

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



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preparation of the surface of the ground to conform to the surface and outline desired for the finished green.

It is not claimed these greens are in any wise preferable to good grass greens. The advantages of cotton-seed hulls greens in comparison with sand greens are stated as:

They may be given a sloping, undulating surface and an irregular outline; margins blend with the fairway; they are generally less expensive than sand greens to maintain; they save much time in play due to their not having to be swept by each succeeding player; wind does not disturb the surface; rain does not wash away the surface; they may be quickly constructed at a moderate cost.

The mat of cotton-seed hulls forming the playing surface of the green swells considerably when wetted, as by a heavy rain, causing the green to become somewhat rough and soft; therefore, in their present stage of development, these greens are not recommended in localities, having heavy precipitation. It should be noted, however, that rain does not wash out the green and after the green has dried out somewhat and is given a light rolling, the playing surface is really improved. Satisfactory reports have been received from one installation where the rainfall is about 24 inches per annum.

The Greens Committee of the El Paso Country Club, where these greens have been in use more than two years, states it believes a saving in maintenance of about \$2000 a year is made over that of the sand greens formerly used, and that the time of play for 18 holes by a foursome is 30 to 40 minutes less on the cotton-seed hulls greens.

One and one-half to two pounds of loose cotton-seed hulls are required per square foot of greens surface or one and one-half to two tons for a circular green fifty feet in diameter. Cotton-seed hulls sell at El Paso, Texas, at \$8.00 to \$15.00 a ton, depending on the supply and demand. After the surface of the ground is prepared, three or four days or shifts of labor is usually sufficient to lay the loose hulls for a green 50 to 60 feet in diameter and to compact and roll them into a mat of a consistency that can be played upon. The mat is still too soft and irregular to be satisfactory, but about two days additional labor, distributed over the succeeding ten days, in further rolling usually puts the green in good condition. Good drainage is required, and to obtain this, it

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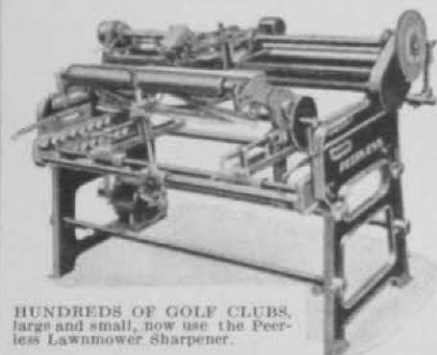
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may be advisable to replace a few inches of the surface soil with sandy soil, gravel or cinders to form a base for the green.

Routine maintenance consists in rolling the greens regularly and in moving the position of the cup from time to time. The amount of rolling required depends upon the amount of play. With light play, once every second day would probably be sufficient, whereas with one hundred players on the course, it may be advisable to roll them twice daily. Light rolling is desirable, otherwise the mat becomes too smooth and fast.

Life of greens has so far been about two years under average conditions, after which time the mat is relaid or renovated. In some cases, all new hulls have been used and in other cases fifty per cent or less of new material was required.

As the one basic rule of successful selling the pro can do no better than adopt the Golden Rule. Figure out how you'd like to have someone sell to you and then work that way on your members. One of the country's noted salesmen said, "there's nothing to selling excepting finding out what the customer wants." More sales are lost by trying to tell a man what he ought to have than in any other way in the world. Even if he should have what you want to sell him, let the member get the buying idea so he gives himself credit for it.

About this time of the season every one starts complaining about poor putting. Why not a sign in your shop reading, "If Your Putting's Off Get Another Putter"? Many players are carrying two putters in their bags now and a pro who keeps his eyes open can extend the practice.

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