

cracked ice and salt. This was always messy business and the ice consumption was tremendous.

"We are changing all that over. I am having a large box built with ammonia pipes installed and a tight-fitting lid. By hooking up with our refrigerating machine, we'll have a place to store the ice-cream without messy tubs of ice.

"As opening day approaches, I line up the additional help, I take them on as they are needed. If there is an early spring I may have practically my entire force at work the middle of May. If we have a cold, unpleasant spring, the last of the employees may not begin work until opening day.

"My housekeeper has been with me five years, my chef seven, my chief clerk six, some of the waitresses almost as long. I keep them because I pay them a nominal salary all winter even though they are not working at the club. The chef, for example, gets \$50.00 a month from November until May, the housekeeper \$25.00, the locker-room man the same. While these salaries are not enough to meet living expenses, they furnish pin-money and are an insurance that my important helpers will not be forced into winter work that they will find hard to break away from when spring comes. It is comforting to know that the same trusted helpers, familiar with my way of doing things, will be with me when I want them.

"The members like it, too—you know that song about "the old familiar faces?" When a member comes out for the first time in the spring and is met at the door by an employee who was there the year before and can call the member by name, it's like a home-coming after a long journey. If the member is met by a stranger, his thoughts are "Who is this fellow—what's he doing here?" Members are funny that way.

"That's about all there is worth mentioning on opening the clubhouse. Of course, there are some other routine matters—having the opening announcements printed, planning the opening dinner, receiving and assigning reservations and the like, but every manager knows how those duties go—they're all in a day's work."

This year's business in women's clubs is certain to be far greater than ever before. What are you going to do about it?

Knapp's Program for Spring

By CLAUDE D. KNAPP

Greenkeeper, Cedar Rapids (Ia.) Country Club

WE START trimming the trees about the 20th of February; next we put the tractors in good repair by grinding the valves and adjusting the bearings. We never allow any tractor part to become badly worn before replacing it. We keep all machines in the best of adjustment. We have had one tractor since the spring of 1920 and the other one since the summer of 1921. Our mowers are kept sharp and adjusted.

When the ground gets good and firm we start the rollers and roll steadily until time to start our mowers while the grass is very short. We always brush our greens first and then roll them thoroughly. Then we give them a good top dressing of composite, ammonia sulphate and some arsenate of lead. We find that by mixing it all together it saves time and gives the same results. We mow the greens as early as the grass starts growing.

While some of the men are dressing and rolling the greens I have two other men repair and do all the plumbing needed on the grounds. We do all of our own mechanical, plumbing and carpenter work with our regular help.

I find it pays for a greenkeeper to be familiar with these different lines of work as well as with grass and construction, in order to save money on each operation. Our equipment is always ready to go.

Fairway Watering

IS FAIRWAY watering coming fast? Guy Peters, green-chairman of Olympia Fields Country Club, Chicago, where the 1928 National Open will be held, says: "We get bigger dividends from fairway watering of our fourth course than any other course money we have spent in recent years."

THE new green-chairman who thinks he will be doing the greenkeeper a good turn by letting the greenkeeper play a solo on the course, is wrong. What the greenkeeper wants is someone who takes at least enough interest in the course maintenance to acquaint him with the desires and comments of the members