

The other nine is just new. We began playing it this year. It has bent greens consisting of Washington, Metropolitan and Marysville bents. The greens will average about 8,000 square feet to each green.

The mistake that was made was that large greens were built and the course spread all over 140 acres of land without preparing compost or even having an adequate water supply.

So we have started in to overcome some of this. There was a large dairy barn on the premises which was not suitable for golf use. We razed this and built a shed 80 ft. by 36 ft. by 10 ft. with self-supporting roof for dirt and tool shed, also have a work shop in one corner, 12 ft. by 24 ft.

My dirt bins I have fixed up with sliding panels so I can hoist them up and drive into the bin with cart and dump. Then when the dirt is piled up I will hook a block and tackle to the cart and pull up the dirt and let it dump. In this way we can use a lot of space in depth and save shoveling.

We also changed the water system by centralizing the station. We built a building 18 ft. by 18 ft. by 8 ft. with 5 ft. extension eaves for sheltering purposes. In this we have a 3 in. by 3 in. centrifugal pump with 20 horse power motor and 2,000 gal. tank with air compressor. From the tank we are leading off with five lines in all directions. One 3 in. line, one 2½ in. and three 2 in. lines. The large lines run close up to all greens and we also have a gate valve on each line so if we



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have trouble on any line it will not put out the whole system. We have also built traps at each green to keep our sprinklers and hose in and keep locked. This saves hauling them in and out. We are also trying out some small tanks for sediment tanks at each green.



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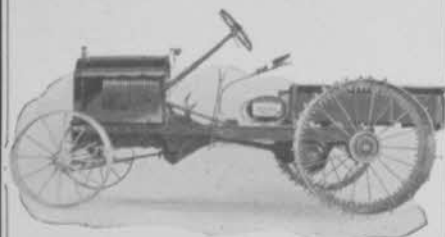
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Charlotte's Policies Get Right Results

By H. M. WADE

FOR four years I have been president of the Charlotte Country Club and during that period I have applied to the management of the club exactly the same principles that I apply in the management of my business.

In the first place, we have a Board of Directors consisting of 15 members including myself. On the third Wednesday in each month, definitely and without exception, this Board of Directors meets and

If your club is fortunate enough to get a successful business man to accept its presidency and work with the club like he does with his own business, your troubles are over.

The Charlotte (N. C.) Country Club had this good fortune and has kept its president, H. M. Wade, in office for four years.

Note, in particular, how Mr. Wade made the club's securities good investments and thus removed one of the major miseries of country club operation.

discusses conditions of the club, the condition of its finances, and spends about two hours discussing interestingly the things that concern the success of the organization.

In the next place, the chairman of our Greens Committee, the chairman of our Young People's Activities, the chairman of our Ladies' Activities and the chairman of our Tournaments all meet with the directors at their monthly meetings and thus the directors are kept in close touch with those who have the active management of the club in hand. Naturally we work strictly on a budget basis. Under no circumstances would I attempt to operate the club without a budget system. At the first meeting of the Board of Directors each year we have prepared by the treasurer a statement of our expected income and that expected income is divided or applied by budget to those departments of the club where it will do the most good. We do not permit those

who have the expenditure of this money to exceed their budget.

We have a treasurer's budget, a greens and ground budget, a house budget, a budget for the young people's activities, a budget for tournaments, a budget for the ladies' activities. These budgets are fixed at the beginning of the year and expenditures are accordingly.

Club Securities Good Buys

All of our initiation fees are applied to the reduction of our bonded indebtedness and our bonded indebtedness pays its dividends regularly and our securities are marketable securities sought after as an investment.

One of the first things that I attempted to do when I became president of the Charlotte Country Club was to stabilize the securities of the club outstanding.

These securities consist of bonds and preferred stock, and my first attention was to see to it that the interest payments on the bonds and the preferred stock were made regularly and systematically, just as much so as if they were industrial or national securities.

Then I provided a sinking fund for the bonds out of the initiation fees, and we retire from \$4,000 to \$8,000 of our bonds per annum through the initiation income.

Inasmuch as our securities have now become a good investment they are sought after because everybody knows that any security in the Charlotte Country Club will pay interest obligations on the dot and will mature its bonds as promised, if not anticipate them. We, therefore, can say very truthfully that we have no financial difficulties that we know of. When we have any special reason to spend a considerable quantity of money we have a ready response from the members to any assessment that we make against them. We believe that the success of a country club is like a business—if you make the club pay dividends in the form of service and facilities to the members they do not object to paying for these services.

The trouble with the average club is that it expects its members to pay its dues without rendering them a decided service, and our policy is to render service in full proportion to the money expended. I believe that our members realize that they get value of every dollar they put into the

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club and by giving them service they readily support the institution.

Diversify Activities

A country club that caters to one particular activity cannot hope to have the support of its membership and consequently we try to operate a well rounded club. We try to have the best golf course in the South for the golfers. We try to maintain the most attractive swimming pool in the city for those who enjoy that sport. We have good tennis courts and we try to put just as much effort in making them successful as we do on the golf course.

We provide free dances for our young people and furnish them with good music. We provide card entertainments and bridge parties for our ladies and encourage them to make use of the club by so doing.

We have a house membership privilege for very young boys who are not able to join the club, and this is fine feeder for future members.

In other words, we try to provide some activity that will attract every member of a member's family.

Get Workers

Somehow or other we have never had directors who would not attend meetings or committee heads who would not work. We don't appoint people unless they promise us to do their duty towards the club in whatever position they are placed. I can truthfully say that I have never asked a member of our club to perform a service for the club that he hasn't done so efficiently and willingly to the best of his ability.

We do not try to operate our club for a profit in any particular department. We try to render service for members in every

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department and charge them what we think the service is worth.

We try to, in fixing our budget, exercise the very best judgment we are capable of and the distribution of the money that we have to spend regardless of whether it is for the golf course or for other departments of our club.

The Charlotte Country Club, I believe, is one of the most active clubs that I have ever known anything about and it is a very easy proposition to handle.

One of the important things that we attempt to do in our administration is to try to be absolutely impartial in the application of all of our regulations and by-laws, and then we try to apply purely business principles to every activity of the club.

Specialties and Pies Good Menu Features

A. B. ZIEGLER, manager of the A. Yahnundasis Golf club, New Hartford, N. Y. (suburb of Utica), stepped into his position from hotel work and brought his chef along with him. The team started immediately on a campaign for winning the membership by a drive on the alimentary canal sector.

For the men Ziegler decided on pie as a feature and it proved to be a good bet. It's his opinion, borne out by experience, that American men are strong for pie and by providing a variety of masterpieces of home-made pies, the males go out of the clubhouse commenting on the quality and tastiness of the cuisine. He maintains that pie is an asset for any club that wants



WHITE MOTOR COACH. KIMBALL BODY. IN EXCELLENT CONDITION, WHICH IS SPECIALLY SUITED TO GOLF OR COUNTRY CLUB USE AND ACCOMMODATES 20 PASSENGERS

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FOUNTAINS

See page 35, May 1928 GOLFDOM for illustration as adapted to Golf Courses

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Cooling Systems for Golf Courses, Offices, Factories, Stores, Theatres, Restaurants, Bakeries, Etc.

to brag of its food. Ziegler says that one of the places where food service goes wrong lies in the mis-interpretation of the American appetite by chefs of foreign training. He cites broiled chicken as an example. The hungry American likes his chicken broiled crisply and well done; the French idea is to ease up somewhat on the fire.

At noontime the eaters want to hit and run on the food and in the evening they want to dine leisurely so Ziegler arranges his service accordingly.

Surprise the Women.

Ziegler is a student of feminine psychology and that's been responsible for no small degree of his success at the club. He and his chef dope out interesting appetizers that get the women talking. They used California herring as the basis of one of these novelties and the women, when the supply was exhausted, showed that they had "clicked" by asking Ziegler why he didn't serve the item any more. "Women tell you what they like or don't like," says Ziegler, "and that makes it a lot easier for the manager to learn how his efforts are being received. The chef and the man-

ager at Yahnundasis take pains to see that the women's luncheons are dainty affairs and as a result have established for the club a high and wide reputation for its women's events.

Get the food superlatively right and a whole lot of the trouble of the manager's job vanishes, is the Ziegler idea. He lets his members know that his chef is a noted character, that he was picked to cook for President Wilson when the war executive made his trip abroad, and does a lot of other press-agenting for the chef to remind the members that the food they get at their club is the best the country affords. The members like that and it builds house business.

Ziegler hands out some good advice to managers who are unduly excited by kicks. He says: "Some people are bound to kick. The manager feels that he is just as good as anyone else in this free country and has an impulse to fight back or let the kicking rankle. But that's poor policy. Patience will enable you to handle anyone properly and a judicial calm will get the unreasonable kicker aware of the fact that he may be kicking just to hear himself talk."



One of the smaller machines at work.

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California Gets Park Golf on a High Plane



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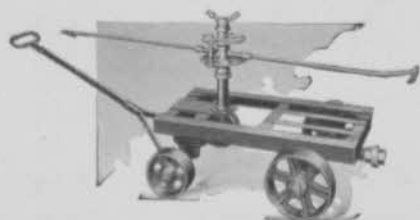
THOSE responsible for the maintenance of private golf courses may think often that they have about all the burden that can be handled by greenkeepers or green-chairmen, but until they compare notes with the men in charge of municipal golf courses, they really haven't qualified for fair standing as first reader students of misery.

It has been the job of one of GOLF-DOM'S staff recently to offer a sympathetic bosom upon which municipal golf men

could sob out woes, and some rare tales we have heard. It is a hard battle for many municipal authorities to escape from the hallowed traditions of politics and to see the many golf men, despite this condition, trying to establish a high standard of maintenance at low cost is really inspiring when you consider the harassing political influences.

In the first place there often are people in authority who consider the golf courses rank misuses of the city's income. They

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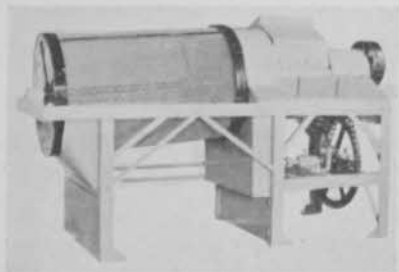
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Represent an investment which will better than pay for itself the first year, and return an average annual profit of approximately \$3,000 thereafter.

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Holds 1½ yards.

give deep thought to the appointments of the police department's gondolas and subjects of like civic importance, and hawl unto high heaven when the municipality considers spending some money for a public golf course in keeping with the city's standing. Then there are jungles of red-tape to hack through before purchases are made, and countless other difficulties, but it must be said for the municipal golf men that they are a patient and persistent breed of high minded mortals and they are making it so the city without really representative public courses today must offer apologies to its voters and visitors.

Considerably more than a casual investigation reveals that the park end of municipalities in manned by executives of such character and ability that golf must pay them high tribute for their work in bringing the sport to the eager rank and file.

The above references to the sorrowing and steady striving of the park men confronted with political obstacles was not made with the case of Oakland (Calif.) in mind. About that angle at Oakland we are entirely uninformed. But what we do know about that situation is that R. W. Robertson, superintendent of recreation there, and his staff, are giving to the city municipal golf that is of the highest standard.

Mr. Robertson has told GOLFDOM some of the details of his work that has resulted in providing Oakland with public golf of a character that might well be the aim of many a private club. Robertson says:

"Since the opening in 1923 of the Lake Chabot Municipal golf course, which is owned and operated by the Recreation Department of the City of Oakland, (Calif.), every effort has been made to keep the course in splendid condition throughout the year for the pleasure of 55,000 players yearly. A crew of experienced greensmen are kept busy on the course which is open to the public nearly every day of the year due to Oakland's mild climate. Within the last few months the Recreation Department has purchased 1500 pounds of rye, red top and dutch clover seed and 20 tons of fertilizer.

"The ground was first prepared for re-seeding by drawing a heavy spiked roller over the course with the use of a two

ton Caterpillar tractor. This method aerated the ground, which is used daily and cannot be tilled in any other way. The seed was then scattered and the ground heavily sprinkled by the spring rains.

This year the department has laid 400 feet of drain tile on the fifth fairway and also graded and made a drain ditch for the sixth fairway. New benches and drinking fountains have been placed at convenient points on the links. Many trees planted at strategic points have added greatly to the natural beauty of the course. During the last few months 350 additional cypress, black acacia, Monterey pine and flowering acacia shrub have been planted on the grounds, which in a very few years will change the appearance of the course, making it even more attractive than it is now."

Old Layouts Fairer to Women Golfers

By MISS CECIL LEITCH

Ex-British Ladies' Champion

A WELL-KNOWN golf course architect told me recently that one of his ambitions is to lay out a golf course entirely for women. I was unable to follow up the remark with a discussion as to his ideas on the subject, but he gave me food for thought. Shortly after this brief conversation, an important women's meeting was played over a modern course, and during this event a competitor said to me, "Isn't this an ideal course for women?" I could not agree with this opinion, and my negative answer caused surprise with the result that my reasons were solicited. It was then that I ventured to point out that the course was laid out for "tigers" (the term now used to describe the best performers of the male persuasion). My inquirer still adhered to her original opinion, so further explanation was necessary. Her attention was then drawn to several incidents which had already occurred in the event then in progress.

Let me give one of these here to illustrate my argument. At a certain hole on the course, A, representing one side, and B, representing the opposing side, were all square at the end of eighteen holes and the match had to be played out. A hit a very poor drive to the next hole and the ball finished in a much better position than it deserved in thin rough. B had a perfectly struck long tee shot on the true line and



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to protect the turf.

R. S. HORNER, Geneva, Ohio
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deserved to gain a great advantage over the opponent. A made a good recovery with a mashie, and B, with "the like," hit a brassie shot which was as accurately hit and as well placed as one could ever want, but could not reach the green. A, with the odd, was able to take a full shot with a wooden club and reach the green, with the result that she was putting for a four, and certain of her five and was practically unpunished for her bad tee shot!

This is one of many holes on this particular course to which similar remarks apply, and I maintain that a hole which cannot be reached with two good shots from a long hitter and is still within reach of three mediocre shots from a moderate performer is not a hole for a woman. The perfect "par five" is a very different matter, as at holes of this type the moderate performer must hit three of her best to reach the green and, having done so, she deserves to halve with her more powerful opponent.

Cross bunkering is considered by many to be out of fashion, but as far as women are concerned it would appear to be the best form of trouble through the green.

Looking more closely into the question one cannot help thinking that the older courses—those laid out in pre-war days as intended for the best men players—are much more suited to women's lesser length than the actual present-day first-class course.

My mind immediately turns to Prestwick.

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