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"It is interesting to note that not one of the 18 greens (Druid Hills Golf Club) has a single bit of foreign grass and no weeds; and yet the grass had not been picked since we have been using ammonium sulphate." *Vol. V. No. 11, P. 250.*

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Club Finances Demand Study of Varied Means

By CARL W. TRUAX

AS THE season for annual meetings reaches the peak and the annual statements come to hand, "we view with alarm" the growing tendency of typical clubs to spend borrowed money for improvements, thus adding heavy additional interest charges to the already large deficits, without any definite plan for ultimate liquidation of the fixed indebtedness.

The typical private club has a membership of around 300 members and enjoys an eighteen hole course of 6,500 yards, owned in fee by the club. The dues and assessments are generally in excess of \$150 per member per year. Established clubs of this general type have an annual membership turnover of 10 per cent; most of these clubs require standing and future assess-

ments to be paid to the club in connection with membership transfers.

Clubs of the foregoing type, and larger clubs, will find these suggestions of value when considering improvements, particularly when a closed mortgage already exists.

Country clubs are generally located in outlying territory and almost invariably have created for themselves unusual real estate values in their immediate neighborhoods. As a result of this factor, many clubs find themselves fortified with real estate of steadily increasing valuation*, and hence very substantial credit standing. Clubs thus fortunately situated are able to finance improvements with considerable ease on their general credit and without further encumbering their properties.

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These clubs can borrow more and more—and do! They say the land value is increasing tremendously, so “let the increment take care of the debts.” Fine, but the increment won't pay the interest, nor retire the debts; the increment merely provides more security for more loans carrying more interest in favor of “bigger and better deficits.”

You cannot realize on the increment and have the property and play golf on it. Maybe some day many of the clubs will have to move—because their land is too valuable or their neighborhoods too closely built up. But until that time comes the interest goes on.

It is interesting to note that of several hundred annual statements examined last spring, interest charges represented about 50 per cent of the total deficits, with few, if any, visible attempts to reduce interest charges. Perhaps if more serious attention were given to the part interest plays in the deficit, either the spending proclivities of the more ambitious members could be curbed or definite plans made for the elimination of interest charges.

No Provision for Replacements

Further, few clubs carry depreciation re-

serves or make any provision for depreciation or obsolescence of their physical plants. These replacements, always inevitable, are often of large amounts and give rise to further borrowings and interest! It is most peculiar that our cleverest business men—men who are highly successful in financing their own business—permit their financial judgment to depart from their club financing.

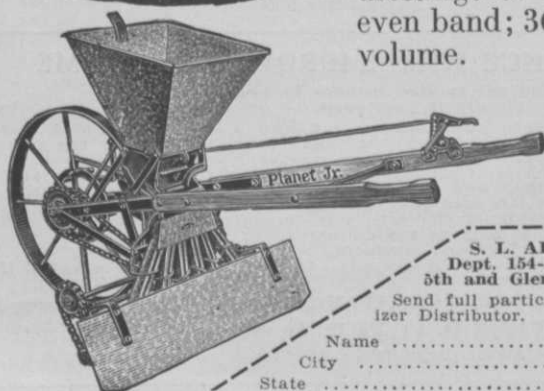
It is clearly the established policy of most clubs to pay interest rather than pay up—and to make provisions for replacements. Many of the clubs could have adopted an installment finance plan which, without burdening the members, would eliminate much interest from their budgets.

Clubs enjoying memberships paying dues and assessments annually of \$150 or more

**This increased valuation is very much like “paper profits” in the stock market. As long as the club exists, the property is worth whatever value the club cares to set upon it. But if the club disbands, it is another matter to realize on this artificial figure. Also, the tax assessor, seeing this increase, is liable to boost the club's taxes to an unpleasant level.—Ed.*

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will find unsecured serial assessment debenture the simplest type of security with which to finance improvements. This type of security is also practicable where the grounds are leased rather than owned, provided the issuing club is thoroughly established and has a substantial investment in the leasehold property. That the assessment debenture is a "standout" may be determined by a careful consideration of the other methods commonly used.

Methods of Financing Improvements

1. The single assessment (sometimes spread over several payments), the "pay as you go" plan.
2. Out of current revenues—where there is an annual surplus in place of the usual deficit.
3. By private subscription (voluntary).
4. Sale of additional or unsold memberships.
5. Bonds on hand unsold from prior issues; additions to open mortgages.
6. General refinancing with an increase in the funded debt.
7. Additional (junior) mortgages (bonds).
8. Replacement through depreciation reserves.

9. Assessment debentures, secured or not.

"Pay as You Go" Ideal Method

This plan admits no argument, but meets plenty of objections. The single assessment should be more popular but the demands of ambitious memberships are generally for improvements in excess of the paying capacity. Some improvements, such as landscaping, can be made piece-meal, and spread over several annual payments, but most improvements are of a character involving completion at once, and hence must be paid for at once. Under these circumstances the single or direct assessment plan is certainly anything but popular.

Glen View (Chicago district) recently spent around \$200,000 for ground improvements, such as wells, pumps, reservoir, drainage, turfing, and paid cash derived from immediately payable assessments. Unfortunately, many club memberships lack the paying capacity of Glen View members; others lack the nerve and foresight to put through an immediate assessment plan.

Out of Revenues—Plan 2

This plan can be dismissed without dis-

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cussion; occasionally we find a club that can provide improvements out of current revenues, but there are so few clubs in this situation that any discussion would be of no interest whatever to the other clubs which break even or enjoy deficits and assessments.

Voluntary Subscriptions—Plan 3

Subscriptions are frequently used in club financing, but are usually confined to special improvements of interest to a few members and paid for entirely by those who expect to derive all the benefits. For example, traps are often paid for by subscriptions from the trap shooters; archery, by the archers; playgrounds, by the parents. Voluntary subscriptions have no place in financing general improvements; in fact, would be highly resented by members unable or not desiring to contribute.

Sale of Memberships—Plan 4

Clubs which have never completed their authorized memberships, of course, can secure limited funds through the sale of further memberships. Sometimes it is practicable to vote an increase in the membership and secure funds from the sales of the additional memberships. Usually there is strenuous objections to the increase or to the use of unsold memberships from original quotas. "The course is already crowded," is the argument. The sale of memberships may be considered only as a subsidiary method of financing.

Mortgages—Plans 5, 6 and 7

Few clubs have unsold bonds remaining from prior issues, or open mortgage bond issues which can be extended. Still fewer clubs are unincumbered. Specific second mortgage issues are often used, to be retired by assessment.

Often a general or junior mortgage bond issue on all assets and equities is used. Such issues are without assessment, but are arranged to come due concurrently with the underlying mortgage. The principal, when due, is merged with the underlying mortgage, and the whole refinanced upon the basis of the increment in real estate values. However, this plan of financing provides never-ending interest charges which frequently cause the finance committees much embarrassment. It appears to be much more satisfactory gradually to retire the principal issues, and to pay for improvements either outright or on the installment plan through annual (serial) assessments.

The typical club generally need provide

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no specific security for the borrowing of improvement funds, particularly when the financing is done "at home," as described below.

However, improvement issues of established clubs are generally secured by deed (mortgage) in some way. Perhaps this is due to the influence of mortgage and general bankers who are more often than not appointed to special finance committees to plan the financing. These gentlemen think in terms of specific security; in fact, specific security is their habit of thinking in this particular respect, and hence, regardless of the high credit standing of the club, we find improvement funds unnecessarily secured by mortgages. If the finance committees would look more often to the well-established general credit of the clubs, fewer mortgages would result.

Reserve Replacements—Plan 8

Only a few clubs include depreciation in their accounts. A splendid argument can be established against this practice. Clubs carrying adequate depreciation accounts, however, find their financing much simplified through this practice. The use of reserves is not general enough to warrant discussion here.

* * *

In March GOLFDOM Mr. Truax will continue his consideration of club financial methods.

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Wendehack Author of Fine Clubhouse Book

GOLF and Country Clubs—A Survey of the Requirement of Planning, Construction and Equipment of the Modern Club House—so reads the label on an imposing new book by Clifford Charles Wendehack. The book is published by William Helburn, Inc., of New York and sells at \$10.

Wendehack, who has a number of excellent club houses to his own credit as an architect, has done a great trail-blazing job in presenting the vital points of correct architecture of club houses. The book carries illustrations and floor plans of the club houses designed by many of the country's notable architects, and as a valuable guide is to be highly recommended. Unfortunately almost all of the work shown is that of expensive and pretentious jobs, so the value of the book to the architects and building committees of the smaller clubs is exposed to the peril of unwise adaptations. However, Wendehack's copy for the book so thoroughly and sanely lays down the practical principles of club house planning for efficient utilization that one can't go far wrong by reading and heeding the "directions that come with every package."

At an early stage the author explains some of the sad false alarms in club house architecture by telling of the architects being picked solely because of their qualifications as club members instead of for their "training, experience and ability." The lamentable truth that there are but a very few club house architectural specialists in the country (of whom Wendehack is generally acknowledged a star), puts the builders of the smaller club house and of the daily fee club house rather up against the problem of trusting to heaven and an architect who is working on uncharted territory. It is to be hoped that the author and publisher of this book are so encouraged by its reception and sale that Wendehack will exercise his high talent on the club house that must grow with the club's financial development and which has a prominent place in the entire community's social scheme as well as on the club house that is part of a "strictly business" play proposition.

One of the important points that Wendehack stresses is the matter of co-operation between the club house architect and the



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course architect on the matter of locating the club house.

The author recommends that the building operations be started with the locker-room unit, including its bath and toilet facilities, and earns the everlasting gratitude of the pros by emphasizing the importance of the pro shop as one of the earliest stages of the building enterprise to which attention should be given. His material on meal preparation and service facilities, construction costs and locker-rooms undoubtedly will be consulted often in the future in saving golf enterprises considerable money and the necessity of revision. Although a veteran manager of our acquaintance once told us that he didn't believe a kitchen and dining room plan would be made by any architect or manager in this world that the next manager on the job would not wish could be changed completely, Wendehack's book lays down the basic principles on these major features so plainly and fool-proof that he has protected clubs yet unborn against the danger of architects who are boy wonders with pretty looking places but stymied cold when it comes to handling hot transportation problems, party night rush loads, food

storage and checking, dish-washing and the desire of the club to break even.

Present Plans for Club Food Service

"PRACTICAL Planning for Club Food Service," a new booklet prepared by the John Van Range Division of the Pick-Barth Co., is the first specialized piece of business literature on this highly important phase of club operations. It is something that can be read with considerable interest, and probably profit, by golf club managers, presidents and house chairmen for the publishers have gone at the matter in a manner serviceable to the field rather than packing the book full of their own advertising dope.

Size, layout, equipment and a general outline of operating methods comprise the range of the book's material, and a number of photographs and plans of club installations serve to make the details plain to club executives. One interesting indication of the wide variations in handling the kitchen problem of country clubs is noted in the analysis of restaurant and kitchen space in typical country clubs. The per-



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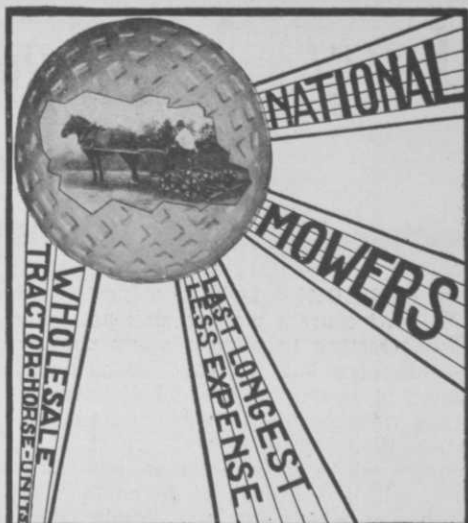
centage of kitchen to dining room area of the 11 representative clubs listed runs from 90 per cent at the Glen Echo C. C., St. Louis, to 34.2 per cent at Olympia Fields C. C., Chicago.

Factors that determine the kitchen design are given in helpful fashion, and there also is first-class concise coverage of the operating factors so a check-up can be made in advance of construction or alteration. Much is being said these days about the element of finality in golf course construction, and some progress is being made in this direction. However, on the food service end of a golf club's operations there has been very little general effort made toward determining layouts that will stand as installations that do not call for violent revision when a change of management is made. In this section of golf club work the preventable annual cost to golf clubs must run into a staggering total, according to our observation. The Pick-Barth field men probably are as conversant with this situation and methods of correcting it as any group in the country. Consequently their book shows an effort to determine kitchen plans that do not call for radical changes to line up with a new manager's ideas.

Joe Caro of Albert Pick-Barth Co., 1200 West 35th Street, Chicago, is the gentleman to whom requests for copies of this practical, free book should be addressed. The striving youths who are GOLFDOM'S publishers would appreciate it if inquirers for this book would mention this publication as a close second to the holy writ in influence and interest in the golf club field. Pick's and Canada Dry are the only two companies doing big business in the golf field that we haven't in the fold. They're great fellows, personally, and all that, BUT . . .

N. E. Toro Has New Catalog

NEW ENGLAND Toro Co., 247 Newtonville ave., Newton, Mass., has issued its annual catalog and as usual has made the book a first-class piece of reference and buying literature for the greenkeeper and green-chairman. The book describes and illustrates the complete Toro line of mowing machinery, tractors and other green-keeping equipment and gives purchasing data on the fertilizers, fungicides, course accessories and other material which the company carries in its stock. A copy of the book will be sent free on request.



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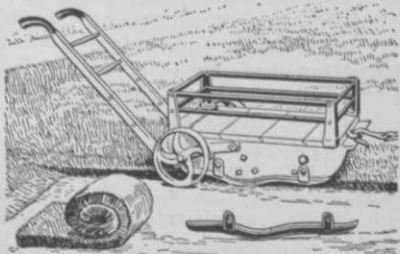
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Turf Methods that Make Good in Florida

By JOE ROSEMAN

REBUILDING and returfing Florida golf courses may or may not be interesting to a great many northern greenkeepers but my experience in this sand and swamp or lowland district may prove valuable to those who go south to follow their vocation in that part of our country where only Bermuda and carpet grass will live throughout the summer and neither of which will mat closely at any time unless given constant care and fertilization.

In this country where vegetation of all kinds attains an almost torrid zone growth in the fall of the year, weeds, scrub palms, and a thousand varieties of plants appear to grow an inch or two every twenty-four hours during the rainy season.

It was my experience to recondition a golf course which had never been finished and lay dormant for more than a year. After having been complimented on the condition of the course with the statement that "there is no better turf in all Florida" than is now found on this course, I feel qualified to offer as worthy of consideration the routine and methods employed.

Visualizing that this 140 acres were covered with vegetation, the growth of which was so dense that a man could not travel more than two miles per hour, picking his way through the undergrowth, it is surprising to learn that two months from the day we started cleaning the property, golf players from Boston, New York, Cleveland, Pittsburgh and Chicago came to Fort Lauderdale from Miami to play on this course because it was in better condition and had a better layout than the majority of the courses they had been accustomed to play on in and about Miami.

Employing a crew of 75 laborers to cut with large

sickles, the debris was placed in large mounds similar to straw stacks, sprayed with kerosene and set afire. Branches of trees were collected and the entire property raked by hand. New sand traps were constructed.

The entire course was disked, using both teams and tractors so that the long runs of Bermuda grass were cut and the stolons re-rooted themselves making the turf three or four times as dense as before. The ash from the burned vegetation was spread on the fairways, tees and approaches to greens. Because the grass had been retarded by this wild vegetation, it was necessary to sow Italian rye grass to fill in on the fairways and give an immediate turf for the coming winter months. This rye grass produced a noticeable turf within two weeks and within six weeks from the day we started cleaning, the fairways were almost as green as those on a northern course. We knew, however, that the rye grass would not live beyond May first of the following spring but that the Bermuda grass stolons would have taken root and produced a carpet of grass over all the fairways after the next fall rains.

Water Rushes Turf

Exceptionally large water mains were installed twenty-four inches below the ground and from December 15th until February 15th this course was constantly sprinkled without turning off a single faucet, which accounts for the fact that a good turf was had in so short a time.

All eighteen greens were disked and floated and then a mixture of cottonseed meal, lime and Paris green was placed on them. The proportion of the mixture was:

100 pounds cottonseed meal
3 pounds Paris green
100 pounds lime



Joe Roseman, who, it might be said, is in the golf business. He's pro, greenkeeper, manufacturer and course operator.