

but try and give them the taste of a real private club. In two years threaten them with making it completely private. They will realize then what they have to go back to and will make strenuous efforts to try to remain a member.

Picking the Pro-Manager

Fee course owners, I am afraid, do not quite realize the value of the first contact. A pro manager who can run the whole club can be had, but a man of this calibre is not to be had cheaply. However, he is the cheapest investment the owners can have. His knowledge of golf, his knowledge of golfers, his knowledge of buying supplies, etc., his habits of being on the job at daybreak until dark and taking his vacation in the winter, are different from those of the ordinary individual.

There are some pros who will take a gamble on results and they are by far the most satisfactory. Let your man see the district, the course, its accessibility to the city, then if he knows his job he will make a proposition of just a living wage plus a percentage of profits over the 6 per cent interest on investment, upkeep, taxes and depreciation. Remember he does not get any share in the appreciation of land value, and this should be taken into account when fixing terms with him. Everything should go in: shop sales, percentages of assistants, teaching, club-cleaning, repairs, profits on soft drinks and candies. This item alone is worth between \$3,000 and \$4,000 profit a season. Don't set up elaborate catering; just practically a barbecue stand is sufficient for any fee course; if they have enough money for big dinners they have enough to belong to a private club.

The manager should have personality enough and push enough to belong to as many social clubs as possible and get these clubs and every convention and fraternal organization to hold tournaments at the course, by making them special terms for certain slack week-days. If they want a dinner later, have a city caterer do it for them and give the caterer what facilities you can.

If your Pro manager is doing his best give him as much leeway as you can, he probably knows the job better than you do anyway. Remember he has no control over the elements, he can't make green fees on wet weekends.

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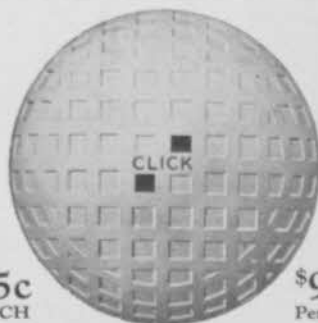
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In Dimpled and Meshed Markings

Tax Is Unfair on Golf Clubs

By BERNARD T. DUFFY, Jr.*

WHY should the United States Government take \$40,000 or more when a new golf club is formed?

Why should the metropolitan clubs of this District pay the government an average operating tax of \$6,000?

Why should the government exact a larger amount if the club owns its property outright and a much smaller amount if it leases its property or borrows outside its membership?

There is no answer. There is merely the fact.

In drafting the present revenue law the Senate Finance Committee and the administration established a 10 per cent tax on initiation fees and club dues in excess of \$25 per annum and in Section 412-D defined dues as including "any assessment irrespective of the purpose for which it is made" and continued "the term initiation fees includes any payment, contribution, or loan required as a condition precedent to membership, whether or not any such payment, contribution or loan is evidenced by a certificate of interest or indebtedness, or share of stock and irrespective of the person or organization to whom paid, contributed or loaned."

These provisions were included in an act entitled "An Act to Reduce and Equalize Taxation" after the House Ways and Means Committee had provided a 5 per cent tax on dues and operating assessments only.

This law represents an outstanding attempt on the part of the Federal Government to tax real and personal property as such by an indirect method. That Congress has seen fit to lay down an arbitrary definition of the phrases "initiation fees" and "assessments" does not alter the real fact that a club owned by its members is nothing more nor less than a co-operative enterprise, the ownership of which is distributed among the members in shares. These shares represent the investment in land, buildings, golf course, equipment, furnishings and necessary working capital.

The fact that shares are issued and later pass from the resigning member to an incoming member means nothing to the club except that its personnel has been enlarged or changed in part. Certainly, no income is realized by anyone unless the member



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receives upon resignation a price greater than he paid; in that event he is bound to report the profit so obtained in his personal income tax return without reference to the section quoted.

So too, the making of a loan, the purchase of a bond, or the payment of capital assessments can be nothing more in fact than a transfer of capital assets by the members individually to themselves collectively.

Dues and operating assessments are nothing more nor less than an apportionment of the expense of maintaining and operating a club. The money so obtained is applied to the payment of taxes, interest, labor and repairs. Supplies, food, machinery and fertilizer are purchased and the process is exactly that of running one's household on an allowance. It is manifestly impossible to realize an income or profit from the payment of these dues because the members are paying to themselves and any surplus is either an anticipation of future expenses or an application to capital.

Little objection was made to the old law because of its limited effect but under this law and with the organization of a metropolitan golf club involving the investment of an amount usually exceeding half a million dollars, the tax becomes prohibitive.

First, about one hundred and fifty acres of land must be obtained at a price usually exceeding \$1,000 an acre. The golf course must be constructed and equipped, which involves upwards of another hundred thousand. Then there are such items as club house, water supply, sewage disposal, garages, barns, sheds, roadways, power and light lines, furnishings, equipment, grading, landscaping, commissions and a multitude of miscellaneous items which is astonishing. A tax on the money invested in these items is certainly a tax upon property.

The club being established, it is found that annual dues of forty to fifty thousand dollars are necessary to operate it; then the members die or resign and are replaced by others and a transfer of about twenty shares a year is necessary in these instances. With family playing fees and special items, it is not surprising to find 10 per cent tax applying to more than sixty thousand dollars a year in nearly all of our clubs. And this is a tax upon expense, not income.

Carrying the figures out to cover the

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Golfdom

The Business Journal of Golf

236 N. Clark St.

CHICAGO

area within the Cleveland District, and after due allowance for lesser capital requirements and costs in the associate clubs, it is probable that the government is exacting about \$250,000 per annum from golfers within the boundaries of the District alone and without taxes upon the organization of new clubs.

Why?

It is not possible that our law makers consider golf a vice that deserves such a penalty as this. Surely they must be cognizant of the tremendous development of interest in the game during the last two decades and that is at least some indication of merit. If they know golf at all, they must know that it offers the only means of outdoor recreation that has sufficient appeal to bring out both the old and young in great numbers; that it has had probably the greatest influence in transforming our nation from one which watched others exercise to one which participates in its exercise and finds recreation, benefit and health in the playing.

The fact is that these gentlemen want money and they have disregarded the mere questions of double taxation, logic and justice. That there is no income here but merely invested capital and expense is not a major consideration with them. Their thought is that any club member is able to pay so long as he remains a member regardless of what other taxes he may pay, and, as an individual, his irritation isn't going to amount to much anyway. As for clubs, they are merely collecting agencies whose officers are not paid for their work and there is little chance of trouble there.

Good practical politics that!

Whether or not this governmental action towards confining private club golf to the wealthy alone will hold water or not, is a question for the clubs' counsel and the courts but quick relief and perhaps the most certain is by action of the next Congress.

The present bill did not have the easiest sledding. After the House Ways and Means Committee had provided the 5 per cent rate by a vote of 16 to 1, Senator Smoot, Chairman of the Senate Finance Committee, in referring to this tax, stated that he "would like to get rid of all the nuisance taxes" but Secretary Mellon interested himself and the 10 per cent rate and definition previously given carried in the Senate Committee by one vote, was included in the bill and so approved by both houses as the bill was rushed through.

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Perhaps we have ourselves to blame in that our efforts were not sufficiently widespread and timely. If that is the case, club officers and members may well afford the effort of a letter to each of their Senators and Representatives before the next session of Congress convenes and certainly the frankest expression of opinion can't hurt us much.

Of course, we are good Americans and good Americans do not call their Senators or Representatives to account for "good practical politics." Still we have been crowded a little here; another quarter of a million on top of the rest of the tax levied in this District is a little burdensome; so, even if we don't consider the matter before we cast our votes in November, a nice gentlemanly little note from each of us to these legislators before the next session of Congress may save us some money.

Perhaps the squeaking wheel does get the first attention after all. Well why not squeak—Loud?

**In Cleveland District Golfer.*

How We Ward Off Winter Damage

By C. A. TREGILLUS

Supt., Mill Road Farm Golf Course, Everett, Ill.

FEAR of "winter kill" seems to be the ever recurring "fly in the greenkeepers' Christmas ointment." So much depends upon favorable weather conditions, suitable snow fall and so on that it is practically impossible to undertake preventive measures against all the possibilities or even probabilities of turf loss.

Fortunately at Mill Road Farm the greens are sufficiently undulating to assure fairly efficient surface drainage during the winter. This is a great help since I have found throughout my experience that much turf is lost annually as the result of water flooding the putting surface, either held in natural pockets or penned up by snow and ice. Most of this drainage occurs, I think after this water has frozen and commences to thaw out on sunny days, causing a sudden and abnormal rise in temperature at the surface.

In spite of the fact that the water does

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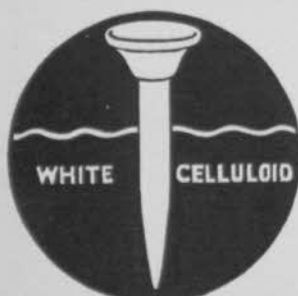
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run off our greens quite well, still we watch them carefully during the thaws to see that the water is getting away readily. When ice sheets form they are broken up to allow the air to circulate and avoid hot house conditions beneath the ice.

We expect a heavier mortality on newly seeded and vegetative surfaces due to heaving and drying out. We try to avoid this as much as we can by lightly mulching what appear to be susceptible areas.

Our chief concern is winter disease—"snow mold." Last winter was very bad except where we had treated and this season we have already had a touch of it. As a precaution against it we have treated all bent surfaces (greens, approaches, margins, and tees), with a late fall application of fungicide. This year it was put on early in November, while last year the application, made for a late September attack of fungus, proved a protection against the winter trouble. However, I think that late applications are the safest. Furthermore I expect to keep a strict watch during March and early April and will retreat if there are any signs of spotting.

These, I might say, are the active precautions we take. In our regular routine we try to arrange things so that the putting greens have a fair covering at the close of play. We set up the mowers for the last three weeks, so that mowing was more of a trimming. We fertilized rather lightly towards the end of the growing season.

Other Winter Work

We carry over a couple of men besides the greenkeeper. This gang will overhaul and repaint all the machinery and equipment. We continued up till the holidays with the six men, who cared for the greens all summer and did a lot of tidying and cleaning up. Last winter this gang was kept on all winter to trim out woods bordering the fairways, but this winter it was thought sufficient to employ them till Christmas only.

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As you know ladies always like something different, something dainty, colorful and pleasing to the eye. About 90 per cent of the ladies are on "diet," so you have to work out balanced menus for their parties.

I really think that the only way to break even or perhaps make a little money in the restaurant is for the manager to cater to the ladies and have them use the club to entertain their guests.

Clubs are getting to be more and more popular every day. People like to spend an afternoon or evening there. It offers more freedom than a hotel, therefore the manager has to create an atmosphere around the club that is home-like. He must have employees who are courteous, smiling and ready to serve the members. The manager and employees must have thorough understanding.

Employees these days demand good treatment, and the wise manager will get a whole lot further if he has a satisfied crew working for him. It really means the success of the club. Naturally you find a dishonest employee now and then, but the honest ones will soon get rid of him.

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