



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.