

Don't Trust to Memory; Keep List of Needed House Items

CLUBHOUSES are due for more attention in 1934 budgets than they have received for several years past. Neglect has begun to be conspicuous despite the efforts of managers to hide and prevent all marks of wear.

There is more than a probability that repeal of prohibition will restore the club atmosphere of frank, open and refined good living which, in many instances, was foggy during the existence of the 18th amendment. Much has been said about the sufferings of the course on sharply restricted budgets, but little mention has been made of the lowering of house standards during the depression period. Such depreciation has played its part in the reduction of income and the difficulty of meeting competitive membership conditions. There still is selling and service merit in the pleasures and distinction of a well-kept clubhouse.

Thomas Ream, manager of the Westmoreland C.C. (Chicago district), supplies some practical, experienced advice on clubhouse budgeting. The Westmoreland house is cited by many managers as an example of good operation and foresighted cooperation on the part of club officials and managers, so we now will look at how the Westmoreland people determine their budget.

We project our budget (says Ream) on the basis of the preceding two years' actual expenses and observations of whatever oversights or possibilities for improvements have been noted after a careful survey of those years.

Our expense is classified as (1) house maintenance; (2) building repairs; (3) entertainment; (4) refurbishing account; (5) restaurant replacements; and as departmental expense (restaurant, lockers, cigars and buffet).

Keeps Record of Future Needs

Note of all items to be considered in this budget is kept during the year in a "future work" file that I have. If it is an ice-shaver I need, I apply that to the restaurant budget. If it happens to be a new rug for the locker-room I apply it to the refurbishing account; and so on. I go over catalogs and investigate in other ways, to

determine the price, size, stock number, etc., and write this data alongside the needed article.

I go over this budget thoroughly before I present it to the chairman so that I can present to him a complete picture of our requirements in a manner that will enable him to acquaint the board with our situation.

Under the house maintenance budget we consider the following items: Manager's salary, operators' salaries, other salaries, board and room, light and power, fuel, laundry, ice, supplies, repairs—furniture and fixtures—miscellaneous.

Repair items are itemized, as for example: drapery and fixture repairs, repairing electric fly screen, rubber ends for locker-room rugs, re-upholstering back of wicker divan, new cushions on outside furniture, repairing dormitory furniture, electric fan repairs.

Supplies Form Long List

Supplies should be carefully itemized for the protection of the operating standard and for fully explaining to the officials why the general total of supplies sometimes seems high, but actually is conservative. Among the supply items I note: golf pencils, book matches, soap and cleaning compounds, disinfectant, deodorant, fly spray, hardware, uniforms for houseman and housemaid, brooms, mops, pails, sponges, spring and fall flowers (before and after flowers from our own garden are available), floor wax, furniture polish, vacuum sweeper supplies, magazine subscriptions, toilet paper, car parking checks, sweeping compounds, refills for fire extinguishers, piano tuning and radio repairs. Omission of any of these items or other details that in themselves may be minor, soon will represent a total that will mar the effective operation of the budget.

Building repairs I itemize as: painting, carpenter work, electrical repairs, plumbing repairs, miscellaneous. Here is where a manager does justice to his club and his own reputation only if he insists that the house be protected against undue depreciation. Our yearly average for the 9 years ending with 1931, was \$7,283.20.



Twelfth green at Riverside Golf park, an 18-hole fee course owned by W. D. Cammack at Little Rock, Ark. H. C. Hackbarth was architect and builder. Gus M. Milton is greenkeeper. Interesting use is made of Arkansas river water for the course. Control of the water is effected by a concrete spillway. During dry periods water is pumped from the river into the bayou, forming lakes in front of several greens. Bayou is stocked with game fish. The course is well wooded and claimed to be the "sportiest fee course in the south."

In 1932 we spent \$4,380.07 and in 1933, \$3,100. Some of the saving is due, of course, to lowered prices but a considerable part is due to our use of our own employes during the winter. This economy is further endorsed by enabling us to keep good people the year around, instead of having the usual season's-opening problem of getting new staffs which is one of the serious handicaps to good operation at golf clubs. This year-around employment will be of particular interest as 1934 budgets are made up due to possible effect of minimum wage codes. I can not see how golf clubs can escape recognition of the fact that usually golf club work is seasonal and on this account wages during the season must take into consideration the employes' off-season status. Another important point about having one's own employes doing such house repair work as they are competent to do, is that they can be held to strict accountability for it all during the year.

I need make no special reference to the entertainment budget because this is something usually outside the manager's jurisdiction. About all the manager can hope is to have an entertainment schedule that will give him an opportunity to put on some distinctive affairs, adding prestige to the club and contributing to the members' pride and pleasure in their establishment, without the net cost getting out of line.

Unless the manager keeps notes during the year on his refurbishing account, he is liable to fail to provide for some needed items in his budget. From my notes I find among the following items put down for inclusion in my 1933 budget were: radio

for men's card room, indirect light for men's card room, two sand jars for men's card room, four colored umbrellas for men's grill outside tables, draft control, front entrance door mats, men and women's shower-bath mats, five reed rugs for outside promenade, center aisle rug for men's locker room, 42 rubber ends for men's locker room runners, 12 bridge tables and chairs to match.

Preparing for Repeal

Budgets for 1934 must reflect the new condition with respect to beer and hard liquor sales at golf clubs. Much of the 1933 operation in beer serving equipment was make-shift and I am disposed to think that when the connoisseur demands of the "prominent club members" are restored we will have to do much to get back to the pre-prohibition days when club members boasted of the superb beverages served at their clubs and the manner of serving. Already men and women are noting a marked difference in various methods of serving beer and bringing the club manager a problem far more difficult than it seems on the surface.

Restaurant operation has suffered from reduced crews, and perhaps may be further curtailed by code wage and time scales. Still the insistence for prompt, personalized service is emphatic at every club making a claim to first class character. Consequently the manager's 1934 budgeting problem will involve a careful study of labor-saving equipment.

Generally, though, the restaurant replacement budget will be quite satisfactorily considered by including such items as: china, silver, glassware, linen, uniforms, and other equipment and supplies.