

# CLUBHOUSE SECTION

Photo: Corner of kitchen, electric-equipped, Medina C. C., Chicago district.





From the clubhouse at Park Ridge, members look through the trees far out over the course.

# Get Staff Working "With" Rather Than "For" You, Keller's Tip

By JACK FULTON, JR.

**O**UT at the Park Ridge C. C., just a few miles from Chicago's city limits, William (Bill) Keller is just beginning his sixth year as manager. In that time, Bill has acquired considerable repute as a successful operator and has managed, lean years and fat, to end the season with an operating statement that is the envy of many neighboring clubs of similar size.

Obviously, when one club's statement is consistently better than those of the clubs nearby, there must be factors beside the operating practices of the manager contributing to the general success. Keller must have a membership plenty loyal, he must have a fairly full roster to serve, he must have an intelligent and sympathetic board to work with, and he must have a clubhouse properly laid out to permit efficient work.

All of these Keller has. Park Ridge's members live mainly in the immediate territory of the club; it is just a hop step and jump from home for most of them. Likewise, since the club is located so conveniently, it has very few membership vacancies and each spring any available are quickly snapped up. As for the Boards during Keller's job at Park Ridge, he says

they have been all he could ask in the way of understanding a manager's problems.

The clubhouse, of brick and stone construction, is modern and adequate for the needs of the club's 275 members. In the English basement are both the men's and women's locker rooms, while above are located the lounge, dining room, grill-room, card-room and all other common rooms, and the kitchen and pantries. The layout is intelligently arranged to permit efficient work by Keller's staff and at the same time give that air of home-like comfort and cheer that is so important in a country club.

Yet despite all these factors which make Keller's work much easier and pleasant than they might be under a different set-up, full credit must go to Bill for his fine annual showing. Another man in his place might quite easily jimmy the works, antagonize the Board, lose the cooperation of the employees. Keller doesn't permit his guard to be lowered an instant.

When I visited Keller recently one of the first things we got talking about was this question of managerial technique. I asked him why the manager of a certain club had been given the gate this season.

"Well," Bill replied, "of course I don't know the actual facts, but I think it was a case of too much golf."

"Too much golf?"

"Yes, no manager can play often and expect the clubhouse to run itself during his absence. Why, I like to play golf as well as anyone else, but outside of a dull morning now and then, I don't touch a golf stick from spring to fall. My job won't let me; sure as fate, something will come up and need my attention just when I'm at the far end of the course. Purchasing, alone, is a man-size job at any club."

### Buys on Weekly Basis

"Do you have any system of control so you can tell when certain supplies are getting low and need re-ordering?" I asked.

"Well, yes—and no," Keller replied, "it isn't exactly a system. I keep a clip-board in the supply room and whenever the chef notices that we're getting low on anything he scribbles the item down on the pad. Then, every Monday the two of us go over all our supplies and add to the list he has made up any other items requiring replenishment, including what extra supplies are going to be needed to take care of the week's menus.

"Armed with this list, I am ready to do my ordering. In the case of vegetables and fruit, I do my marketing on Thursdays, picking out the stuff in person and never ordering it over the phone unless some duty at the club absolutely prevents my getting away, which isn't often. First I visit a truck-farm near the club and pick out whatever the farmer has that I want. He is a smart operator and anything I get from him is freshly picked and of first quality, but of course he only has certain items on any given week and I have to complete my want list in the produce markets.

"So from the truck-farm I drive into Chicago and call at two commission houses. I may buy tomatoes at one of them, string beans from another, and so on, depending on quality and price. But I try to give each house a good-sized order to bulk up the delivery. These purveyors can quote rock bottom prices when they have only one big order to deliver.

"Don't think from what I've just said that I go looking for odd lots or off-color shipments. Everything I buy must be highest grade; these commission houses know that I never buy anything else and they don't waste my time and theirs by offering crates of second grade goods."

Like everything else, Keller orders only enough vegetables for the coming week and delivery is made at the clubhouse the same day, Thursday. The green goods are immediately placed in the vegetable cold-room below stairs, there to remain until the kitchen crew gets busy in any available time it has and peels and prepares such quantities of the vegetables for cooking as Keller and his chef believe from experience will be needed for the week-end's business. If they make any mistakes in the quantity, it is always in preparing more than enough; such extra supplies can easily be worked into Monday and Tuesday meals, and during the Saturday and Sunday rush, Keller points out, it is not always possible to take any of the kitchen crew off their regular duties and set them, for example, to peeling potatoes.

"Suppose you discover on Saturday that a consignment of string beans is not what you expected and therefore you can't serve them to your members. That does happen, doesn't it?"

"Oh, yes," he said. "Once in a while something goes wrong; even the best of buyers strike that occasionally when you're dealing in perishables. There's only one thing to do when that happens and that is to fall back on your canned goods. I keep on hand at all times a case or two of the vegetables likely to be needed. As soon as we are down to less than half a case of any one item I order in a fresh case.

"It is my policy to serve fresh vegetables if they are obtainable, not so much because they are necessarily better in flavor or anything like that, but because my members expect fresh stuff to be served and I must cater to their wishes. It would be a lot easier to open a can of peas than to shell that amount from the pods, but there's no choice.

### Where Canned Goods Fit

"Certain items I serve are always of the canned variety. I have found a brand of stringless beans that are tender and ideal for vegetable salad. Cold-packed cherries are as good as fresh ones for pies and pastries. Then of course there's pineapple and peaches and the like for salads."

As Keller told me the above, we were standing before the door of the empty and freshly painted vegetable cold-room. Alongside was a similar door. "What's that room?" I asked.

"That's my meat room," he said, swinging open the door. "I keep it colder than the vegetable room and nothing ever spoils

here. During the season, I'll have meat hanging on every hook you see here and poultry and small cuts on every shelf. I generally have about ten days' supply on hand."

### Packer Knows Cuts Wanted

Keller explained how he orders his meats. Early in the spring he visits the hotel-department man of the particular packer with whom he has dealt for the past few years and explains in detail just what sort of loins and ribs he wants during the season. He arranges with the packer to "hang" about a dozen of each item marked for him and to deliver only from this supply, replenishing with fresh cuts. Thus the meat at Park Ridge is well aged when it is delivered, and it receives a further aging in Keller's cold room until needed for cooking.

"The packer knows exactly what I want, so I can order my meats by phone," Keller explained. "Delivery is made Friday. Next day the chef and his crew prepare what cuts will probably be needed for the week-end and store a part of these (about enough for the next meal period) in the kitchen refrigerators, bringing up the balance as needed.

"But don't think we cook meats in advance of their ordering by the members; we don't. That's one thing I insist upon—fresh cooked orders. A country club is not a quick lunch counter and members expect to have to wait a reasonable time for service, especially dinner. If they are going to be in a rush, they must phone their order to me in advance."

Bottled goods are ordered by Keller as needed. His general house-man is made responsible for the inventory and it is up to him to keep the locker rooms, the grill and the dining room well stocked with beverages at all times. This house-man also cuts ice cubes and sees to it that the ice chests of the clubhouse are filled. On the wall of the supply room in the basement is a simple pad of blanks (see accompanying illustration) on which the house-man once a week indicates the amount of various beverages on hand. Keller does his ordering from this weekly report.

### Kitchen Crew Numbers Ten

Keller's kitchen crew consists of a chef, a second cook, a fry-cook, a baker and a pantry girl. There is also a general house-man who can be pressed into service during rush periods, two dish-washers, a pot-

washer and a girl who has charge of the glassware and silver.

The baker bakes every item of bread-stuffs used at Park Ridge except the loaf bread, rye, white, graham, etc., which are delivered each morning to the clubhouse by a local bakery. All rolls, pies and pastries are baked fresh each day in the Park Ridge kitchen. When the baker isn't busy at these tasks, he pitches in wherever he is needed. On week-ends during the

Beverage Stock in Store-Room	Monday,.....
Indian Hill Splits.....	
Indian Hill Pints.....	
Canada Dry Pints.....	
Blatz Ginger Ale.....	
Club Soda.....	
Mission Dry.....	
White Rock Water Pints.....	
" " Splits.....	
" " Ginger Ale Pts.....	
" " Splits.....	
Sarsaparilla.....	
Rootbeer.....	
Lemon Soda.....	
Budweiser Beer.....	
Atlas Beer.....	
Haddon & Hall Beer.....	
Old Heidelberg Beer.....	
Edelweiss Ginger Ale.....	
Other Goods.....	
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Oil, in Tank Gal.....	

This simple form serves as a reminder when stocks of bottled goods run low.

rush hours, he helps the pantry girl fill orders for desserts, salads, and cold drinks.

Keller uses waitresses exclusively, finding them more satisfactory for his type of club than waiters. He opens the season with four girls, increasing the staff as the season advances and the demands of the dining room increase. At the height of the season his staff numbers around eight to ten.

I asked Keller if there was any type of girl he favored as waitresses. "No," he replied, "except it is best not to hire them too young or too pretty, or they'll up and marry on you just when they've learned your routine of dining room service. I try to get waitresses over 25 years old and they must be neat and industrious, or they don't stay long.

"I furnish each waitress with uniforms and they must change into a fresh outfit before each meal. In that way they

always look clean and fresh when the members come into the dining room."

### Sunday Breakfast Goes Big

Keller's restaurant business is confined almost entirely to table-d'hote meals; his a-la-carte volume is very small and consists mainly of a little between-meal business he cannot avoid entirely; if a member is hungry he has to be fed if he wants food.

No breakfast business is done during the week, but about four years ago Keller inaugurated a Sunday morning club breakfast that is extremely popular with the Park Ridge members. Park Ridge is in a resident community, drawing most of its members from the immediate neighborhood and the more ardent golfers of the club find it mighty convenient to drive out to the club on Sunday mornings (sometimes, Keller says, without bothering to dress completely), change into their golf clothes and find a big wholesome breakfast waiting to start their day right. During the season Keller never has less than thirty of these Sunday breakfast customers and the number often exceeds fifty. The cost is 75c, which leaves a comfortable profit to the club.

### All Chefs Not Opera Stars

I was interested getting Keller's idea as to what extent a manager should turn over responsibilities to his employes, and asked him how he got along with his chef. Keller smiled at that question and said:

"People have a funny idea about chefs; they think all of them are French, temperamental as grand opera stars and hard to get along with. That is not the case at all. Of course some chefs have pretty inflated ideas of their own importance, but I have had good luck with the men I've employed and they have always been good fellows who knew their jobs and their place, and while they may lose their tempers once in a while when the rush is heaviest, most of the time they are mighty easy to get along with.

"I try to turn over all kitchen details to him and I simply keep an eye open to make sure the food is prepared as I know my members want it prepared. I spend a lot of time in the dining room and kitchen during meal hours and keep a close watch on the food to see that it is up to standard, no matter what the rush. As I said before, everything must be freshly cooked to order, and it must be served in appetizing fashion. The chef and I have worked out

the amount of a given food to serve for an order and only that amount, no more and no less, must be put on a plate. Sometimes I spot a waitress with a full tray, the plates containing uneven portions, no garnishes, or sauces dripping over the edge of the plate. Whenever that happens, back goes that waitress to the kitchen, with me right after her, to see that she fixes up those portions to the standard service.

"But in most things my crew have their jobs to do and get them done without being overseen. In the kitchen, what the chef says, goes, and in the dining room my head waitress keeps things moving. I don't have to bother about major duties in these departments once the season is under way; it's only in minor and out-of-the-ordinary details that I am appealed to."

In other words, as I saw the matter, Keller trains his staff to work *with* him, rather than *for* him.

### Small Amounts Avoid Waste

"Why is it," I asked Keller, "you buy only enough supplies for a week? Is your storage space limited?"

"No, that isn't it," he explained. "There's plenty of room in the basement to store a month's supply. The real reason is this: even a whole season's supply of a given item would not bulk up large enough to make much difference in the price I pay—which is the only reason for buying in large quantities. Besides, and this is the main reason I buy from week to week, the smaller your supply the less waste there is.

"Buy more sugar than you need and some of it will be piled on the floor. It will get wet and you've got a bag of sugar to throw out. Not much saving there."

"Don't the salesmen ever try to high-pressure you into a big order on the theory that prices are going up?"

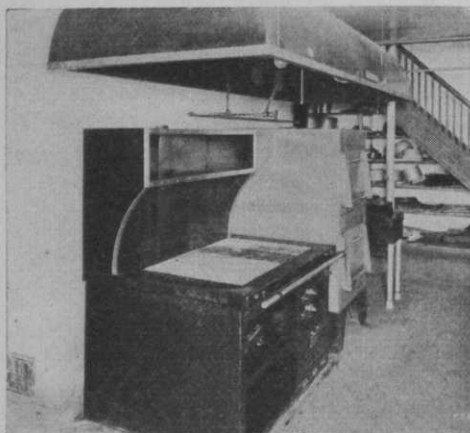
"Yes, but I don't let them get away with it. I tell them if the price goes up we'll pay more without kicking. Besides, I've known managers to buy up a big order of goods and have the price go down below what they paid, before they can use the big order up. No, I'd rather take a chance and buy from week to week. It's more work for me, but it's economy in the long run."

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See that GOLFDOM has the names and addresses of your president, green-chairman, greenkeeper, pro and manager.

# How Electrifying Club Kitchens Lowers Cost of Course Pumping

By JACK FULTON, JR.



Corner of the Riverside (Ill.) G. C. kitchen, showing electric roasting oven, range top and broiler.

**C**OORDINATION of various phases of golf club operation for the efficient performance of the entire plant is in evidence as one result of the extension of fairway watering. It seems, at first glance, like a broad stretch between fairway watering and clubhouse cooking in the club scheme of things entire, but the gap is easily spanned as one looks at bills for electric cooking fuel after electric pumping equipment for fairway watering is installed.

Many golf clubs have given serious consideration to electricity for cooking fuel due to the sharp focus of effective heat, cleanliness and more comfortable working surroundings. The drawback has been the idea that the fuel cost of electrical cooking runs into box-car figures. Closer investigation by a number of golf clubs has revealed this belief in electrical extravagance to be erroneous, as the total electrical consumption for cooking and course pump operation earns a decidedly lower rate which is shared by both the course and house departments.

A typical case of this joint economy is that at Riverside (Ill.) G. C. On the operating merits of electrical cooking Riverside's kitchen was using a range, oven, broiler, coffee urn, two plate warmers and hot plates. The rate earned by this current consumption was  $6\frac{1}{2}$  cents per kilowatt hour. In 1930 fairway watering was intro-

duced at the club and the resultant larger consumption of electric current brought the club's rate down to  $3\frac{1}{5}$  cents per kilowatt hour. A 60 h.p. motor was used for pumping water for fairway requirements.

GOLFDOM'S 1930 survey of the golf field indicated that approximately 18% of the 18-hole clubs and 9% of the nine-hole clubs were using electricity for kitchen fuel and that around 11% of the 18-hole clubs were employing fairway watering. Therefore it appears likely that the promise of an early and extensive adoption of fairway watering is going to see a marked increase in electrical cooking at golf clubs.

## Companies Favor Reduction

The reduction in rate, due to increased load, is in keeping with the central service companies' policy of keeping the electrical demand as near uniform as possible and more fully utilizing the investment in generating and distribution equipment. The time element of the electric cooking load also makes it desirable enough to the electric companies to warrant a cut in the rates. The cooking load is heaviest when other commercial and domestic loads are light.

Relative to the switch to electricity at Riverside one of the men in close touch with the transition says:

"From catering manager to cook, the employees are pleased with the change. No more toiling over hot flame fired ranges on a sweltering summer day; no more ashes and soot to clean out nor fuel to haul and feed to the fires; no more stifling fumes nor lack of oxygen in the kitchen. Ease of control of range tops and automatic control of heat in ovens and fry



This steam table at Riverside is electrically operated and gives adequate service.

kettles assure perfect products with a minimum of effort, and the better working conditions enhance kitchen efficiency. Service efficiency is improved by the better arrangement of the equipment possible with electric equipment.

**Trims Expenses**

"That this increase in efficiency is shown in the club's financial statement is proven by the following figures:

Restaurant Expense—	
1929.....	\$23,091.71
1930.....	19,155.03
Restaurant Income—	
1929.....	\$14,618.51
1930.....	14,655.73

"Here we see that on the basis of approximately the same income, restaurant expenses were reduced \$3,936.68. While a large part of this saving was no doubt due to the selection of a capable and energetic catering manager, such items as the saving in food of \$1,807.73 and in repairs and replacements of \$1,251.41 reflect credibly on the efficiency of the electric kitchen.

"Another pleasant surprise which awaited the members when they received the

annual financial report for 1930 was a saving in house operating expense on fuel and power of \$458.99, while the addition of both pumping and the electric kitchen increased the fuel and power bill only \$441.55.

"As \$773.10 was apportioned to course maintenance for watering fairways and greens on the basis of current used, it is readily seen that the saving made by the addition of the electric kitchen on house operation not only reduced the cost, but the difference of the bills for 1929 and 1930 for fuel and power as shown here reduced the cost of course maintenance power.

**Fuel and Power Bills—**

1930.....	\$3,937.75
1929.....	3,596.20
	<hr/>
	\$ 341.55

"Considering house operating and cooking the same as 1929, then the additional cost of watering the fairways and greens for five months which required 700,000 to 1,000,000 gallons of water per day, was the difference between the two bills or \$341.55, which amounts to approximately \$3.00 per day; one guest green fee thru the season."



# HAM

## and how to Serve It

# to Please Members' Palates

By JEAN VERNET\*

**W**HEN the first Earl of Sandwich originated the item of diet that then represented merely an ingenious effort to sustain himself while the cards were running in his direction, he paved the way for the gastronomic revolution that today seriously concerns those who are responsible for the success of commercial feeding establishments.

A twelve-year survey of sales at restaurants of all characters shows that the serving of sandwiches has increased 215% during that period. It is obvious that this indicates the trend away from the heavy meals that were the routine prior to the advent of the present quick tempo in business and social life. Business district restaurants are disturbed by the encroachment of drug- and cigar-store lunch counters on the preserves that formerly were the property of orthodox feeding establishments for business men. The golf clubs have not been immune from this competition, especially in the metropolitan districts, as the members leave their offices in a hurry, grab a sandwich at some office building lunch counter or a barbecue stand on the way to the club, and hurry to the first tee.

Inasmuch as educating club members to leisurely enjoyment of a well-cooked full meal at noon is a hopeless task under present conditions, the club manager must look elsewhere for an answer to his problem of attracting restaurant patronage and serv-

ing it with distinctive menus. Fortunately, the simple thing to do is to beat the competition at its own game, and in so doing have an excellent opportunity to show a profit from restaurant operations. The same talent a good chef shows in the preparation of his superb dinners shines forth brightly when displayed in sandwiches.

Of the extensive variety of foods available for sandwiches, ham leads in popularity by a wide margin, according to the figures of feeding authorities. This popularity, as well as the profit in serving, has been enlarged by the development in ham cooking processes. A vacuum method of cooking and packing ham retains the savory flavor of a smoked ham and the mellowness of baked ham, in addition to presenting the ham for serving without bones or excess fat, undoubtedly has been a prominent factor in making ham a feature item in golf club food service.

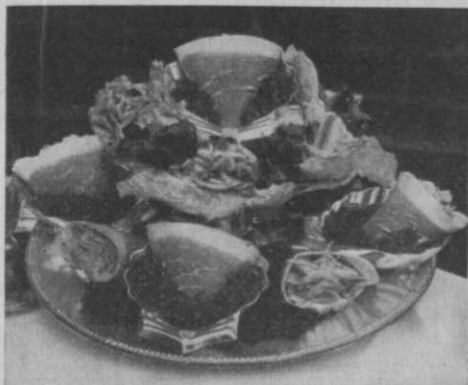
### Profit in Sandwiches

Although ham is conspicuous in every well-planned buffet lunch, and always goes well on dinner and luncheon menus, it shows up to most impressive advantage when sandwich food costs are considered.

Counting bread and labor of preparation the cost of an excellent ham sandwich made from the highest quality of ham should not exceed four cents. Determination of food cost is made exact when the packaged ham is employed as there is no fuel cost for boiling, no time element for cooking, and no loss of 28% to 30% of net

\*Manager, Institutional Dept., George A. Hormel & Co.





**SUPREME OF HAM A LA GIBSON**

Fold a thick slice of Flavor-Sealed Ham in triangular shape, allowing it to form a pocket. Fill with following garnish: Julienne of white meat chicken, smoked ox tongue, celery and raw apple, lightly mixed with mayonnaise and whipped cream. Season with salt and pepper to taste. Place filled ham triangle on a wire grill and glaze with wine jelly. Allow to cool and serve on a bed of shredded lettuce and a sauce made of mayonnaise, whipped cream in equal quantity, and flavor with A-1 sauce, salt and pepper.

weight in cooking and an additional 22% to 25% from trimming of skin and surplus fat.

Figures on sandwich preparation go as follows:

Net Wt. of Ham.....	9 lb. 8 oz.
Wt. of Jellies.....	8 oz.
Wt. of Trimmings.....	1 lb. 8 oz.
Wt. of meat actually usable for sandwiches .....	7 lb. 8 oz.
No. of whole slices per lb. cut by U. S. Slicing Machine set at No. 8.....	11
Cost of ham—net wt. times cost per lb. (.40).....	3.80
Cost per sandwich—Cost of ham divided by number of sandwiches .....	.027

Each full slice will make one and a half sandwich slices, consequently three sandwiches may be made of two full slices. Upon using the smaller or shank end, some slices will make only one sandwich; 8 oz. of trimming are usable in the form of ham salad sandwiches or minced ham and deviled egg sandwiches.

Upon making sandwiches, due to the absence of moisture in the boiled ham, the

sandwich is much drier and will not keep fresh very long. Flavor-sealed ham, retaining the natural juices, offers a sandwich that has a better appearance, a more appetizing taste and will keep fresh either wrapped or unwrapped for a much longer period.

For fried ham sandwiches, the packaged ham is quickly and easily prepared and contains the maximum in flavor whereas boiled ham, having already lost much of its flavor and moisture, is practically tasteless.

In using ham for the modern popular toasted sandwich, heat emphasizes the tastiness of flavor-sealed ham, whereas dry heat tends further to bring out the tastelessness and dryness of hot, boiled ham.

**Ham Service Suggestions**

Some of the ham menus that club managers have found are highly popular with the members in cold buffet service follow:

- Galantine of Chicken and Ham*
- Hearts of Palm Salad*
- Celery Roquefort*                      *Stuffed Olives*
- Hot Rolls*
- Coffee*
- Mixed Fruit Compote*
- \* \* \*
- Cold Sliced Ham with Jelly*
- Stuffed Eggs*
- Knob Celery with French Dressing*
- Potato Salad with Capers and Olives*
- Coffee*
- Frozen Eggnog with Rum*
- \* \* \*
- Chaufroid of Ham*
- Mixed Hors d'oeuvres*
- Tiny Fried Cheese Croquettes*
- Romaine and Tomato Salad*
- Coffee*
- Parfait with Candied Chestnuts*
- \* \* \*

Some quickly made snacks for the 19th hole are:

*Ham Steak Bordelaise*—Sauté ham steaks lightly in butter, add sauce Bordelaise and simmer for a few minutes.

*Deviled Ham Steak*—Spread ham steak with English mustard, dip in fresh bread crumbs and broil.

Make thin two layer sandwiches, using ham as one layer and cream Roquefort cheese as second.

Cut slices of ham in half, spread with chutney and mustard, sandwich together and broil.

Roll oysters in thin slices of ham and broil.

Place slice of ham on toast and cover with Welsh rarebit.

Cover slice of toast with slice of ham and then slice of American cheese. Place in oven until cheese browns lightly, remove and serve open.

For the ladies, try a toasted ham sandwich spread with orange marmalade.

\* \* \*

Suggestions for preparing ham steaks so the members boast of his club's food service:

Broil with segments of oranges and pine-

apple lightly sprinkled with brown sugar.

Spread honey over ham steaks, dip in corn meal and broil.

Dip ham steaks in paprika, flour and sauté.

Broil and serve with brown mushroom sauce or with grilled mushrooms, drawn butter.

*Deviled ham steak*—Spread with prepared mustard, roll in bread crumbs, broil.

*Ham steak, Spanish style*—Serve with rich creole sauce.

Dip steaks in flour, in beaten eggs and in crumbs, and sauté.



## A Real Banquet Stunt

**T**WELVE hundred delegates and guests of the Western Fruit Jobbers association attended an open-air luncheon held January 15 at the Phoenix (Ariz.) C. C. and the aerial view above was taken at the height of the festivities. The novel table arrangement is an interesting stunt and is only one of the many details watched over and successfully carried out by Kenneth E. Nash, secretary-manager of the club, under whose direction the affair was held.

Commenting on the luncheon, Nash reports: "I have been secretary and manager of this club for nine years, but this party doubled in capacity anything I have ever been called on to serve heretofore. It was necessary for me to rent some 30,000 pieces of equipment from Los Angeles, and six auxiliary ranges had to be set up in the clubhouse backyard to meet the cooking

demands of this record day.

"Among the stunts pulled to increase the guests' enjoyment were news-reel men, who took talking pictures; a hook-up with the National Broadcasting Company, which sent the speeches all over the West; airplane pictures available to guests shortly after being taken; and telegrams from government weather bureaus throughout the country giving the temperature of their cities, which in most cases was below zero, while the people from those cities were **having luncheon on the green front lawn** of the clubhouse amid flowers, palms and evergreens. The ladies ate without wraps and the men protected their heads with napkins, as the sun was doing its share to make the convention a success."

GOLFDOM publishes this account of the Phoenix stunt in the firm belief that alert managers and officials will find inspiration for similar banquets at their clubs.