



TOM REAM

# House Budgeting That Never Forgets A Good Idea

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In the 1933 Budgeting and Planning issue of GOLFDOM Ream told of his plan of house budgeting. There were so many requests for extra copies of this article that we asked Ream to again supply a statement concerning his house budgeting policy, revising it according to any new developments he adopted during the current year.

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**T**OM REAM is one of those bright ambitious young men who started out to learn all there is about the club and hotel business. As bell-hop, pearl-diver in the kitchens, and as locker-room boy Ream served his apprenticeship, a snooping, industrious, thinking kid. He spends his spare time now looking around clubs and hotels and learning from other fellows in the business. He goes on the basis that there are a lot of smart men who can teach him something. He looks and listens.

Ream has been manager of the Westmoreland CC (Chicago district) for the past few years and in that capacity has turned out a big league job of management at a distinguished club. Thoroughness, efficiency and immaculateness are factors that Ream insists his employees worship as he does himself. The commercial value of these factors shine out in the maintenance of the Westmoreland clubhouse.

For years he has kept scrap books of clippings from hotel and restaurant magazines, women's magazines and newspapers. In these books he files ideas that may be applied at his club. Frequent reference to this file and close observation of his members' reactions enable Ream to do work "on his own" and advance suggestions to the board for approval in a manner that rates him an ace with his employers.

## An Idea Hunter.

Each year Ream tries to have some marked innovation in the clubhouse. This year an outstanding new feature has been a cocktail room in space that formerly was a women's toilet. It takes a brilliant manager to figure out a change in function

that diametric. Smart new furniture that's not too costly Ream is quick to adopt.

Ream makes a speciality of presenting to women members new ideas in cuisine and service. He goes to almost as much trouble for Westmoreland's weekly bridge luncheons as he does for banquets because he knows what women boosters can do to build club business. Such successful experiments as the Westmoreland Coca-Cola parfait and other little features that he and his chef work out may result accidentally but more often are brought about by digging up hunches in his evening reading and talks with other managers.

When house budget preparation begins Ream has available the notes he compiled from a study of his scrap books and the notes he has made during the season. His notes have been filed by classifications. With this data he goes to work.

Managers who are acquainted with Reams' budgeting plan, many of whom Ream credits with having supplied ideas encompassed in his system, say it's the ideal system for preparing a house budget. The method protects the manager and gives the chairman and the board a clear and precise picture of present operating shortcoming and requirements. Complaints and observations of the operating season's defects are carefully analyzed and accounted for in budget preparation.

In detail the house budgeting work as

done by Ream is described by the Westmoreland manager as follows:

"In making up a budget for the coming year, I don't trust to memory. I keep a list of needed house items. We also project our budget on the basis of the preceding two years' actual expenses and observation of whatever oversights or possibilities for improvements have been noted after a careful survey of those years. We are able to do this, for we have a full membership each year—hence a definite income.

"Our expense is classified as (1) House maintenance; (2) Building repairs; (3) Entertainment; (4) Refurnishing account; (5) Restaurant replacements; and a departmental expense—restaurant—locker—cigars and buffet.

"Note of all items to be considered in the budget is kept during the year in a 'future work' file I have. If it is an ice cuber 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 refurnishing account, and so on.

"I go over catalogues and investigate in other ways, to determine the price, size, stock number, etc., and write this data alongside the needed article.

"Before the budget is presented to the chairman, I go over it thoroughly so that I can present him with 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, fixtures and miscellaneous.

### Repairs Given in Detail.

"Repair items are itemized, as for example: drapery and fixture repairs, repairing electric fly screen, rubber ends for locker room rugs, repairing outside furniture, repairing dormitory furniture and electric fan repairs.

"Supplies should be carefully itemized for the protection of the operating standard and for 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 housemaids, broom, 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 subscription, toilet paper, car parking checks, sweeping compounds, refills for fire extinguishers, piano tuning and radio

repair. 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, and 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."

### Dust Storms Hit Golf Clubs a Mystifying Blow

**A**LONG WITH DROUTH, web worms, grubs, crabgrass and a few other pests, golf clubs were plagued with a new and baffling mystery during the past season.

Storms of unparalleled severity, reaching from the Dakotas and Kansas to the Atlantic Seaboard, blew thousands of tons of finely abrasive dust over the country.

C. A. Tregillus, manager of A. D. Lasker's Mill Road Farm at Everett, Ill., reported dust was so thick that the filters in his swimming pool became clogged and it was necessary to clean and drain the pool a number of times after the storms had passed. Several weeks elapsed before the air was cleared of fine particles.

Following these storms, many greenkeepers began to complain of inability to keep mower blades sharp, and of undue wear on bearings. It seems that the storms had deposited on the turf minute, gritty particles comparable to emery powder in their abrasive action.

Moving machinery caught the brunt of the damage, but automobiles, farm equipment and all kinds of outdoor machinery suffered from the unnatural wear and tear. The welcome and badly needed fall rains have apparently put an end to the problem, but many clubs will be forced to replace gears, bearings and blades that otherwise would have gone through another season if conditions had been normal.

**D**URING a recent membership drive by the Ellinwood CC, Athol, Mass., non-members were offered the privilege of a round of golf over the course once free of charge, in order to familiarize themselves with what the club has to offer. As a further inducement to prospective members, all who signed up prior to August 10 were entitled to three free golf lessons from the club pro.