

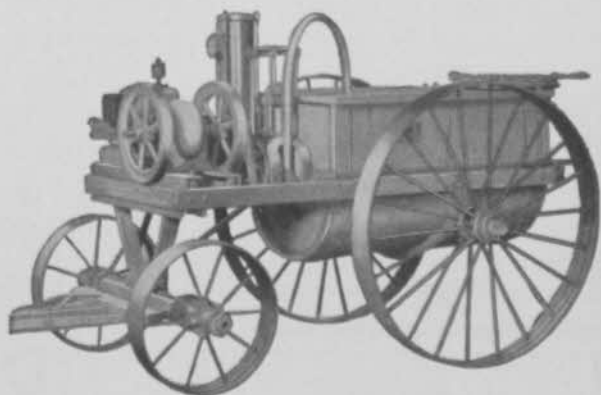
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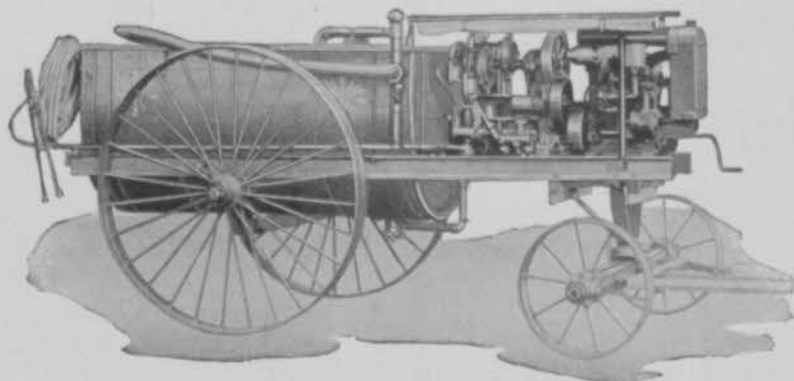
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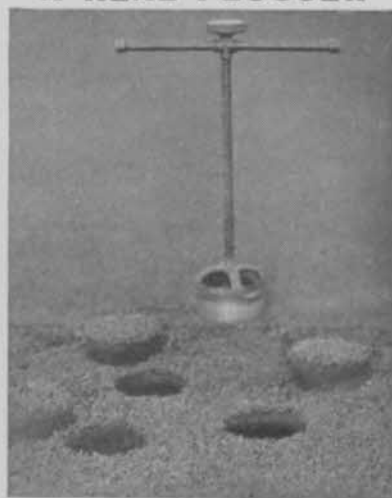
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Golfdom

THE BUSINESS JOURNAL OF GOLF

APRIL, 1929

SHORT CUT SYSTEM OF correct cost finding FOR AVERAGE GOLF CLUB

By GUY C. WEST

Supt., Fall River (Mass.) C. C.

THE greatest need in cost analysis for golf courses is a simple system which the average greenkeeper can use, and from which he can benefit.

All over the country men with training along bookkeeping lines are evolving systems which are all right for bookkeepers, but too complicated for greenkeepers. The cost analysis work must too often be done in a few spare moments, and complicated systems require too much time.

Several years ago I desired some system to use for golf course expenditures analysis, a system easy to operate, simple, and yet a system which would give me any information I desired about costs of the golf course work. I made a study of systems in use by park departments all over the country, and from these I worked out a golf course system for myself. This has worked well with me, and with several others who have since used it, and I am outlining it here for the benefit of any others who may care to use it.

The only form card is a monthly card, such as shown herewith. On this can be figured costs of labor, material, hours used for tractor, truck, etc., and any notes which may be desired can be written on the back. One of these cards is used for each item of the work done. I am showing here one of these cards, made out as for *Maintenance of Fairways, Mowing*.

Much of this system will be evident from a study of this card.

All work done is divided into *items*, which are simply various parts of the work; hence, there must be items to cover every phase of the work done. For each item a cost card is kept monthly, if there is any expenditure under that item during the month. All expenditure must be charged to some item. Work under new construction and work under maintenance must be kept separately. Thus, if a tee is rebuilt, or a new one built, or any new work done, separate cards must be kept to cover each piece of work, and the costs of this new work will be known, and not charged to maintenance as is often done.

Items used must be chosen with due regard to the amount of time one has for this work. The work may be divided broadly, as into greens, tees, fairways, rough, traps, etc., or these various items may be sub-divided into smaller items, and cost cards kept for each. For example, a card can be kept to cover all work done on *Maintenance of Greens*, or this can be sub-divided into *Greens, mowing; Greens, top-dressing; Greens, watering; etc.*, and separate cards kept for each. Similarly other items may be sub-divided as wished.

Other items necessary on most courses would include tools, tractor repairs, compost piles, turf nursery, practice green,

GET AWAY FROM "PRISON PALLOR" OF USUAL
LOCKER-ROOMS IN NEW SEATTLE JOB THAT IS

locker-room model

By DAVID J. MYERS

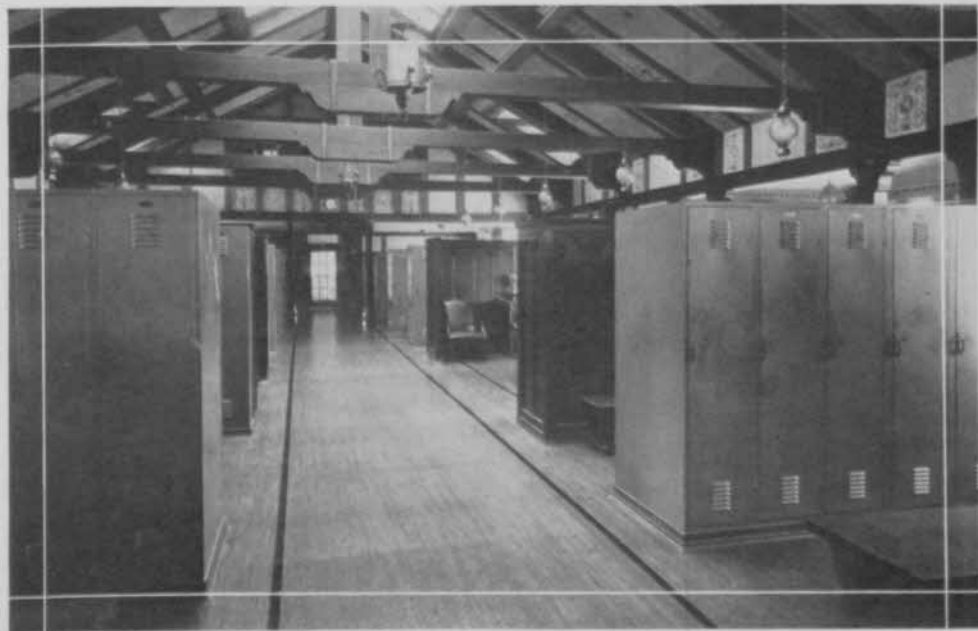
IN FINAL analysis, the social life of a golf club centers, not in the lounge or dining-room, but rather in the locker-room, where more lasting friendships are made, more good times had, than in any other part of the clubhouse. Yet, strangely enough, clubhouse architects in the past more frequently than not spent days planning effective arrangements of the rest of the building, leaving the locker-room to be fitted into whatever space remained.

Possibly the architects who designed the clubhouse of the Seattle Golf club more than twelve years ago worked on this basis. At any rate, for at least that long, the members of the club have been dissatisfied with their locker-room, located in the basement of the building. It was

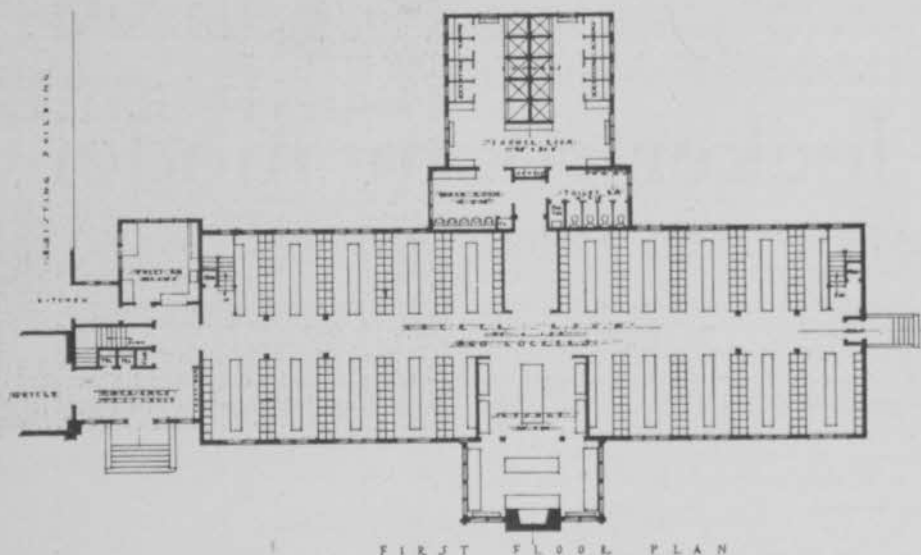
dark, poorly ventilated, damp, and inadequate for the size of the membership.

Several times, abortive attempts were made to remedy these conditions, but it was not until 1927, when J. H. Bloedel became president of the club, that any real effort was made to put the improvement over. Due to his enthusiasm, impetus was given the project and a building committee appointed; Schack, Young and Myers, Seattle architects, were retained; and plans were finally presented to the club for its approval. Constructing and equipping the new locker-room were completed last season, and the result is a thoroughly modern layout, containing a number of innovations that will be copied widely.

The addition has been built on the same



One big feature of this locker-room is its spaciousness. There is no suggestion of crowding anywhere



The stairways shown at each end of the locker-room lead up to card-rooms located on the mezzanine

level as the first floor of the clubhouse. The connecting link between the main building and the locker-room is a large vestibule. The valet room with sales counter is located here. Doors on the right lead to the locker-room, on the left to the grill-room and also a service passage to the club kitchen.

Dimensions of the locker-room are 38 ft. by 124 ft., divided into eleven bays or alcoves. The seven center bays open up the full height of the roof with trusses exposed. There is a large skylight over the center part and dormers to the north and south, giving light where required. On the mezzanine floor over the two bays at either end are five card rooms; two on one end, three on the other.

The locker-room was designed to accommodate 360 18x18 inch lockers, twenty in each alcove. It was later decided to provide 72 2-ft. lockers for those who desire larger storage space, which of course, reduced the total number of lockers.

The main corridor running north and south is 8 ft. wide between lockers. The floor is of wood covered with battleship linoleum. In the center of the locker-room on the east side is an outstanding feature, a lounge 22 ft. wide by 30 ft. in length. A fireplace is built in the east wall. Windows in either side and on north and south walls, give an excellent view of the golf course.

The finish of the main locker-room, including the trusses, is fir, stained a chestnut brown; the walls are plastered with stucco of warm ivory tone with a combed texture. The plaster panels in the ceiling between the trusses and beams are decorated in rather gay primary colors, and drapes repeat the colors of the ceiling decoration. The whole effect is colorful and gives the room a club-like character and a certain charm and distinction.

Showers, toilets and wash-room are located in an extension to the west and are approached from the center of the locker room. With this arrangement, steam from the showers will not cause dampness in the main locker-room. Provision has been made in the shower room for ten showers with foot tester attachments and eight private dressing rooms. There is a large space with benches for those who do not desire a private dressing room.

Floors, sides and backs of showers are of green tile with colored rubberized curtains across the openings; the balance of the room is painted to match the tile work. Dressing rooms are of wood with rubberized curtains. Vents in the ceiling allow a wall fan overhead to draw steam out of the shower-room.

The adjoining wash-room has five wash-bowls, under mirrors conveniently located for shaving, and the toilet contains four pedestal urinals, five toilets and one

wash-bowl. The floor of the wash-room is of wood, covered with battleship linoleum, while that of the toilet is colored tile. Walls and ceilings are finished to match the shower-room.

The locker-room is heated by five "Unit" heaters placed about halfway between the top of the lockers and the trusses. By this method, objectionable radiators, always in the way in a room of this kind, are eliminated and a certain amount of added ventilation assured.

The inclusion of a locker-room lounge is particularly commendable in this new structure and Seattle members find the room most convenient for loafing and "alibi-sessions."

Standards of Locker-Room Operation

By JOSEPH WEBB, Manager,
Birmingham (Mich.) G. C.

MANAGERS of modern clubs are thoroughly familiar with the standards and requirements of present-day locker-room service, but some managers are a bit backward in supplying the necessary equipment and service which progress demands. Irrespective of the size of the club, the manager must install, supervise and maintain the best service possible.

Remember, you are operating a private club, not a public hotel. Don't chain your brushes and combs to the wall; if one gets lost, replace it. Buy the very best of requisites, toilet articles and soaps.

It is an economy to buy the extra large size bath towels; members enjoy the luxury of these big towels, but more important yet, one big towel is enough for each bather. With smaller towels, at least two are used, and laundry bills are higher; so even though you must pay more for the larger towels, they are an economy.

Racks on which to thread hand towels are not used at the best clubs. I think the often-heard statement that towels will be stolen unless fastened down is a mistaken theory. Let me remind you again that you are running a private club. Put a pile of hand towels on the shelf by the wash basins; you'll have very little loss.

In the matter of showers, proper mixers are most important. See that the type installed is one that does not permit undesired spurts of boiling hot and ice-cold water during the shower. Take off the shower heads from time to time and



A view of the lounge alcove in the new Seattle G. C. locker-room

clean them of their accumulated sand, particularly if your water supply is from wells.

Out in the locker room, there are a number of finer points of service that should be offered. The locker-man should be instructed to send out members' soiled linen without being specifically asked to do so. Members appreciate this service and the bother it saves them. If the club has 250 members or more, a valet pressing service should be installed. An assistant locker-man can easily be taught to run a steam-presser, and in one season, charges for this service will pay for the machine. Smaller clubs can hardly afford to offer this service.

I think one of the most important locker-room services is the shining of members' street shoes and golf shoes every time he visits the club. Brushes and polish should be supplied by the club. A modest monthly charge can be made for this, or it can be thrown in free.

The women's locker-room should receive the same quality of service as the men's. Put in a high type maid, one with personality and between the ages of 23 and 33, in charge. There should be no distinction in service shown, except the addition of high-grade powders and face-creams, and of course, a work basket.

Both locker-rooms should have supplies of ginger-ales, tablewaters, cigarettes, etc. Don't stock too many kinds of ginger-ale—two or three brands are enough. Use care in keeping and handling these supplies; spoilage can rapidly eat up all profits resulting from their sale.

"No!"

Says E. W. HARBERT

[Pro, Battle Creek, Mich.
Country Club]

IS PRICE ALMIGHTY

AFTER reading the articles that Willie Ogg and Herb Graffis had in March GOLFDOM, in which they ask for opinions from other pros, I am taking this opportunity to express my view based on my own case.

I have discontinued the idea of price cutting and banished the notion of chain stores hurting my business inasmuch as I don't think they hurt me or the other pros at the exclusive clubs. If they do, it is mostly the pros' fault. I do think it is just a matter of education on the pros' part.

The pro can educate his members to buy from him if he wants to work a little. Of course, there are a few "bargain hunters" in every club who will buy cut-price merchandise anyway. If one cannot win them over to his side, the only thing to do is forget them.

I do think cut price does hurt the public course pros and just a few in the smaller clubs. But I also think that the more wood one puts on the fire the larger the fire.

I hope sometimes that the pros will forget, and not talk about price cutting. As far as chain stores are concerned, I think that is for the manufacturer to remedy.

Mr. Ogg said he did not know whether the manufacturers wanted to, or did not care to, maintain prices, and did not care for the pros. I think he is right in the case of some unknowing manufacturers, for if these manufacturers did care, they would not sell to every purchasing agent of any concern who has one, or to anyone writing in and saying he is an agent for buyers or makers.

I have established a policy in my club that if a member asks me the price I pay for a certain article I am very glad to show him the invoice and he knows just what the article costs. As a rule they are business men and know I am classed as a business man and try to be. Then there is no question about buying. They also know I am not overcharging them for my stock, and as a result I think I have about 100 per cent backing of my members.

One store in our town owned by one of my members had quite a sale on some

Is price a peril to pro golf merchandising? With the cut-price stores trying their best to lure unthinking trade is the pro right to stick to the idea that "quality remains long after the price is forgotten," or to fight the devil with fire? At the private clubs the situation is not acute, but with the public and daily fee courses developing new players by the thousands, these courses are face to face with the problem.

It seems to be a matter of deciding

clubs. They were mostly dead stock from another town brought in for this purpose as leaders. I watched this very closely, and one club came to my shop in a bag. The member who purchased it came to me and apologized for doing it. He later threw the club away. The owner of the store and I have laughed about the suckers coming in and buying these clubs. This man is a very smart golfer, not as a player, but as a student of golf in all the branches.

The above case did hurt at least two other pros, for there were about 1,000 clubs in this lot and all of them were sold out. These same pros were helpless. What I meant by education of the members would be to explain as often as possible to each and every member that you are buying the best merchandise money can buy, maintaining a price for a profit, plus the service. Personal service, both in your shop and on the course, is what they are entitled to as shop purchasers.

Manage to have a few clubs just as cheap as the other fellow for showing only and not to sell, unless you have to, which would be only if a player insisted on buying. Just sell it without any obligation on your part, and I have found this overcomes one of my hardest problems.

Of course, one could talk and write on this subject for quite a while, but as far as I am concerned, I am going to try to forget the price cutter and chain store and just go to work and work hard as hell.