tained in kitchen scraps. They generally go into the incinerator or the garbage can, thereby losing hundreds of dollars worth of plant food values annually. These should go into a special compost pile constructed for that particular purpose and treated accordingly.

**Nursery**

Every club should have an adequate nursery, not only for grass, but for trees, shrubs and flowers as well, on which it can draw at a nominal cost for its requirements, and these requirements are constantly increasing in the modern up-to-date clubs.

**Shop, Storage and Service Roads**

It is expensive, and may prove dangerous, to send to the factory for repair parts, or to a machine shop or garage to have machinery repaired. Therefore, every club should have a shop, with a competent mechanic in charge, and garage to cover every emergency; also adequate storage space for seeds, fertilizers, tools and machinery. Shop and storage barns should be as close to the center of the course as possible.

It is also an advantage, in order to save time, to have storage for machinery and tools at distant points. These storage places can be combined with the customary shelters without detracting from their beauty.

Much damage to turf can be avoided and a saving of time be had by having good service roads connecting with the pump house, compost yard, tool house, machine shop, clubhouse and distant points.

**Labor**

A careful study of labor conditions is very essential. Local labor is sometimes hard to get and generally unsatisfactory. Under such conditions good labor must be found at distant points. It is my experience that more satisfactory results can be obtained by supplying adequate living quarters for the greater part of this help on the grounds, if possible. Such resident labor would form a permanent and reliable nucleus on which one could depend in all emergencies, (cloudbursts, storms, droughts, fire, etc., etc.).

Rigid, stereotyped rules cannot be followed in the management, development and maintenance of any country club. What would be the correct thing to do at one club would be a mistake at another. The same applies to cost of construction and maintenance, due to difference in climate, soil, topography, water, transportation and labor conditions—not taking into consideration the aesthetic demands and differences of one club against another.