or not, it will be there to be dealt with. What alternative is there to be considered? As I see this situation, we must develop ways and means to more effectively control expense, and to give attention to areas that oftentimes are overlooked completely.

One such item is unemployment insurance. In most cases the highest experience rate is being paid due to the nature of club operations and the fluctuations of seasonal employment. However, this should not halt efforts to contest payments of unqualified applicants. If surveillance is maintained it is very likely a reduction in the rate can be obtained. Similarly, the experience rating for workmen's compensation insurance, if improved appreciably,

also will result in savings in premium rates. Frankly, there are occasions when I feel that club officials and department heads place too much emphasis on the necessity for larger budgets and bigger spending. A more realistic thing might be hardheaded study of unnecessary phases of club service and the deletion thereof to effect economies that would benefit every member and not just a few . . ."

I would like to read some excerpts from some articles about country clubs that I read while preparing my text for this talk. The trend of each one was not very optimistic. On December 28th (1961), you may have seen in the Wall Street Journal these headlines: "Ailing Country Clubs — Many Hit By Rising Costs, Mismanagement, Overzealous Promotion."

In the USGA Journal last year, there appeared two articles from which I quote: "Country Clubs came a little closer to making ends meet in 1960 than in 1959 as a result of rather substantial increases in dues income."

These quotes are from only two publications, but they give you a pretty clear idea of what I am trying to say.

Should Copy Oakmont

Notwithstanding customary criticism of the speed of Oakmont's greens. Lou Scalzo maintained the record of highest standard of maintenance set by his predecessor, the late "Dutch" Loeffler. Paul Erath, pro-supt. at Laurel Valley GC, Ligonier, Pa., whose experience in the Pittsburgh area goes 'way back, says that H. C. Fownes, designer and builder of Oakmont, did one of the finest building jobs in golf history. Erath says that the drainage of greens, fairways and tees at Oakmont is better than that of many first class courses being built today.

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