



This is the "back of the house" force at Sunset Ridge, a trained team that keeps the club operations comfortably "out of the red."

"Back of the House" Keeps Club Out of the Red

IN THE four years that the Sunset Ridge Country club has been operating not two pounds of meat have been unaccounted for. That is one of the "tip-offs" to the reason of the successful management of Harry O'Hagan who has been manager of the club since its opening.

The Sunset Ridge club has a membership that is far younger than that of the average metropolitan district golf club. The club dining room must compete for the business of these young fellows with the best of the Chicago territory's loop and suburban restaurants for youth tends to see America first when dining out rather than making a habit of eating at one club. Consequently O'Hagan has to present menus that are among the most extensive and choicest offered to a club of 225 members. The variety and character of his offerings are indicated by some of the typical dinner bills shown with this tale of his methods. His \$1.50 dinners would bring many clubs into the red but there never has been a year that the Sunset Ridge restaurant hasn't made money. He figures on a 50 per cent cost for the food served and out of the remaining 50 per cent must come the cost of preparation, service and a profit which will be

sufficient to show a good return on the investment represented in the service of meals at Sunset Ridge.

O'Hagan bases his success on the harmony and skillfulness of the operation in "the back of the house," as well as on a most thorough checking system whereby not so much as a box of matches is checked out of the store-room without a record of its disposal being made.

A sample of the form showing his daily "received record" is reproduced herewith. It has space for listing the source of the material, the weight or quantity, and the price. In the event that bills are sent later than delivery of the material these bills are checked against the "received record." A similar form is kept by the storekeeper for recording material distributed out of the storeroom through the club. The daily records are transferred into a book that is kept as a permanent record. This record enables O'Hagan to definitely check his material and its use with weather conditions and other factors that determine proper purchasing.

Monthly Audit

A monthly inventory of all material on the shelves and in the refrigerator and elsewhere in the storeroom is made and

There also is a highly developed morale to the organization that is the direct outcome of these conferences. Sunset Ridge opened with waitresses but these were replaced by waiters because of their ability to carry bigger loads and give swifter service with a smaller force.

The fact that a waiter takes more interest in his work and has some definite ambition of advancement also influenced O'Hagan. As a constant reminder to the force of the standard of service demanded O'Hagan has a sign by the checker's desk reading. "Club waiters should have courtesy, patience and speed." This spot was deliberately picked for the location of the sign for considerable emphasis is placed on the checking system at the club. Each waiter signs for his book each morning and all checks are checked at the start and finish of the route through the kitchen. Checks are departmentized by a color plan, white for the main dining room, pink for the grill room, blue for the soda grill and yellow for cigars, cigarettes and candy.

Electric Ice Saves

"Don't order too much" is one of the basic policies of the Sunset Ridge management. Food is prepared as close to the time of its service as possible and this speedy plan once in a while, during an unexpected rush of business, makes it necessary for O'Hagan to get Sunday deliveries of material. To protect himself in such emergencies he has kept close contact with the salesmen and executives of the companies supplying him with perishable products.

Only fresh vegetables are served in season at Sunset Ridge. Another big feature of the menu is fresh sea-food. This calls for lots of refrigerator space. Last year the club used ice but this year it invested

in Frigidaire equipment. The dry temperature and its close control O'Hagan's records show has been responsible for effecting a saving of approximately \$3 a day in meat losses alone.

Cotton-Seed Hull Use for Putting Greens



COTTON-SEED hulls putting greens are showing good results in arid and semi-arid territories. These greens are constructed of a patented composition of crushed hulls of cotton-seed to which there remains attached to the husk some of the cotton lint or fiber. They are a product of the recovery of vegetable oil. These greens are formed by laying down three or four inches of the loose hulls and thereafter compacting and rolling them to a final thickness of from three-quarters to one inch. When properly constructed, the green has a surface in some respects similar to that of very closely mown grass.

The mat blends nicely with the turf of the fairway. Strong winds do not disturb the surface or disarrange the mat. The surface of the green may be slightly undulating or sloping and likewise the shape may conform to the whim of the architect, and to accomplish these results entails no expense or effort beyond that required for a flat circular green other than the



Uniform Drainage

is the foundation of successful golf course maintenance. You will have to have it, sooner or later—Why not in the beginning? Consult us.

WENDELL P. MILLER

Golf Drainage Engineer

403-5 East Broad Street

Columbus, Ohio