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actual value for every dollar of club's money he spends.

I am not in favor of carrying a large inventory of spare parts for the mechanical equipment. I have seen stores carried by some clubs that would do credit to a supply house, but I cannot see where this is an economical practice. I would much rather see some of the investment in an extra truck, tractor, and cutting units.

Record Keeping Vital

There is one more point I wish to mention, and that is the keeping of records. These are days of reduced budgets so we have to be more careful than ever before. I firmly believe the greenkeeper should keep all the books that his time will allow him to without becoming a burden. Our own records are very simple. We do not break down our golf course labor, except to separate the mechanic's time. We keep the cost of labor and materials and a diary showing weather conditions, appearance of disease, pests, etc., and any other work done out of the ordinary routine. Each month end we prepare a statement showing the money spent during that month and the preceding months of the calendar year, and compared with the same period the preceding year. It is done this way: In the left-hand column is the list of the accounts we keep, such as labor, seed, fertilizer, chemicals, etc. In the next column is set down the January expenditure, in the next February, etc. As each month's statement is prepared, we add up the total spent to date in the calendar year and beside it to the right the amount spent for the same period last year. There is a comparison of the gross expenditures in each account. Each column is added up and the amount for the month shown. Below that is entered the amount for the same month the previous year. Any unusual expenditures are explained in marginal notes. This statement is a good deal of work to prepare, but it gives a wonderfully clear picture that anyone can understand without close study.

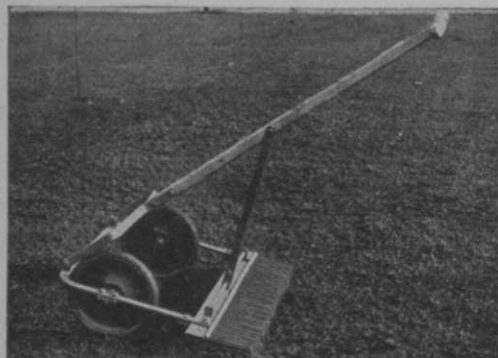
Our Job

By L. J. FESER

Woodhill C. C., Wayzata, Minn.

MR. FESER advised confident, clear thinking in economics as part of the greenkeeper's job, saying the work today not only called for solving problem of budget allotment but thinking about how money for club could be obtained.

He refused to be submerged in too-popular gloom of business thinking today and pointed out that losses of the war in men, money and physique were much more serious than today's troubles. He aptly reminded fellows who were in the war about



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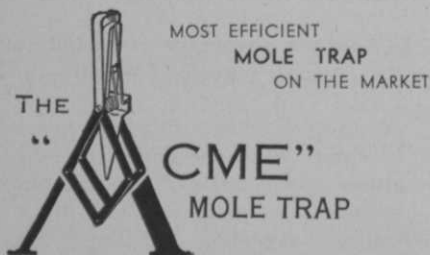
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C. E. GRELLE

Green Hills
PORTLAND, OREGON

all the old crying about the war never ending that followed when the hooie about "out of the trenches by Christmas" exploded.

At his club, Feser said about 50 people in families of greens staff were supported by income from the course. He estimated more than 70,000 people were directly dependent on course maintenance expenditures. Additional were people engaged in all phases of manufacture and distribution of golf equipment and supplies.

He strongly advocated junking of obsolete equipment and "haywire" systems under present conditions. Feser dislikes the term "labor saving." He calls "labor-saving" machinery labor-making because it is a producer of wealth. Use hand labor properly and machines wisely and golf courses are going to look a lot better in proportion to money spent, said Feser, who added, "I know there is no course in this country or any other country that could not be improved upon."

But, how are clubs going to bear cost of "wealth-producing" system in the light of present economic conditions? Feser answered this question by saying it gets back to the damnable cycle that everybody talks about but few are willing to try to break.

He illustrated the situation by taking tobacco and golf as two items that could be dispensed with. The elimination of golf clubs that increase property values and utilities, discharging of many direct employees and reduced income of others and scores of far-reaching adverse developments would constitute a throw-back in the standard of living and make competition more serious for people engaged in producing necessities. The pleasures of life have just a vital place in an advanced civilization and in progress, he reminded the greenkeepers.

In general, Feser's talk was on the part the golf business plays in the distribution of wealth and pleasure and constituted a unique and thought-provoking contribution to the business literature of the game.

He laid down the greenkeeper's platform under present conditions as follows:

The best economy in the world is to make every dollar granted to you in the form of a budget produce 100 cents worth of value, 100 cents worth of beauty and wealth, 100 cents worth of satisfaction on the part of your club members. It is your privilege to try to get as large a budget as you possibly can, but base your request on practical foresight and knowledge of your job. Use your ability to get an adequate budget, and when you do get it, remember that your personal and professional responsibility is a heavy one.

When the year is over be prepared to meet with your chairman, lay your figures and the picture of your accomplishment on



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HERE'S the answer to the Course Keeper's life-long complaint for a machine that not only eliminates that tedious, uncertain hand-scything at the sides of traps and fairways, but also does an exact job of mowing in the *tallest and steepest rough!* . . . The GRAVELY, with Sickle Bar for tall, tough grass and weeds over roughest ground or steepest hillsides, and Rotary Reel for ordinary mowing, gives you TWO mowers in one. Patented Swivel Bar action permits sickle or reel to follow contour of ground, even to 45-degree angle. Weight perfectly balanced on single wheel, it won't topple over and affords powerful leverage for easy handling. Tools in front, you can nose into narrow corners and up against trees, etc.—places you can't touch with ordinary mower. Cuts 39" swath. . . . GRAVELY has proved superiority in this and 52 foreign

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Among the services of the Club Managers' Association each club is invited to employ are:

- Employment Department
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H. A. LEWIS,
National Secretary, Club Managers'
Association of America
Wilmington Country Club
Wilmington, Del.

his desk; have the feeling in your heart that you have used your innermost ability to satisfy him and the members of your club, and that you have used your position in life to help your fellowmen. That, in the most high and honorable sense of the word, is our job.

Landscaping Points

By PROF. M. R. BRACKEN

Pennsylvania State College

PROF. BRACKEN lectured from colored slides in presenting major details of course and clubhouse grounds landscaping. He showed a number of views emphasizing natural effects in landscaping from standpoints of beauty and golf playing influence.

He set forth some principles of landscape architecture that apply to design of golf courses and particularly referred to the problems of landscaping around service yards of golf clubs.

The Penn State landscape authority counseled against distribution of clumps of planting at many spots around clubhouse grounds, ruling these out because of improved scenic effect of planting grouped closer to house and because of high maintenance. He dwelt on the combination of golf architecture and landscape architecture in making such tree plantings as may be advisable for separation of closely parallel fairways. Usual method of planting straight rows of trees he condemned, advocating natural looking groupings so located that they would call for shots directed away from the adjacent fairway.

Although deciduous trees are decidedly troublesome to golf courses during the fall, Prof. Bracken admitted, there is a danger in too strong concentration on evergreen planting both on the course and around the house.

Natural appearing landscape masks for equipment barns and clubhouse service yards Prof. Bracken considered an advisable yet most neglected detail of golf landscaping. He showed a number of slides that suggested how unsightly areas near course boundaries be made beautiful without heavy expense in planting or maintenance.

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