STUDY OF REPORTS MAKES BUDGETING MORE EXACT

WITH MANY CLUBS in better financial condition than they've ever been before and the accumulated needs of clubs great, budgeting for the next fiscal year is one of the most exacting jobs club administrations have faced for years. There'll be the old debate between those who want most of the money for the clubhouse and those who insist the course be remodeled, reconditioned, or both, and the maintenance machinery brought up to modern requirements.

Budgeting now, in numerous instances, is coming under the over-all supervision of committees that were appointed to study postwar plans. What effect the recommendations of these committees will have in introducing long-range plans into golf clubs is still to be seen. There have been committees that made good sound foresighted recommendations to direct operations of succeeding administrations, but administrations that came after didn't feel compelled to adhere to the plans. Hence the long-range planning was not always as effective as it should have been.

Clubhouse furnishings and repairs probably will come in for considerable budgeting attention, as will clubhouse equipment. Frequent changes of help and inability to get enough careful help has increased depreciation on clubhouse and equipment. From information GOLFDOM has been getting, it is certain that many locker-rooms and bath departments at numerous clubs are going to be modernized.

A lot of this work is going to give architects headaches. The problem of satisfying committee members' desires and of fitting the new layout into a clubhouse that already has been altered in an unsatisfactory manner, is a tough one for any architect.

Course budgeting will call for a careful examination of the equipment needs. These needs will be greater than normal in most cases, although it's remarkable how many greenkeepers and chairmen were able to look ahead and act in getting equipment before war cut off its production. However, there is certain to be more of a demand for the fine work that can be done only by hand. In this category comes the edging of traps, landscaping and the extra neatness that always is a sign of a distinguished course.

Records As Budget Base

What labor hours and costs will be for that sort of work will be determined only after plenty of study. Fortunately the records of clubs where this work is to be done generally are in rather detailed form. Club officials and members—and even some green-chairmen—don't often have much idea of the extent to which greenkeeepers go in course cost accounting and work records.

An excellent example of a summary of course work and of a budget is that prepared by Perley A. Hill, supt., The Country Club, Salt Lake City, Utah.

There was a time when GOLFDOM was reluctant to print budget or operating dollars-and-cents figures. In those days chairmen or other club officials would look at course maintenance costs of other clubs and if those costs were lower than costs at their own club, would put the greenkeeper on the pan.

It took some years of editorial campaigning to get across the idea that the sum of money wasn't the paramount factor involved, inasmuch as course design, soil and topography, and type of labor available figured in determining the maintenance expense.

Some correction of this error of judgment was made by the course upkeep detailed percentage studies made by Prof. Lawrence Dickinson of Massachusetts State college. Gradually, as green-chairmen learned more about operations at various clubs, it was discovered that one 18-hole course with an annual maintenance expense of $7,500 might be operating less efficiently than another 18-hole course with an annual operating cost of $35,000.

Hill's Report and Budget

Course maintenance budgets from now on probably will have weed control in them just as fertilizer now is a substantial annual item on the sound club's budget.

The Hill report and budget provide some interesting slants on how green-committees and other administrative officers of a well-run club are given the picture of business operations on the course. It follows, in part.

THE GREENS—We could not buy corrosive sublimate to use in the prevention of "Snow Mould" so in late October 1943 we used "Thiosan" as a substitute—4 ounces mixed with 35 lbs. of sand to cover 1,000 feet. This gave us fair protection.

The greens were open for play April 1st, cut 6/16 and as the whole month of April was wet, no rolling was done until May 1st. However, we treated the greens on April 12 with Sulphate of Ammonia—3 lbs. in solution to 1,000 feet. This gave the greens rapid growth and good color, and also the necessary slight acid con-

dition. We were unable to get "Veg-e-tonic", a balanced fertilizer 21-4-10 we have used for a number of years, so we made our own. We had on hand, fortunately, 500 lbs. of "Urea", an organic Nitrogen 46% pure, we secured Soluble Double Super Phosphate and Muriate of Potash and had the Kelly Western Seed Co. mix us the following formula as a balanced fertilizer:

Urea, Organic Nitrogen.....20%
Double Super Phosphate.....16%
Muriate of Potash.....06%

This forms a combination of plant food 20% Organic and 22% chemical. We applied this in May and June—3 lbs. to 1,000 feet with good results. No fertilizer was used in July and August, these hot months we composted the greens. We used the balanced fertilizer again in September and October. On April 15 the cut was lowered to 5/16 and on May 1st the cut was again lowered to 9/32 (our regular cut) and kept that length all season. The greens were cut daily except Monday. The greens were spiked a number of times in July and August to keep them open. The greens were watered early in the evening of each day so that they were almost dry next morning for cutting. All greens were "poled" before cutting each day. I was unable to get enough boys for weeding between 8 A. M. and 1 P. M. each day, so we spot weeded them again this Fall. This is a mixture of Sulphate of Ammonia, 2 parts, and fine sand, 1 part. It kills the weed and leaves the spot fertile so that it soon recovers. Numbers two, one and four have developed "yarrow" in large areas. These will have to be killed and reseeded. Number four green would be benefited if the whole green was reseeded to Astoria Bent. Last day of play, Thanksgiving day, November 23, 1944. October 31st Mercury on Greens, 3-oz. to 1,000 feet.

The TEES—The tees were mulched with dairy manure in the Spring and Fall. A balanced fertilzer 20-16-6 was applied in May and September. Parts of Numbers one and fourteen tees will have to be reseeded.

THE TRAPS—Considerable work was done on the traps including raising rear banks on large trap at foot of the slope on Number eight and long trap on south side of Number nine. Eighty yards of sand was used on all "guard" and some "wing" traps.

ADJOINING PROPERTY—As green Committees frequently change in personnel, I again report a condition on the North line of the Club property reaching from the front gate to the intercepting Pedrini property, a distance of 1300 feet. This line also comprises the south line of Fairmont Park Addition. They also own a 33 foot roadway facing their property on the South which is now in use by The Country Club for roadway and tree planting. The roadway also takes quite a slice off 15 tee and 15 fairway. I have a complete map of this property including a list of property owners.

Budget Is Detailed

To Green-chairman Kelly, Hill submitted one of those budgets so detailed a chairman can explain, or defend, it against any opposition. The greenkeeper's problem at almost any club is that of giving the committee members a full and understandable picture of what's needed. Figures have to be made to tell the story of work that is not in the member's line of business.

Hill explained:

Difficulty in securing men to work on the "Course" compelled us to raise wages from time to time. We started the season paying 60c per hour for common labor, mechanics and utility men at 70c, motormen at 67½c. In July, this was again raised to common labor 62½c, mechanic and utility men to 75c, motormen to 70c. Then finally in September the wages were raised to, mechanic and utility men 80c, motormen 75c, and common labor at 67½c, including time and one-half for over forty hours for all workers.

Part of the budget request involved an increase in 1945 budget of $1,818 over the 1944 budget, so the wage scale explanation was needed.

A "labor classification" of $20,444 budget for the course for 1945 was needed, too. That was presented by months and fractions thereof, at the rate per day, or by days in the case of fertilizing, or for a team cutting rough, when the job required less than a month.

Five watermen for fairways, 6½ months at $5.40 per day (a total of $5,094) was the largest expense under labor classification. Under "grounds" a gardener for 7½ months at $1,260 was budgeted. A bus-driver's salary and bus operating expense also was budgeted but an explanatory note told that the bus was self-sustaining.

Material, labor and water were budgeted by months, as were gas and oil for the months the course was in play. Some equipment items were not entered by price as the availability of the equipment was uncertain.

August-December inclusive only estimates of gas and oil, labor, and water were detailed. Other months were budgeted in detail on materials required. That procedure made a good work and purchasing guide. February is shown here as an example:

	Material
Repairs to Worthington Tractor	35.00
Tool Replacement, Golf Course	45.00
Tool Replacement, Shop	30.00
Iron Water Pipe and Fittings	30.00
Shop Expense: Screws, Nails, Bolts, etc.	20.00
Iron Posts, Wire for Fence Repair	20.00
Repairs to Club Truck	40.00
Lumber for Bridge Repair Nos. 13 and 11	30.00
20 Tons Asphalt Mulch for Trails	70.00
6½ Tons 6.10.4 Fertilizer	455.00
500 lbs. Balanced Fertilizer 20.16.6	75.00
Gas and Oil (estimate)	15.00
	645.00

Labor at $558 and water at $.92 also were budgeted for February.

The presentation concluded with a supplementary report on machinery and housing. In that was recommended purchase of equipment to replace worn or obsolete equipment. Brief reports on the condition of equipment to be replaced and the savings, probably with new equipment, were given. An implement shed was recommended.

THE FAIRWAYS—On February 28, a severe east wind swept the upper nine fairways followed by low temperature. Sheet ice formed particularly on Nos. 15, 16 and No. 1 fairways. Subsequently the turf on these three fairways showed frost injury. The recovery was slow, the injury lasted until May and then the recovery was not complete. Special treatment of Ammonium Sulphate was used on these fairways in late September. Before winter these fairways had completely recovered. During July, August, and September the fairway turf suffered from an inadequate water supply during a period of 10 weeks without rain in these hot months. A soil survey made during the month of August showed the base soil (4 inches below the surface) dry and hard. The survey including soil taken from the grass roots and tested for food deficiency showed the following results:

(*Details of each fairway's soil tests followed.*)

The above results show an average deficiency Nitrogen 10 2/9% and an average of 16 1/9% deficiency in phosphate. A fertilizer rich in nitrogen is needed for turf. In October we treated "knotweed" and "winter kill" on fairway with Sulphate of Ammonia (which we had in storage) using 12 lbs. to 1,000 cubic feet as follows:

No. 1 Fairway	1700 lbs.
No. 15 Fairway	980 lbs.
No. 16 Fairway	900 lbs.
No. 3 Fairway	200 lbs.
No. 9 Fairway	400 lbs.
No. 14 Fairway	200 lbs.
	4380 lbs.

No water was used on the above areas for 48 hours. The "knotweed" browned off at once and all dandelion seedlings were killed. The turf recovered rapidly when watered.

At the request of the Green-Committee, we conducted an experiment on dandelion eradication on upper 18 fairway. We mixed 96 lbs. of sodium arsenite with 1500 lbs. of 6.10.4 fertilizer and applied the mixture (Spreader on A) 16 2/3 lbs. to 1,000 feet. This spread 1 pound of sodium arsenite to each 1,000 square feet.

We covered 96,000 square feet of fairway. Mixing the sodium arsenite with a carrier of 6.10.4 fertilizer was done to help the turf recover from the shock of poison. No water was applied for 48 hours. The results of the treatment were

severe—all Fescue and rye grass were killed—all clover and young dandelion were killed—all 2-year old dandelions were defoliated, but not killed. In a weak way these old dandelions flowered again, but made no leaves. (A dandelion plant is a biennial, it develops a carrot-like root and corymb the second year.) I have hopes of the treatment being successful as we gave them a strong dose. The Blue grass was hit pretty hard, but I think will recover. The area treated should be stimulated with Nitrogen in the Spring.

Not being able to secure the necessary Nitrogen for fertilizing, we used the best the government allowed, a 6.10.4 mixture and applied it to the course as follows:

(*Details of fertilizing by fairways followed.*)

We were unable to finish all the course as we had to shut down and drain the water system. Numbers 2, 3, 18 west half, slope, practice fairway, banks and plaza and intervening spaces will take 6½ tons. This can be done as soon as the water is turned on in the Spring. 17½ tons @ $70.00 equal $1,225.00.

After a rain on September 18, the water pressure improved. We used water freely and penetrated the base soils of the turf. This, together with fertilizing, restored the turf to full activity during the "Fall" vegetative period. I regret that we were compelled (on account of labor conditions) to do considerable daytime watering. The fairway cut was 1¼ inches throughout the season.

WATER SUPPLY AND DISTRIBUTION—On the "upper nine" we take our water from an 8-inch main on the north line of the club property at the 165 yard line on No. 16 fairway. A 6-inch main conveys the water to the center of No. 18 west half where it connects with our old

water system, supplying 9 holes. A 2-inch line taken from the 8-inch main at our front gate supplies the practice fairway. A 3-inch line comes in across the canyon from 27th south and supplies the club house, plaza and slope.

At the time the 8-inch supply line was installed in 1932, it gave us an average pressure of 82 lbs. Since then, the pressure has gradually diminished, especially in the last three years. In 1944 the varying pressure has averaged 56 pounds during July, August and September. The cause of this is the new homes in the immediate vicinity that use the water. Our handicap is that we cannot use water on Four, Fourteen or Practice Fairways while using water from Three, Sixteen, Seventeen, One, and Eighteen fairways.

The situation on the "lower nine" is more aggravated. Our supply from the 24-inch main on 27th South and 23 East is a 6-inch line that enters the system just South of No. 5 green. Heretofore we have used two sets of sprinklers at one time. During July, August and September in 1944 we were only able to use one set at a time, thus compelling us to water in the daytime. The situation on No. 9 fairway is that if water is running on any of the other fairways, the sprinklers on No. 9 deliver very little water. Even in the early morning we could not get the necessary pressure and were compelled to water in the hours between 11 A. M. and 5 P. M. The whole trouble is that there are too many water users on the 27 South Street supply line. I recommend that installation of an automatic pressure pump be installed on our 6-inch line to be located just south of No. 5 green and set at 80 lbs. pressure.

IMPROVEMENTS—The club building was connected with the city sewer system at the intersection of 23rd East and 23rd South. A 6-inch pipe was laid for a distance of 1360 feet at a cost of $2,125.00.

A fire hydrant was installed on the 3-inch house line adjacent to the garage and shop.

LABOR—Man-power during the golf season on the course was a continued grievance, especially water men. The continual turnover of water men was expensive as each man had to be trained. Transportation is largely the cause of changing men on the course. About the only men I could keep owned a car or a bicycle. We started the season paying 60c per hour for common labor. This was subsequently raised to 62½c per hour and then again raised to 67½c per hour and finally in September, we paid time and one-half over 40 hours. This last wage adjustment helped keep some good men the balance of the season.

Constant advertising in the Tribune helped us in acquiring men.