There are some few things, which from my experience at Fall River, I deem necessary for successful and efficient golf course management.

Good equipment is absolutely necessary to efficient maintenance. I have gradually bought tools and equipment, spreading expenditures over several years, buying the things most needed first so that no one year's expenditures has been excessive. In this connection it is hardly necessary to state that all equipment must be kept in good condition. It is certainly not efficient to buy equipment and then allow it to rust, or remain dull, or fall to pieces, as the case may be.

The men working on the course must be interested in the work, and must be trained by the greenkeeper to do the various operations as he wants them done. As they work alone or practically so a good deal, they must be steady and trustworthy. In every gang of men there are some who can do some one operation better than the rest, and certain others who can do some other operation better, so it is necessary to have each operation done by the men in the gang who can accomplish the best results.

A few suggestions as to how I have built up the course here could be used on many courses which need upbuilding. I established a turf nursery, not only for growing sod for various portions of the course, but also for experimental purposes. I have built large supplies of compost, using a relatively large amount of humus material, as the soil here is very sandy. A good turf nursery and plenty of good compost are absolutely essential to proper upbuilding. I am establishing bent greens by seeding, and cutting out bad areas and replacing with bent sod from the nursery. In this connection I have had very large amounts of pearlwort to remove. I have reduced the weeds to almost a minimum by systematic weeding and constant use of acid fertilizers.

In the building up of fairways I have fertilized heavily, top-dressed bad portions, and in places where gravel cropped to the surface, have removed the poor soil, replaced it with good loam, and resodded with good sod.

With tees, I have first of all built new tees or enlarged present ones so that teeing space is adequate. Maintenance consists of cutting twice or three times a week, moving markers daily, patching divots, and top-dressing with compost and a little fertilizer at least once a month.

It is, of course, impossible in an article of this length to tell all of the operations used. I have tried to give a few suggestions in regard to upbuilding. In conclusion I will add a few factors which I judge to be absolutely essential for economical course management.

1. Perfect co-operation between Green committee and greenkeeper.
2. Sufficient and proper equipment kept in good condition.
3. A well-trained and interested gang of men.
4. A large, well-kept, and often used turf nursery.
5. Large supplies of compost.
6. Ability on part of greenkeeper to read and observe intelligently, knowing when to adapt some one else's experience to his own use.