, barbequed meats and poultry, curried dishes, sauerbraten sauces, beef or pork rouladen, Polynesian cheese rarebits, spicy spoon burgers, sloppy joes.
- Add pickle brine to dry pancake or batter mix instead of using water for delicious and unusual batter fried foods.
- Combine pickle brine with salad oil or liquid margarine and use to baste fish while broiling or baking.

Use a variety of fruit syrups as follows:

- To one gallon of canned fruit syrups (peaches, fruit cocktail, etc.) add 1 cup of margarine and a mixture of 1/3 cup of salt and 1/2 teaspoon ground cinnamon (disperse cinnamon in salt). Use this syrup for candied yams, baked squash, spiced fruits, stewed apples, etc. or as a basting medium for baked ham, ribs, chicken, etc.

Salad dressings

Most salad dressings can be extended with pickle syrups on brines, canned vegetable liquids or canned fruit syrups.

- Dill pickle brines are ideal for adding to slaw dressing, macaroni and potato salad dressings, Paris or Montreal Dressing, Vinaigrette Dressing or perfection salad mixtures to flavor the gelatine.
- Canned vegetable broths are excellent extenders for creamy style or French Dressing. Simply correct seasoning levels and you have substantial dressing cost reductions.
- Use pickle brines to extend and flavor tomato aspics, gelled perfection salads, gelled Russian salad, etc.
- Syrups from canned fruits are great as ingredients for fruit salad dressings, as a salad dressing extender in cole slaw and as a flavoring ingredient.

Desserts

Enhancing dessert staples with fancy sauces creates menu specialties that command higher prices. By simply combining canned fruit syrups with puddings, you can produce inexpensive, but impressive sauces for plain cakes, rice or bread puddings, baked apples, ice cream desserts and gelatin salads. Another imaginative way of using fruit syrups is to combine them with pie fillings to make blueberry, apple-cinnamon, cherry, strawberry and pineapple sauces. □