

bartenders, two shoeshiners, a masseur and a barber—all drawing good wages and doing full days' work only on weekends.

### A Snap Job? And How!

But it was the head locker-man in particular who had the snap job. He rarely did any physical work around the locker-room, spending his days in his "office," which was a roll-top desk behind a counter at one end of the room, keeping a few simple records, ordering the locker-boys around and accepting with no particular compunction any tips given by members who wanted special favors in the locker-room.

During the years preceding the "big crash," he had successfully played politics with the administration, and each year he had asked for an increase in salary, until at the last he was drawing down \$350 per month, plus board and room, plus a good \$100 in tips! Not bad for a locker-man.

When the depression arrived, officials at this particular club checked up on the club's payroll and discovered, among other things, that it was costing around \$15,000 more each year to run the locker-room than the total profits from locker rentals, beverage sales and service charges.

Were reforms instituted? And how! The head locker-man was let out, one of the corps of boys was made boss over the others and they were reduced in number until each boy (including the head boy) was assigned 150 lockers to attend, the barber and masseur were put on a commission basis, the shower and wash rooms were turned over to a single attendant, one bartender and one shoeshiner were let out. Wages of the help retained were cut to reasonable levels.

Formerly this club thought it needed 30-odd employes to run its locker-room. The depression taught it that 10 workers were ample to render satisfactory service. Formerly it accepted a \$15,000 annual loss in its locker-room. The depression taught them that a locker-room can be run at a profit—not much, but at least \$15,000 better than a \$15,000 loss.

This department was just one of several in this mid-western club where savings were effected through analysis of the club's needs. Similar economies were put in effect at nearly every club in the U. S. and they can all thank the depression for showing them that the thing could be done.

## SMART SAVING

### Machine Use and Labor Study Cut Costs But Preserve Condition

By CHARLES M. NUTTALL  
Fox Chapel G. and C. C.

(NAGA Convention Address)

**M**Y PUBLIC speaking up to this time has been confined to addresses and proclamations to labor gangs and four unruly boys. I did get some inspiration, however, when I saw that my subject was to be, "*What the Depression Taught Greenkeepers About Sound Economy*," for in personal matters there is no doubt that I have received a most liberal education in economy during the past few years.

We have found that at different times we could take advantage of market prices, buying ahead of seasons or before advances in prices on seed, fertilizer and fungicides, although this does not mean we buy inferior grades just because the price is lower. We have never believed in buying cheap seeds, because it is false economy, but we do think that any man handling fertilizers should know or understand the action of his organic or inorganic fertilizers in order to derive the greatest benefits from his purchasing.

Our course was built in the palmy days between 1923 and 1925, and the architecture built it on the generous lines of the times. When we began to look about we decided that many of the putting greens had much surplus area and a number of the fairways were excessively wide. Little by little these were allowed to grow up into a short rough, which, in addition to the money saved, resulted in better holes and better golf. Many acres were eliminated from fairway upkeep, due to this method.

About this time we gave more study to the use of equipment. We increased the number of units in gang mowers from 3 to 5, and even to 7, thus making a considerable saving of labor and fuel. The saving by this use of gang mowers is governed largely by the topography of each particular golf course. Here in western Pennsylvania we, of course, cannot make as great a saving through this practice due to our very hilly country. At Fox

Chapel GC we are benefited greatly by a gentle terrain.

### Economize with Power Equipment

We have been able to economize on labor by the use of power mowers and power units in the cutting of tees, tee banks, approaches, and clubhouse grounds, the latter being quite an item in the layout of many clubs. By the use of the newer type of spikers we have helped the general condition of our greens and also effected a saving in the cost of green maintenance.

In the proper care of equipment we have made a great saving by giving it longer life. While expenditures for reconditioning equipment might appear on the surface to be needless, we have found them a saving not only because of having longer use of the machinery but by always being ready to operate efficiently, so that there are no expensive breakdowns of machinery resulting in idle labor. I think anyone will agree that watching an operator spend half a day with a broken-down tractor may increase the greenkeeper's vocabulary, yet it also increases his cost of operation.

Watering a golf course has proved to be sound economy through the recent dry years, as we all know that reseeding a burned-out turf is very costly. Certain economies can be effected in watering through the type and care of hose and sprinklers used and the setting of sprinklers. Much money has been wasted through careless placing of sprinklers resulting in over-watering and run-off.

### Labor Study Saves

As to labor, economic conditions brought about naturally a general reduction in labor costs which are always the largest items in the maintenance of a golf course. In this connection, a more careful study was made in the scheduling and assigning of work to be done by the men, in order that they might do the maximum amount of work without lost effort or unnecessary shifting from place to place. Closer study of the individual laborer to place him in the work for which he has been best fitted has been continually exercised and has resulted in building up an efficient organization. When each man knows his duties and performs them he eliminates waste time waiting for the foreman to assign other work.

In the case of our club, we have effected a considerable saving in the past four

years without in any way injuring the general condition of the course, but we do know of some clubs where, through no fault of the greenkeepers, forced economy has resulted in a severe setting back of the courses which will prove costly to bring back to their former conditions.

Our economic programs have been greatly aided by the constant vigilance of the manufacturers in their production of maintenance products, and by the untiring efforts of the Green Section and schools and colleges in their experimental work and research.

### A Pro Best-Seller

**S**OME NIGHT, when GOLFDOM's editor forsakes the paths of total abstinence he has sorrowfully plod for many months, he is going to sit down and write a best seller for the pros. It will be called "The Pro's Ready Letter Writer." In simple words of one syllable, there will be form letters that the guys can copy and mail very easily and thus escape plenty of avoidable and costly trouble.

One of the damndest jams now threatening a certain phase of pro golf would not have occurred if pro correspondence had been handled as either business or social correspondence should be.

In attempting to straighten this thing out for the good of the pros, your humble servant has told the influential men who are sore on pros, that pros don't write letters much.

"Why?" ask these important parties, and then volunteer their own answers in terms that are most uncomplimentary.

### Carolina Pro's League Plan Increases Golf Business

**T**HE Starmount public club, Greensboro, N. C., George Corcoran, professional, has had in the last three years an interesting and profitable development of golf league competition. Regular customers have shown an increased interest in play and a considerable number of new ones have been attracted in each season of league play.

A side development has been the formation the past spring of a newspaper league in which six North Carolina dailies, in as many cities, have largely adopted the Starmount plan and engage in weekly competition, meeting on various courses.

The Starmount leagues were started with