



Don't let this happen to your clubhouse. Fire hazards increase in the fall, what with fireplaces lighted, added heat required to keep the building comfortably warm, fewer employes around to put out flying sparks, and high winds to fan the flames. Check up on your fire-fighting equipment now!

hoped for we budgeted accordingly. Even this budget allowed for \$1,200 major repairs in cafe, a car of fertilizer and power cost to pump 750,000 gallons of water per day. All usual items were cared for.

No Superman Needed

"This preparation and the follow through does not call for a superman, merely the application of common sense to a problem so income and expense balance and the most efficient way in which to arrive at this balance.

"Our present condition could not have been arrived at without the aid of boards who were unselfish in their motives. They have been in full accord with all plans to keep the club up to its standard and yet remain within income.

"Clubs that are now being efficiently operated by departmental heads should be content to remain as they are, but for those whose departments are constantly developing leaks that lead to a red balance the idea of a general manager could well be entertained."

Troubles Fault of Management

Another successful general manager of a prominent mid-western metropolitan district club came along from the house end but for years he has been an earnest student of all phases of golf club operation. His advice is sought by professionals and greenkeepers because of his broad and sound view of their problems.

You will note in his comments he has decided a golf club is mainly for golf and

emphasizes excellence of course condition as an essential for maintaining the membership roster at a high figure. With no membership problem and active play the pro is given the chance he requires to make a profit.

This general manager expresses himself as follows:

"For more than 2 years I have been general manager of ——— C. C. with complete control. I have been greatly interested in reading your many articles pertaining to the operation of country clubs, particularly those referring to the problems many have had during the past year. To my mind many of such problems can be credited to poor management. We surely are having none here at ——— as we ended 1931 with 65 more members than we had in 1930 and on June 1, 1932, we had 21 more members than on the same date in 1931. Our income on that date was more than \$4,000 greater than 1931. In addition we raised our dues in 1931 and again in 1932. That does not sound like depression, does it?"

"I lay much of the credit for our success to the policy we have of putting the most of our income into our course upkeep. You will note we spent 33% of our total costs in that department while the general average is but 20%. My policy is to keep the golf course in the pink of condition and dues as low as possible, and membership problems will not exist.

"In the fall of 1930 I installed a complete water system at a cost under \$15,000.