

CLUB MANAGERS PLAN UNIFORM house cost system

AT LIVE ANNUAL CONVENTION

By HERB GRAFFIS

THERE were two features of the third annual convention of the Club Managers Association of America, at which more than a hundred of the golf and city club managers of the country went into a huddle to discuss their problems March 5 and 6, at Cleveland. Of major interest to club officials was the inauguration of plans for a standardized accounting system. This is to follow the general policy of the standardized hotel accounting system now employed by probably 50% of the nation's hotels, according to the estimates of those present. The other headline action of the meeting concerned doubling the association's dues of \$5 annually, as the figure stood prior to the Cleveland meeting. The increased income is to be used in so prosecuting the association's affairs that its membership and scope of its activities will be broadened.

CLUB MANAGER'S ASSOCIATION OF AMERICA OFFICERS

Elected at Cleveland convention

President—J. Barker Smith, Cleveland A. C.

Secretary—M. D. Stauffer, Akron City club.

Treasurer—Robert Wagner, Wil-
lowick C. C.

First V. P.—Frank Murray, Ravis-
loe C. C.

Second V. P.—H. J. Foerster, Okla.
City club

Third V. P.—H. P. Donnelly, Gran-
ite club

Fourth V. P.—D. F. Bohlen, Chevy
Chase C. C.

Fifth V. P.—D. Howard Hawk,
Calif. C. C.

NEW DIRECTORS—T. P. Jones,
Harvard Club, Boston; John Rogers,
Union League club, New York City.

The city club managers constituted the majority of the attendance, but the representative country clubs had a number of the field's stars on the job, taking a lively part in the proceedings.

Discussion of the standardization of accounting was brisk and to the point. Some managers confessed difficulty in handling the situation properly at their own clubs due to the inability to get figures on similar operations that would present an accurate picture of costs and work for comparative purposes. The association in its three years has put on its roster 353 members and now stands in excellent shape to serve clubs by tackling this problem of standardized accounting; any club official can testify along with his manager how hopeless it now is to get helpful comparison of club operations in view of the widely divergent methods of accounting. The committee to handle this important phase of club management began its operations at Cleveland, with instructions to make a preliminary report as soon as possible.

President Charles Buss of the Cleveland A. C. opened the speaking program with an address on "What We Expect from Our Club Manager" and stressed the importance of telling the manager definitely, in advance of his engagement, just what was expected so there could be a close check-up and no chance for misunderstandings. Another club president, Harold J. Adams of the Buffalo A. C. spoke on the relations between the officials and the manager. Adams said successful club operation was founded on the platform that if you hold a club manager responsible you ought to take his advice, instead of letting the loud-speakers among the directorate do the bossing. He stated that in his job as president, which he had held for a number of years, he made a strong point of keeping out of the manager's way. He emphasized that discipline and concentration of authority are vital in smooth operation.

Ted DeWitt, manager and vice-president of the Hollenden hotel, was an added start-

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er on the program. He has a record of successful club management and is the genius who turned a hotel that was hanging onto the ropes into one of the country's highly profitable and popular establishments. DeWitt pointed out the expense and futility of club operations that went through a change in policy every time a new administration was elected. He related the sad fact that a manager is forced into the path of least resistance and is liable to lose his job if he fights for what he knows is right. He counseled the managers to tell their employers in any "sick" situation, that if the employers won't give the manager a chance to work out his remedy, it is best for all concerned to get a new man. A fellow who knows his stuff and has the courage of his convictions will be kept on the job, according to De Witt's observation. He finished by stating that the club manager must know bookkeeping to the extent that he can properly analyze statements, discover leaks, and explain and suggest corrections to the board of directors.

The country club managers held a group session Wednesday morning, while the town club managers were having their conference. Col. C. G. Holden of Olympia Fields presided over the country club session. The managers showed considerable interest in course maintenance methods and accounting and again brought to light wide variations in accounting methods.

Miss Clara Pressler of Cincinnati, speaking on "Why Not Lady Caterers?" gave her idea of the country club food service as conducting a home on a larger scale, and detailed the technical training women were getting in order to qualify them as first-class operators of the feeding departments of clubs.

George D. Fish, C. P. A. of New York talked of the club audit and the relation of the auditor to the manager, again bringing into the spotlight the urgent necessity of standardized accounting and the guide posts that are put up for the manager by a plain and accurate accounting system.

So far as the association's progress was concerned, the increased dues are to be devoted to the employment of a paid secretary to push the work of the association. The meeting discussed the possibility of getting out an annual book and selling advertising to finance the association, but ruled this out as savoring too much of working a racket on the manufacturers. They considered that with 9,500 country

and town clubs in the country the association membership could be built up to a point where it could easily finance, within itself, its hopeful plans.

The last session of the convention was devoted to brief buying talks on linens by David Parke, on coffee by Col. Bill Stewart and on meats by Arthur Davis.

There was the usual sprightly entertainment program for the men and women at the meeting, and by the way, there were almost a dozen women managers at the convention.

New York put in a strong bid for the 1930 conclave of the managers.

Brown Best Stain for Tennis Courts

CEMENT tennis courts are becoming increasingly popular with tennis players throughout the country, but have one serious drawback. Unless the cement is properly stained, the glare from the smooth surface of the courts under the bright summer sun will frequently make play impossible.

The courts of the Midwick Country Club near Los Angeles have been stained a reddish brown, which Mr. Alfred Wright, chairman of Midwick's tennis committee, claims has entirely eliminated all glare.

"The tennis courts at Midwick," reports Mr. Wright, "were built of reinforced concrete and were unstained at the time that they were completed. It is necessary, in order to secure proper staining by chemicals, that the courts be allowed to dry out entirely, and although we played on them for a while in this condition it was not the intention of the club to leave them in their white condition. As soon as the courts were thoroughly dry we stained them a reddish brown which approximates the color of en-tout-cas and with this staining the glare was entirely eliminated.

"There was no experimenting done at Midwick. We were familiar with courts at a nearby beach resort which were stained a similar color and which were without any glare under the most trying light conditions.

"It is our opinion after examination of all of the colors that were available from chemical staining and from coloring placed in the concrete at the time that it is mixed, that the color that we have chosen is the only one which will entirely do away with any glare."



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