



Excellent course grooming and beautiful natural setting of the Columbus C. C. course are made assets in the clubhouse promotion of business.

Full Roster of Live Ones is Right Base for House Profit

AFTER you get a club on an even keel your troubles are at end, so the figures show as we continue the story of the conspicuous success of the Columbus (O.) C. C. This is evident upon analysis of the operating figures available for the last five years. During this time the club always showed a profit.

Although the Columbus article in February GOLFDOM covered the major details of course operation it will not be out of line to show how the course costs of maintenance and new work have run during the period 1922-1928. The green-fees by years for this period also are shown so the interesting and profitable effect of a studied and persistent plan of course conditioning may be noted in this phase of revenue. Prior to the time when the results of the scientifically based conditioning work were evident, the green-fee income was low and

uncertain. A few hundred dollars a year encompasses any variation you find now. See how the dues run steadily; that's the beauty of having a full membership. The comparatively small variation is accounted for by the different classes of membership named in the February article.

The figures on golf income and expenses at the Columbus C. C.:

EXPENSE.

	New Work Maintenance	
1922	\$ 4,861.78	\$ 11,524.41
1923	2,887.93	13,748.57
1924	2,810.62	15,104.58
1925	1,006.98	14,498.09
1926	2,520.39	14,593.84
1927	7,147.67	15,853.90
1928	3,494.05	18,045.85
Total	\$ 24,729.42	\$103,369.24

INCOME.

	Dues	Green Fees
1922	\$ 17,007.50	\$ 3,927.00
1923	17,810.00	2,976.00
1924	17,505.00	4,571.00
1925	17,290.00	5,227.00
1926	16,940.00	5,406.00
1927	17,875.00	5,783.00
1928	18,740.00	5,699.00
Total	\$123,167.50	\$ 33,589.00

Big Party Business

The green fees are \$2 week-days and \$3 Saturdays, Sundays and holidays. Now although the Columbus C. C. is a family affair and much house business is forthcoming from this angle, the business attracted by golf is the mainstay of the operation. This gives E. A. Hart, the manager, a good balance for his house business. The big family parties are New Year's day, Christmas, Thanksgiving and Independence Day. The New Year's day open house is restricted to members. The average attendance for this dinner is between 600 and 650. The affair costs the club about \$1,000. The club has no New Year's eve party for that involves too much frolic. The Christmas dinner reservations are booked solid long in advance of the party. Hart has built up a big private party business, especially for weddings and receptions. During holiday week, 1929, there was one wedding party of 250 people. There's great business for a club.

One of the interesting and popular events of the Columbus schedule is the Independence Day celebration. Each member is assessed \$1 for this party. It ends with a fireworks display and features plenty of events for the youngsters, all with some good prizes. Frequently there are 150 attending the July Fourth family picnics held in the beautiful grove in front of the clubhouse.

The Thanksgiving day dinners cost \$2.50 a head. When there are eight or more in a party individual turkeys are served. The golfers' lunch is a 75c standard item. The regular Saturday and Sunday dinner is \$1. Chicken dinners are \$1.50 and steak dinners \$2. From this price scale it will be correctly deduced that the reason the meal service is not in the red is because of the parties and the a la carte business that Hart has drummed up. The Thanksgiving dinner business runs around 200 people. Easter is another big day for the club's meal service. Easter, 1929, saw 225 at dinner. The Fourth of July the same year ran up almost 450 dinner customers. Women's

card parties are getting an increasing big play, both the club and private affairs.

No Food Checking System

Though the house end of the Columbus plant makes money every year there is no food-checker on the meal service and as Elmer, the Specialist, says, "I'll tell ye why."

Hart has only had three jobs during his entire career as a club manager. He started at Buffalo, went to Toledo and then came to Columbus eight years ago, so he believes that the only way club employees can really do a good job and be careful of expenses is to have assurance that they are going to be on the lot for a long, long time. There is where the Columbus policy of keeping competent and interested executives in office is reflected with profit to the organization. Hart says further that his boys not only have to be sure of their jobs lasting but they have to have good money, good grub and good living quarters. Some officials may think this exacting, and that's why they may have trouble with house employees for some have made the novel discovery only recently that these employees are human beings.

There is a service charge of 10 cents a meal and the employees' fund that is split up at the end of a year amounts to \$1,900. By giving the employees a good break Hart says he can pick the best men and have them every bit as interested in 100 per cent O. K. operation as he is and the members are.

The Columbus clubhouse is one of the enlarged country home type and although many establishments of this type are cold-looking and have no particular zest to them, this particular place is charming for the simple reason that it makes great use of the most important and effective theme in golf clubhouse construction—glass. Where you see a golf club home that has a lot of glass you are almost certain to see a clubhouse that delights the members and their guests.

Two Locker-Room Floors

The locker-rooms are on two floors. The second floor locker-rooms are grouped in what used to be bedrooms that wouldn't rent. Now instead of the dead loss of the formerly unoccupied sleeping rooms the club gets premium locker rentals from this space as the lockers are arranged in rooms so each bunch of fellows can assemble their tribe in an exclusive layout. Between each of these rooms are from two to three shower bath stalls and toilets.

As all other clubs Columbus is experiencing a growth in women's play. Hart has done some deft work in supplying thoughtful little details to the women's locker-room department. There is a supply of inexpensive colored bathrobes for the women to use and a good selection of toilet articles.

The locker-room was the only department of the club that hasn't been showing a profit each year. However, in 1929 even this department went into the black. The club used to charge \$5 for most of its lockers but this wouldn't pay for the hot water and the towels. This year the charge for lockers has been \$15 for the down-stairs lockers and \$20 for those upstairs. There are from 7 to 22 lockers in each of the revamped bedrooms aloft.

The locker department is operated by two men down-stairs and one up, in addition to the shoe-shiner. Hart's operating staff in the summer time consists of 32 people. This includes the housekeeping staff that maintains the sleeping quarters for those of the club members who are fortunate enough to be able to get the available rooms. Each of these rooms is furnished and papered differently. That is one indication of the policy that Hart claims is essential to the

satisfactory operation of a golf club—avoidance of the hotel atmosphere. This staff is on the job and is keeping things ship-shape.

Keep Books Straight and Simple

Depreciation is charged at only 1 per cent a year, due to the policy of making replacements as part of the operating expense. But that is one of the bookkeeping slants purely and Fred Rathbun, president of the club, Hart, or any of the club officials or department heads are not diverting their energies and attention from the operating job to get messed up in clerical technicalities. The Columbus books are kept to show how the club stands and not as sterling technical exhibitions of accounting sleight-of-hand performances. The books are audited each month and at the close of the year's business the annual statement in the form shown herewith is given to the officials.

Hart is a great little gent for turning everything possible into dough for the club without intruding into the club's operations a commercial aspect that can be noted from the outside. The club has gone through its own vegetable garden stage and for a while tried raising its own chickens



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COLUMBUS COUNTRY CLUB—STATEMENT OF INCOME AND EXPENDITURES FOR YEAR 1928, AS
 COMPARED WITH 1927

EXPENDITURES—	1928.	1927.	Increase.	Decrease.	Remarks.
House	\$14,824.69	\$13,951.26	\$ 873.43	Housekeeper added to staff.
Locker room	3,513.00	3,039.33	473.67	New matting, paper slippers, painting and repairs.
Golf running expenses.....	5,467.92	4,918.75	549.17	Better candy service, more money for tournaments.
Golf maintenance	18,045.85	15,853.90	2,191.95	Course kept in better condition. Extra fertilizer.
Golf, new work.....	3,494.05	7,147.67	\$3,653.62	Less new work.
Grounds maintenance	2,678.12	2,740.46	62.34	
Taxes	2,353.18	3,803.58	1,450.40	Decreased rate and assessment.
Insurance	4,296.03	4,063.89	232.14	Increased insurance.
Tennis	25.50	17.00	8.50	
Repairs to buildings.....	2,996.12	4,686.81	1,690.69	Less repairs to buildings.
Office supplies	414.30	405.70	8.60	
Telephone and telegraph.....	896.33	1,009.44	113.11	Contract lowered.
Administration	13,236.50	13,189.25	47.25	
Entertainment	2,801.20	1,576.82	1,224.38	More dances, dinners, music, concerts, card parties, better music.
General expenses	2,602.08	1,763.55	838.53	Dinners for directors, entrance torn down, year book.
Depreciation, buildings and equipment.....	3,600.00	3,600.00	
	<u>\$81,244.87</u>	<u>\$81,767.41</u>	
Interest	3,900.00	3,944.50	44.50	
Total	<u>\$85,144.87</u>	<u>\$85,711.91</u>	<u>\$6,447.62</u>	<u>\$7,014.66</u>	
Net gain, 1928.....	<u>6,792.93</u>	<u>7,331.08</u>	<u>538.15</u>	
	<u>\$91,937.80</u>	<u>\$93,042.99</u>	
INCOME—					
Soda fountain, net profit.....	\$ 688.79	\$ 668.51	\$ 20.28	
Restaurant, net profit.....	2,044.08	2,257.77	\$ 213.69	Less business in spring on account of cold weather.
Cigars	304.26	478.74	174.48	Defalcation.
Rooms	915.50	1,321.80	406.30	Less rooms rented.
Gas and oil.....	16.62	10.07	6.55	
Locker room income.....	3,200.00	1,660.00	1,540.00	Locker rates advanced.
Green fees	5,699.00	5,783.00	84.00	
Golf privileges	18,740.00	17,875.00	865.00	More golf members.
Golf subscriptions	2,570.00	4,300.00	1,730.00	
Membership dues	46,759.55	48,988.10	228.55	Less members with exception of resident members.
Initiation fees	9,000.00	9,700.00	700.00	Less members elected.
Total	<u>\$91,937.80</u>	<u>\$93,042.99</u>	<u>\$2,431.83</u>	<u>\$3,537.02</u>	

but both of those are out now. They were losing propositions. The last by-product business to be dispensed with was the pigs. Kitchen refuse was used to feed pigs that the club kept on a remote section of the property. Little pink pigs would be bought in the spring, fattened up on the club's garbage and then sold for an average net profit of \$300 to \$400 in the fall. Encroachment of private houses on the boundaries of the club land divorced the club from its pork producing activities for by no stretch of the imagination can a bunch of pigs be called noble smelling animals and evidence of the pigs' presence carried a lot farther than the \$400 the club got out of them.

Now in closing the show on this recital of the business activities of the Columbus C. C. we will respectfully call the attention to the Columbus financial statement, not as something for club officials to ponder upon and give their managers or greenkeepers a post-graduate course in the riot act because the Columbus figures may be low, but because they show a net operating profit that lingers on after the song is ended. This steady profitable performance is the result of two things: a full membership and an executive and operating personnel that sticks and operates on a sound scientific plan, not guess work. On this full membership plan the Columbus president has something to say that may cause thought. He wonders if in certain localities there aren't too many private clubs and if the merger idea wouldn't be a good one. The less favored private clubs could be operated on a fee course basis and probably make a good income in this fashion due to the constantly growing army of golfers who either haven't the money or the inclination to join private clubs. That's something where the old debate pride vs. purse will be staged.

In concluding this duo of Columbus course and house articles we warn the gentle readers there's still another Columbus story to come . . . a yarn about the greatest revenue producing phase of the Columbus operation. The Columbus financial profit of \$6,000 or \$7,000 is nice but not enough money as money goes these days to get even a golf reporter broken out into an ardent sweat. The biggest thing the Columbus C. C. is doing for its members and its community is deliberately producing a crop of first class young business men out of its caddie raw material. And, as in all the rest of its operations, the club is following a deep-laid plan.

Managers Exchange Menu Tips

TOM JONES of the Harvard club has something new in an omelette, which he calls a Lobster Newburg Omelette. Merely fold your Lobster Newburg into the omelette and garnish on the side with additional Lobster Newburg. He says it is an exceptionally fine seller on Fridays and other Fast Days.

If you have a ladies' dining room and do much business in salads, we recommend to you a chicken salad which is slightly different. Use nothing but white meat and dice it large, larger than usual—mix with the chicken meat and celery, small seedless grapes, chopped walnuts and chopped ripe olives—mix this in mayonnaise to which has been added cream. Place your portion on lettuce leaves, on a large plate, cover with mayonnaise to which cream has been added, sprinkle with paprika and garnish with olives, egg or as you may desire. Serve with this, slices of tomato and saratoga chips. You will find the grapes will give the chicken salad a flavor which is totally absent from the usual chicken salad and it will find great favor with the ladies.

J. F. Bohlen of the Chevy Chase club uses a small card 8¼ inches long and 3¼ inches wide at the head of which is the Club coat of arms in colors and under this the words, Sandwich List. The list has twenty-two sandwiches and they are attractively priced. From New England we suggest a Lobster sandwich—these are very popular in this section of the country. Merely lobster meat, lettuce and mayonnaise.—*From Bulletin of Henry R. Dutton, Sec., Club Managers' Assn. of America.*

Grady Heads Chicago Club Managers' Association

B. E. O'GRADY of the Hamilton Club was elected president of the Chicago District Club Managers' association for the 1930 regime. Other officials elected: Vice-president, Frank Perkins, Attic club; secretary-treasurer, F. H. Murray, Ravisloe C. C.; directors: E. C. Straub, Saddle and Cycle club, and Paul Worrell, Evanston G. C.

The organization meets every Monday at 12:30 for a round table luncheon at the Hamilton club. Frequently these noon affairs are featured by addresses by authorities on various phases of club operation.