

1931 OPERATING COSTS.

| | 1931 cost | Per cent of total cost |
|--|-------------|------------------------|
| Golf Course Expense— | | |
| Labor, light and power, sand and black dirt, seed, fertilizer, gas and oil, repairs, course improvements, general expense | \$12,361.52 | 33 |
| Golf Expense— | | |
| Salary, register clerk; salary, caddy master; golf supplies, golf prizes, association dues, general golf expense | 2,322.33 | 06 |
| Clubhouse Expense— | | |
| Salary, janitor; salaries, locker boy and maid; supplies, locker room, linen and laundry, fuel, lights, power, water, magazines and papers, miscellaneous supplies, repairs, general clubhouse expense | 5,286.74 | 14 |
| Administrative Expense— | | |
| Manager's salary, office salaries, postage, printing, office supplies, telephone and telegraph, bad debts, collection expense, general expense | 9,642.02 | 26 |
| Property Expense— | | |
| Taxes, insurance, depreciation | 7,739.89 | 21 |
| Total cost | \$37,352.51 | 100 |
| Total club income. | \$47,245.35 | |

total investment in our property is approximately \$250,000. We do not try to save at the expense of service to our members, but we find that constant care gives better service and at a lower cost. Now why is all this possible? Not because I have an unusual amount of ability, but because this institution is operated on a one-man-control basis. What business institution could exist without a head? Golf clubs did for many years because they were riding a wave of prosperity, but now they are getting shaky and some will not weather the storm. A good sound business man as an executive manager and at a substantial salary is a sound investment in these times."

The 1931 operating costs of this general manager's plant are shown in the table herewith. How do they look to you as good balance for first-class club operation? Notice there is around 21% of the total income left available for interest, amortization and other capital costs.

WHAT A BREAK!

Greenkeeper Gets One of Those Deals That Only Happen in Story Books

ONCE UPON a time, and this is no fooling a greenkeeper had everything work out so well that the guy is pinching himself to see if his name is MacGregor.

John MacGregor is superintendent at Chicago Golf club. Chicago Golf has a great course but its greens are *poa annua* and *poa* greens are like the little gal with the curl in the middle of her forehead, when they are good they are very, very good and when they are bad they are horrid—if they are at all.

Mac had figured out the answer to the annual dive of *poa annua* was cocoos bent greens but no definite action was contemplated by the club.

This year again the *poa* went out, despite religious adherence to practice recommended by authorities for its preservation. Instead of identifying himself as this—or a—No. 1 expert on greens to be brought in as a consultant Mac simply suggested that the *poa annua* greens be replaced, but added that before any action was taken on his recommendation leading authorities in the district were to be conferred with.

Harold Scott, president of Chicago Golf

During 1931 we watered not only our greens, tees, fairways, etc., but also all our trees and shrubs in the rough as well as supplying water for the clubhouse. Our fairways were like velvet all season while most other clubs in this vicinity were burned out. We deposited over 75 million gallons of water on our fairways alone. The total cost for this is included in our course upkeep item and it is extremely low.

"I have found it possible to give more to our members in course upkeep condition and clubhouse service each year, and at a slightly reduced cost each year. The

club began to go on a hunt for a dependable expert to bring into consultation. Scott got in touch with several foremost golf authorities, asking them to name a name. Now here's the pay-off; MacGregor was named as one of the district's three leading experts on golf turf, soil and maintenance.

Refusing to consult with himself and somewhat dizzy from nomination as a technical expert, Mac had further satisfaction in the recommendation made by C. A. Tregillus, superintendent of the Mill Road Farm course and estate and former technical chief of the Royal Canadian Golf association. Tregillus made a careful inspection and without knowing what Mac had suggested went on record for the planting of cocoos.

The outcome was that President Scott has presented to the Chicago Golf board a two-year plan of green replacement with the immediate action of installing a bent nursery large enough to handle 9 greens a year.

It all sounds like something out of a story book, but honest, fellows, it happened.

BACK TO SANITY

Whoopie Days Vanish, Today's Emphasis Is on Course

By L. V. THOMAS

FOR THE PAST few years golf clubs in general have been on a whale of a spree, forgetting business principles and seldom considering there would be a day of reckoning. The largest waste of money has been in the clubhouses. I know of one club that, when they checked up on the expenses for the year, found they had not taken in enough to pay for the food alone and they carried over 20 employes in the house. On the other hand the course was maintained on a very moderate budget and was kept in beautiful shape all through the year. The greenkeeper and chairman used the budget to the very best advantage. They were not stingy but conservative.

A great many clubs thought it was good business to lose in the clubhouse. They had an idea it brought more play to the course, but when they commenced to lower the playing conditions, the clubhouse did not save them. Members commenced to resign and as usual the best supporting

members resigned first. About this time things commenced to happen: lowering of wages, reducing the maintenance force, and then some more reducing, no fertilizer, no money for repairs and general upkeep, let the rough go, mow the greens once where they were mowed twice, cut down water on fairways, etc. Then how the resignations poured in! Business was good in the office but the membership dropped from 450 to 150. Then wasn't it rough sledding? Yessiree it was and still is! To meet the expenses the dining rooms were closed which let about 20 employes go. They commenced to serve lunches at 50c or 60c in the grills—not so much formality but the members liked it better—those that stayed with the club.

What became of the members that resigned? Most of them joined clubs that had been run on conservative lines in the fat years and had prepared for the lean ones. Some went to the public courses, and by the way, there are some beautiful pay-as-you-play courses in Southern California that are making money. Their clubhouses are run as concessions.

You might ask if these clubhouse deficits were caused by clubhouse managers. I think not—they are employes and were trying to give their employers what they demanded.

I don't believe the golf course maintenance has been as extravagant as the clubhouse. Of course every new board and chairman of greens had to have their fling, but after the newness wears off they'll find plenty to keep them busy. I expect Mr. Leach was about correct when he stated in a recent GOLFDOM article that the new chairman of greens costs the club \$3,000 the first year, but I don't understand how he bases his estimate for the second and third year, as generally one year is full plenty.

We have had our surges upward to the ceiling even past the dead line. Are we going to surge in the opposite direction and pass the dead line in so doing? There is as much danger in one direction as in the other. If a club expects to survive, a high standard of maintenance must be established. There should not be competition between clubs, but there is and we have it to meet.

NITROGEN in a fertilizer encourages rank leaf growth. This may be undesirable in many farm crops, but is most important in turf development.