There isn’t a golf course superintendent who is really on the job who doesn’t have the ambition to have his course the best conditioned layout in the country. He may never achieve perfection but he never will stop trying. All of us know the handicaps we must surmount in construction errors of omission and commission, adverse soil and weather conditions and lack of money.

Those handicaps are tough enough but there’s another serious handicap that we sometimes don’t realize. We, ourselves, may not have the clearest, detailed idea of our objective. The superintendent should have a par for his course that is just as clearly identified as the par on the scorecard.

Due to conditions beyond the superintendent’s control it may be impossible to attain this par in construction and maintenance of the course, but by having our own scorecard for our guidance we can direct our work with greatest efficiency and protect ourselves and our clubs against a common tendency at golf courses of having to do so much work for reasons of urgent expediency rather than with a lasting improvement in mind.

By keeping this long-range scorecard before us we can plan our work so that after years the permanent improvements in our courses will stand as monuments to our foresight. Maybe the club officials and members will realize what this foresighted planning has meant to the club. Maybe they won’t. But at least the superintendent will have the satisfaction of knowing that he gave his club a substantial bonus in his expert services by doing more than just keeping the course in play able condition year by year and adjusting his work program mainly to temporary conditions rather than to a steady improvement campaign with highly desirable cumulative results.

Par for Course Maintenance

All of us experienced in course maintenance work know how widely conditions differ at courses. We see that in comparison of the dollar and cents allocations of budgets and the results. So all we can do is interpret general classifications in details specifically applicable to our respective courses.

In determining par for course maintenance four factors are essential. They are:

- Construction of the course.
- Headquarters for the work.
- Equipment.
- Official and labor relations.

I’ve noted some of the major points that will serve in helping each superintendent to make his own master plan.

First, check the construction features. The following points provide an outline:

**GREENS**
- Drainage
  - Surface—gentle undulation
  - Proper soil (sandy loam for percolation).
  - Sub-surface (tile).
- Irrigation
  - Snap-valves close to green (min. use of rubber hose).
- Contouring of greens and aprons with special care in designing area around greens for maintenance by machinery rather than hand tools.
- Aeration around greens
  - Prevent pockets of stagnation caused by surrounding trees.
- Area between green and next tee spacious enough so that paths are not formed.
- Turf of strain proved to be the best for course.

**TEES**
- Tend to make tees indiscernable from fairways.
- Sufficient teeing area with spacious plate changing area.
- Tees should be slightly elevated and have surface drainage.
- Soil structure should be of sandy loam.
- Irrigation—snap-valves.

**FAIRWAYS**
- Contoured for convenience of mowing.
- If not irrigated propagate drought-resistant strains.
- Tile drainage where necessary.
- Placement of trees on side of fairway leeward (reduce Fall leaf problem).

**ROUGH**
- Seeded with same grass as fairways.
- Contoured for ease of mowing.

**HAZARDS**
- Graded to fit mowing machinery.
What to Work With

The extravagance of inadequate housing, repair and maintenance facilities for golf course equipment and the expense of not having sufficient equipment of the right kind are too well known to superintendents to require any comment. Often, though, club officials don't realize the marked savings and improvements that could be effected by proper provision for these essentials. But there may come the day when officials will be disposed to see that the course work gets what it requires so the superintendent should have his plans on paper for action after the new cocktail lounge has been added to the clubhouse.

Shop and Equipment Plans

Main factors to be considered are:
1—Practical floor plans for shop
   (a) Located centrally
   (b) Inconspicuous
   (c) Constructed of cinder block
2—Sprinkler system
3—Concrete floor
4—(Optional) — Apartment for greenkeeper on second floor over main shop.
2—Plan designed for housing and servicing of adequate equipment to maintain an 18 hole golf course.
   (a) Equipment needed
      Tractors
      2 heavy
      1 light
      Mowers
      10 fairway (30")
      5 rough (30")

Personality in the Work

Above all material factors is the element of personality. A golf course to be great, in condition and design, must reflect the personalities of the people who play on it and who are responsible for its condition.

That phase of the course can't be favorable unless the official and labor relations of the superintendent are wise and harmonious. In course maintenance the key to success lies in co-operation. There must be complete co-operation between

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everyone concerned; manager, pro, superintendent and all members.

In my opinion there cannot be successful golf course maintenance without realization of this cardinal point. The personalities responsible must be thoroughly qualified; each in his own capacity.

Where the club's business is administered by a general manager, he must be a man of high caliber and versatility. If the scope of his duties is too great for personal attention he should engage only qualified assistants. In this category of assistants, his key man on the golf course is the superintendent.

The superintendent should be delegated the entire responsibility of maintaining the grounds and golf course. He has devoted his entire life to this highly specialized vocation.

Manager and superintendent should confer on all matters of policy affecting any phase of maintenance. Unilateral action or decision is not conducive to a harmonious and effective relationship and in the final analysis indicates that one or the other is not wholly competent, and is therefore unnecessarily employed.

The above principle is equally true in the case of a superintendent-chairman of greens committee relationship. In either case, the superintendent is sufficiently qualified to supervise all actual maintenance work without interference. However, the superintendent should at all times be pleasantly receptive to any and all suggestions from members, chairman of greens, manager or professional.

The members should realize that their superintendent is a conscientious artisan who prides himself in his work. It is not uncommon for a superintendent to devote 24 hours a day to his work during critical periods which sometimes last for three months in the course of a year. This devotion to his duties should certainly merit complete co-operation from the members. This co-operation can be summed up simply by saying,—Please Observe All Rules and Etiquette in Golf. It is a Golden Rule insofar as everyone is rewarded by a more pleasant environment and a well groomed golf course.

Many clubs practice false economy by hiring workers on a seasonal basis. Much time is spent in training men to perform their duties efficiently. Where there is a high percentage of labor turn-over the club suffers from inadequately trained help. This condition is easily preventable. Members connected in industry or business could certainly arrange for employment of these men in the interim.

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