admitted by all. It also goes without saying that the more seed sown, the thicker the ground will be covered with millions of grass plants, each protecting the other from the cold, sun and wind. Not being able to expand the roots go down, with the result that a dwarf, fibrous and hardy turf is produced.

I do not wish to infer that 150 lbs. of seed to the acre will not produce turf, but that the most costly and important element, time, is neglected. For instance, I have always made a practice of sowing rough at the rate of 150 pounds to the acre, and have had ample opportunity of noting what kind of turf this amount of seed will produce. Experience along this line, without exception, proves that this turf when subjected to regular fairway treatment, i. e., frequent mowings with fairway tractor mower units, invariably shows a thinning or patchy turf. During the summer the direct rays of the sun on these bare spots raises the temperature of the earth and bakes the grass to such a degree that growth is stopped and instead of the grass spreading and taking possession of the bare spots, the opposite is true. The edges recede, the spots become bigger and the grass becomes less.

On the other hand when the rough is kept to a height of approximately four inches, 150 pounds becomes a liberal seeding. The reason being, that it is unmolested by constant cutting and the height of the grass shades the roots of its neighbor, thus preserving the moisture content and preventing quick evaporation that takes place when the grass is cut short. Turf of this kind, if it is not allowed to grow to a height of more than four inches for a period of three years, and is then cut down gradually to fairway length, will, with the aid of a little fertilizer, make very fine fairway turf. But it takes three years. This is the element of time.

Seeding Time-Table

Experience in seeding large areas over a period of 18 years has shown me that 350 pounds of seed to the acre will produce fine turf in six months; 250 pounds to the acre will produce turf in twelve months, and 150 pounds of seed to acre will produce turf in three years. These figures are given for land that has been cultivated and fertilized. I do not want it understood that the quantity of seed is sufficient in itself. Thorough preparation of the seed bed, both chemically and mechanically, is of equal importance.

The question of having or not having turf is decided very quickly after the seed has been sown. If the seeding takes place during the latter part of August or the first twenty days of September, and there has been a shower or two, germination will start in from seven to ten days, sometimes in four days. If at the end of three weeks you are not preparing to cut fairways and greens, both having a dense covering of grass, do not wait, take advantage of the growing season that remains and sow more seed.

Seeding can be done at any time. Fall seeding has the advantage of cool nights and warm days, weeds becoming dormant, and no fungus diseases to retard growth. Seed sown in spring or summer has to battle weeds, crab-grass, damping, brown-patch, etc. I have had excellent results seeding in July, but, the gamble is too great. With the advent of fairway watering, much guess has been eliminated from turf production, and no new club should be without it. But, even thorough irrigation is no insurance for spring or summer seeding.

How Ample Seeding Saves

Golf courses are classified largely by the quality of turf found on the greens and fairways. The average committee in charge of construction of a new course scarcely realizes the actual saving which will result from the shortening of the time required to get turf ready for play. For example, land, course and clubhouse costing $500,000.00 at 6 per cent interest, means $30,000.00 per year. To this must be added cost of upkeep and loss of revenue, etc., which can easily amount to another $30,000.00, or a total of $60,000.00 a year. In other words, a cost to the club of $5,000.00 a month whilst the turf matures, and this is all dead loss.

For this reason turf production is the most costly item in golf. Really high class turf can be had from the start, and the resultant saving is well worth the consideration of a new club.

"Offer All Services and Succeed"

Pressler's Secret for Building Shop Volume

By D. SCOTT CHISHOLM
Associate Editor, Country Club Magazine

Harry Pressler, young in years, but old in pro-shop and teaching experience

IT IS A RARE thing to find a great musician or a talented literary man who ever amounts to a "wet cloot" as a business administrator, a merchandising expert or as a salesman. They just don't team up. I happen to know scores of excellent golf instructors, professionals through and through, who live, breathe and have their very being in golf, but possess no more business fundamentals than the man in the moon. On the other hand I have the pleasure of being on quite friendly terms with a number scattered throughout the land whose business knowledge and naturally keen mind for merchandising and the selling of same is truly remarkable.

To this category belongs Harry Pressler who holds forth as professional at the delightfully situated San Gabriel Country club in the Los Angeles sector — some twelve miles, maybe fourteen, from the Los Angeles city hall. Harry is 32 years old but has been in and around caddie houses and golf shops since he was 10, so, therefore, as you can see, he's really what I would style an old timer in the game. As professionals go today, any lad who has been a dozen years at the bench or knocking around golf shops as assistant to a pro, must be hailed as an old timer. Isn't that so? Well, Harry Pressler, for being four years with the Hacienda C. C. as professional, another four years with the Wilshire club as assistant to Louis Berrien, then five years with the Brentwood club where Olin Dutra is now located, and the past four years as his own master at San Gabriel qualifies as a member of the profession and to be unusually well versed to talk on any subject appertaining to his chosen profession—a profession he dearly loves—and lives.

Takes Tip from Big Store Ads

"How's business, Harry?" I fired at him one sunny day last month. "No kick coming," replied Harry. "It's sort of spotty. Lots of lessons, of course, but to keep pace with two years ago or even last year, I have to think of something new, something following the ideas I get from the newspaper ads of the department stores, racy, spicy, attractive, eye catching, to impress my members when they enter my shop. I realize that these department stores employ experts to buy, write advertising and sell and, would you believe it, I read their daily ads just as religiously as I do the sports pages."

This, coming from a successful golf professional who never gives less than 6 lessons each day of 350 in the year, startled me. "Here," I said to myself, "is a smart lad. One of the ancients, as it were, more modern than anyone I've ever ran onto in his profession." As I looked at his display of merchandise most attractively laid out in a relatively small space (in fact I

Here are Pressler and his staff in front of the San Gabriel shop. Notice the open display of clubs, etc., on the shop porch

have never seen so much stock invitingly displayed in such a small amount of space) I further added to myself, "This boy mistook his trade. What a head he'd have made for a Marshall Field."

There was an artistic sign on each article of wearing apparel, all printed by hand by one of his many Mexican caddies. And everything for sale marked in plain figures. The signs looked to me as if they were written by a professional sign man, none glaringly huge or vulgar in their boldness. And, mark you, all reserve stock carefully packed away in cedar chests and as well cared for as could be in any department store. (I make mention of department stores freely because Pressler did so—that's where he's wise.)

"You seem to have a wee haberdashery store here," says I to Harry. "Well, I keep quite a stock. I have knickers, sweaters, silk shirts, underwear, garters, hats, gloves, hose, half hose, athletic shirts, golf shirts, caps, visors, belts, shoes, studs, cuff links, safety pins, buttons, 200 golf clubs (usually) on hand, tees, balls, golf bags and every other known requisite for golf. My customers are my friends and my friends are good to me and to retain that priceless friendship I offer every known service I can think of to add to their comfort. I take especially good care of the ladies. I know what their trade means in the days to come. I realize the future there is in their patronage and I am building a foundation for greater things."

At this stage of our interview I realized I was talking to one of the smartest men in his profession, a man of unusual vision, one who, although one of the old timers, was more modern in his ideas of merchandising and member service than any I had met of the modern school. I saw a member walk up to his shop, pick up three balls, sign a slip and walk on. At the sight of that it was not necessary for me to ask him how he transacted that end of the business. He did tell me, however, that his club guaranteed all the bills incurred and signed for by his members. I felt Harry was wise enough to have such a solid arrangement with his club even before he told me so.

Assistants Handle Sales

"I don't have much time to attend to the sales end of my shop. I don't have to. I have Alec Follmer, my caddie master, Don Matthews, my assistant and club maker, and Tim Acosta, my club cleaner, right on the job and all are trained and well versed in salesmanship. I see to that. Never does one of them lose a sale for want of knowledge of what they are handling and all of them can measure a member for a union suit as well as an expert in a haberdashery store. The boys are clever and I

am perfectly satisfied they are working for me 100% all the time. That's 99% of the battle, isn't it? Great thing this confidence in your fellow man."

At this juncture Harry Pressler jerked out his left arm and looked at his watch. "Holy gee, I've a lesson in three minutes —I must rush along. See you later. Don't write any bull—if you write anything," he shouted as he began a sprint to his teaching grounds some 200 yards distant.

The rest of the story of this unusual professional, so amazingly interesting in all its branches, I will rattle off on my Corona in quick-time order — using "no bull" as requested. Harry Pressler was born in California and has lived there all his life. He started off as a caddie and for a while used his "dukes" with marked success at a number of Los Angeles' athletic clubs when amateur bouts were amateur bouts and nothing more. Mrs. Leona Pressler, one of the outstanding women golfers of this continent, and Harry were married ten years ago—it may have been less. Mrs. Pressler, contrary to fictitious rumors, learned all her golf from her talented husband and it was only recently that he told me that Leona would be the greatest woman player in the country, without any doubt, if she would only practice.

Pressler Is Teacher to Champs

I have known many great instructors in my time but I question very much if I ever knew a more successful one than Pressler. He is a maker of champions and he has a few young fillies in the making—especially girls. The reason I make the statement that he is one of the greatest of instructors is because I know a young lady who once held the woman's championship of New York City who went to Harry in desperation. She played well enough to get along but that wasn't good enough for her. She wanted to reach the top. I had seen her play in tournaments on several occasions and thought she had the most wretched form I ever saw for a low handicap golfer. She hit from outside in to get her 160 yard drives off down the center. A 175 yarder with the old ball overjoyed her. Her grip was all wrong. She pushed her right hand so far under the shaft that it reminded me of the time I used to go catching trout under big stones.

Then she invited me to play with her on the day this interview was given me by Harry. What a transformation I saw. She didn't seem like the same player I knew three months previous. Her frail body of 118 pounds whipped through that first drive like a Collett and sent that tee shot just 200 yards, splitting the center. Her mashie to the green wasn't to the green at all—it was to the pin. I have never witnessed in my 30 years of golf such a change for the better. And Harry Pressler did it all. Three lessons every week and constant practice.

Signs like this help sell merchandise. A caddie makes them for Pressler

Well Trained Mexican Caddies

The San Gabriel caddies are 98% of Mexican parentage and are unexcelled anywhere. They have been trained to quite an extraordinary extent by a former caddie-master named Tommy Langdon. They are also the essence of loyalty to Pressler insofar as the selling of second hand balls is concerned. Every time a caddie goes out on a job his name is written in a book along with the name or names of his employer, likewise the time going out and time returning. Everything is system and yet no unnecessary red tape is anywhere apparent.

I was very much impressed with a picture gallery which decorates the caddie-master's room and which contains the photographs of every caddie with a license badge—taken full length. The caddies pay two bits for this "publicity." He keeps the film for his own use. That idea, a splendid one, keeps the lads interested at all times and improves the morale.

Course Cost Research Shows Value of Complete Records

By JAY M. HEALD
Superintendent, C. C. of Greenfield, Mass.

(Continuation of Massachusetts Agricultural College—GOLFDOM Maintenance Cost Research Analysis)

GEOGRAPHICAL location of golf clubs apparently makes no difference in the percentage of the total labor appropriation spent for each division. On careful thought, why should it? A course in Maine makes its labor appropriation for a playing season of one hundred days, one in California for a playing season of three hundred and sixty-five days. These probably represent the extremes.

Other important facts concerning the division of the labor efforts have been learned from the questionnaires returned. Many of these facts will be discussed and tabulated in another and more detailed report. Briefly they are as follows:

The age of the course appears to cause no marked difference in the labor distribution. This may be somewhat surprising but no more so than the fact that those courses using power green mowers spent the same percentage of their labor pay roll on the greens as those clubs that mowed by hand. If the greenkeeper did save by using power green mowers in the time required to mow the greens, he either used the saving to perfect his greens, or it was taken away from him in his budget. Another phase is that the time required for power mowing is only a fraction of all the other operations to keep the grass in the best condition. As no difference was seen in the use of the topdresser it was felt that the reasons are the same as outlined for the mowing.

Spend Savings for Improvement

The use of fertilizers and water on the fairways made no definite change in the percentage of the money used to maintain the fairways. It was clearly shown that more money was spent for fairway labor on those courses using water and fertilizers. However, the original labor budget was larger.

The use of power mowers on tees made no difference in the percentage spent. Here again the reason is probably similar to that of power mowers on greens; there are many other improvement operations that can offset the saving made in the mowing, or the labor saved is removed from the payroll.

The method of mowing rough showed one 18-hole course using the horse. This course was in the south, and its percentage for maintenance was the same as the general average. Two nine-hole courses reported using the horse, one gave the rough cost as one per cent and the other five. In comparing the effect of side bar mowers over fairway units for mowing the rough, it was found the average rough cut on the courses using the side bar machines was 4% and on those using fairway units 8%.

The matter of the supervision being included or not in the distribution made no apparent difference in the final percentages.

Condition of the greens, tees, traps, fairways and rough showed no definite alteration in the percentage of labor distribution. Neither did the area of the greens, fairways, tees, traps, and rough effect percentages. Probably this is due to the fact that fairly definite areas are demanded by

TABLE VI.
Area Maintained by 1 Per Cent of Labor Appropriation.
Taken from questionnaires giving actual cost figures.

Size of Course.	Greens. Sq. Ft.	Fairways. Acres.	Tees. Sq. Ft.	Traps. Sq. Ft.	Rough. Acres.
9-hole	1,400	1.9	2,600	3,950	8.9
18-hole	3,700	6.1	8,400	17,600	12.6

the game, together with the fact that as the club's revenue increases the green, tee, and trap area increase in proportion.

With the approximate areas given in the questionnaires, and the percentage necessary to maintain this area it was interesting to figure the *average* unit of area maintained by one per cent of the labor appropriation on nine- and 18-hole courses. The work was not done on the 27- and 36-hole courses for lack of figures showing the size of the areas.

While this survey was made to find out if a fairly definite range of percentage of the labor appropriation was used in the maintenance of the various divisions of the course and to establish an average, it is also believed to be the first extensive study made of the labor and management in the golf course maintenance field. Experiment stations and U. S. G. A. Greens Section have done much in the matter of turf culture, soil studies, and disease control; and GOLFDOM has made its annual survey. This study should increase the value of experimental work.

TABLE VII.

	No. of holes in course					
	9	18	27	36	45	
Number of courses reported	89	106	9	2	2	Total
Number of courses reporting watered fairways	10	33	2	1	1	47
Fertilizer not used in '29 or '30	37	27	2	0	0	66
Fertilizer in '29 but none in '30	8	10	0	0	0	18
Fertilizer in '30 but not in '29	10	13	1	0	0	24
Fertilizer in both '29 and '30	17	46	2	2	1	68
Power mowers for greens	6	20	1	36	0	63
Topdressers reported on	13	31	1	2	0	47
Machinery repaired by labor employed	46	87	7	0	1	141
Machinery sent out for repairs	15	15	0	2	0	32
Greens condition reported—Good	43	64	4	1	1	113
Average	18	16	3	1	0	38
Low	1	3	0	0	0	4
Fairways condition reported—Good	22	38	4	1	1	66
Average	30	16	3	1	1	51
Low	9	7	1	0	0	17
Tees condition reported—Good	25	32	4	0	1	62
Average	25	37	2	2	0	66
Low	9	10	1	0	0	20
Traps condition reported—Good	25	37	6	1	1	70
Average	23	32	1	1	0	57
Low	10	3	0	0	0	13
Rough condition reported—Good	30	44	5	1	1	81
Average	24	29	2	1	0	56
Low	3	3	0	0	0	6
Reporting all divisions as good	6	7	2	0	1	16
Power to mow tees	6	17	0	2	0	25
Both hand and power to mow tees	0	15	2	0	1	18
Clay tees	8	5	0	0	0	13
Sand greens	9	2	0	0	0	11
Accounts kept, with supervision, included, on	51	72	1	1	1	126
Rough mowed by—Hand	2	0	0	0	0	2
Horse	20	7	0	0	0	27
Fairway units	17	28	4	2	0	51
Side bar	22	30	1	0	1	54
Units and side bar	3	18	0	0	0	21
Horse and power side bar	0	1	1	0	0	2
Horse and power units	0	3	0	0	0	3
Oldest course reporting (in years)	32	40	42	17	37	
Highest labor appropriation	$9,000	$30,000	$23,000	$31,000	$50,000	
Lowest labor appropriation	$300	$1,410	$10,000	$10,000		
Most popular labor appropriation	$3,500	$6,000	$15,000	$15,000		
	$4,000	$7,000	$20,000	$20,000		
Largest number of men employed	9	17	16	30	30	
Smallest number of men employed	1	2	10	12		
Most popular number of men employed	3	8	12			

TABLE VIII.

Average Size of Areas Devoted to Tees, Rough, Fairway, Traps and Putting Greens.

Size of Course.	Greens. Acres.	One Green. Sq. Ft.	Fairways. Acres.	Tees. Acres.	Traps Acres.	Rough. Acres.
9-hole	.91	4,440	25	.25	.58	8
18-hole	2.91	7,064	69	1.0	2.7	36
27-hole	3.7	5,933	57	.71	.44	14

Interesting data regarding the average total area sizes was obtained from those questionnaires giving definite area figures. The results are shown in Table VIII.

Learning to Keep Records

Perhaps one of the outstanding findings in this work has been the inability of the clubs making returns to give their distribution of labor costs. Many returns were received with estimated figures and a number of clubs specified that they kept no records. Tabulating the "no record" clubs with reference to their age, it was interesting to note that there does seem to be an effort by the younger courses to know where the money goes, as none under three years admitted they kept no records.

The readers of this informal report should distinctly understand that it reports *existing* division of expenditures, and does *not state or express* an opinion as to what the correct division percentages of labor distribution should be. GOLFDOM and the writer believe that before constructive criticisms of golf course expenditures can be made, it is important to know exactly the existing division of labor efforts.

Every one of us has looked at the speedometer of his automobile, put in a given number of gallons of gasoline and then when the tank was again empty looked at our speedometer, and figured the number of miles driven and divided it by the number of gallons consumed. If the record was good, we told friends how far the car went on one gallon of gasoline. That is similar to this work, only we figure the total amount of money spent for labor (on the greens, for example) and divide it by the total amount of money spent for all labor during the year and obtain the per cent of the total used to maintain the greens. Aren't you as much interested in your percentage distribution of labor as you are the miles per gallon your car goes? If your car is not giving you the average number of miles it should, you find out why. If your greens maintenance percentage is much above the average, for your own good shouldn't you find out what makes it high and correct the cause?

Wants More Reports

A more comprehensive report is being compiled, and it is hoped that after reading this report, greenkeepers and chairmen who have not replied to the questionnaire will immediately do so, thereby rendering the second and detailed report more valuable.

From this report it should be seen that a statement such as "I spent $4,000.00 on greens last year" means much less than "I spent 36% of my pay roll on greens." The comparison of course costs if divided into percentage of the total expenditure is more nearly fair than a comparison of dollar expenditures. It should also be understood that no true comparison of costs can be made unless there is also a comparison of the true inventories of the physical condition of the courses being compared. Again the writer appeals to the clubs to furnish more data by replying to the questionnaire.

Wheeling Golf Workers Organize Association

PROFESSIONALS, greenkeepers and caddiemasters of the Wheeling (W. Va.) district met recently and organized the "Professionals, Greenkeepers and Caddy Masters Association," the object of which is to obtain, through monthly meetings, close harmony between the three golf course positions represented by the members.

The first piece of constructive work done by the new association was to agree that any caddie dismissed from a golf course anywhere in the district would not be eligible for work at other district clubs until he had been reinstated by the club from which he was dismissed.

Prominent among the organizers were Art Chapman, pro at Wheeling C. C., Rader Jewett, pro at Cedar Rocks C. C., and Bob Biery, pro at Wheeling municipal links.

Big Attendance Expected for Mid-West Greens Meeting

AUGUST 31st is the date for the U. S. G. A. Green Section's mid-west meeting at A. D. Lasker's Mill Road Farm golf course, Everett, Ill., and indications point to an attendance by green-chairmen, committeemen, greenkeepers and others interested in turf culture far in excess of the fine turn-out of a year ago.

According to Kenneth Welton of the Green Section, the early portion of the day will be given over to golf, but no one will be permitted to start his golf round after 1:00 p. m. This will assure full attendance at the main meeting of the day scheduled for 4:00 p. m. Starting times may be obtained by advising the Green Section, P. O. Box 313, Pennsylvania Ave. Station, Washington, D. C.

The four o'clock meeting at the turf garden will be devoted to the practical and technical phases of turf culture; namely, the types and strains of grasses, use of fertilizers, soil structure, height of cut, watering, diseases, and various other features.

Following the meeting at the turf garden, a dinner will be held at the Knollwood Country Club nearby, and the Green Section would appreciate being advised the names of those intending to attend the dinner. A program of speakers has been arranged.

IMPORTANT!!

TO GREEN-CHAIRMEN AND GREENKEEPERS

Reports to GOLFDOM'S office indicate that 1931 has been the worst year for golf course turf damage for many seasons. To prevent such wholesale destruction of golf turf in future seasons, GOLFDOM asks you to report on the following points, if your course was among the many that suffered this summer:

(1) Describe appearance of greens after damage.

(2) Were greens composed of bent or mixed grasses?

(3) What was the date of first appearance of damage?

(4) Were fairways and tees damaged?

(5) What have you done to bring greens back?

(6) In what condition are the greens today?

(7) What do you think caused the trouble?

Send GOLFDOM this information. It will help turf experts who are working hard on the problem of preventing similar future damage to fine golf course turf.

Olympia Fields' cafeteria serves more meals to members, takes in more money than the club's main dining room

Olympia Fields Gives Members Benefit of Reduced Food Costs

By JACK FULTON, JR.

OLYMPIA FIELDS, the four-course, 1,100 member private club of the Chicago district, creeps into golf business news with regularity, due not only to the fact that it was the first and perhaps is the most successful of the multiple-course clubs, but also because none but the most modern operating practices will do at a club of this size. Olympia Fields is quick to put into operation any device that will assist in keeping up attendance, the life-blood of any club, and the stories of these ventures make golf news.

The latest move at Olympia actually began last spring before the golf season began, when Col. C. G. Holden, manager, recommended to the club's house committee that menu prices both in the dining room and in the cafeteria be reduced in line with the general reduction in food costs. Since a rib of beef cost the club far less in 1931 than it did in 1930, it was only fair, the Colonel argued and the committee agreed, to pass this saving on to the members.

Pass Food Savings to Members.

With the committee's approval, Holden set about adjusting his prices on the new basis. Almost without exception, items on the a la carte bill in the dining room were made cheaper, generally from 10 to 25 per cent. Only in occasional cases were these cuts as small as 6 per cent, not infrequently they amounted to 33 per cent. Sandwiches were cut 10 to 20 per cent, depending on the ingredients. Tea and coffee took a 25 per cent cut.

On the carte du jour, almost all soups were reduced from 30c to 25c. Fish and lobster dishes were cut 5c to 15c per order, and similar reductions prevailed for other entrees. For example:

Entree	1930	1931
Vegetable Dinner	$ .90	$ .85
Calves Liver	.90	.80
Pork Tenderloin	.90	.80
Chicken Fricassee	1.25	1.00
Sweetbreads	1.25	.90
Lamb Chops	.90	.85
Lamb Stew	.85	.75
Breaded Veal Cutlet	.85	.80

Cafeteria Prices Cut.

Olympia Fields has no grill room in its clubhouse. Instead it runs a completely equipped cafeteria, where golfers and others in a hurry may pick up their own food, carry it to a table and consume it as hurriedly as they please; no waiting for food preparation or service.

This department is extremely popular

Year	Dining Room Sales	Dining Room Cost*	Cafeteria Sales	Cafeteria Cost*	Total Sales
1930..	$12,049.20	43.31%	$12,387.95	38.86%	$24,437.15
1931.....	8,754.10	43.00	10,137.95	34.14	18,892.05

*With credits for officers' and employees' board.

with Olympia's members and does more business through the season in dollars and cents than does the main dining room. There are at least three major reasons for this showing: (1) many members like to be able to "eat and run"; (2) prices are lower, since expensive table service is eliminated; and (3) only the cafeteria is open during the breakfast period.

Despite the general satisfaction exhibited by the members with the price scale in the cafeteria, reductions were made in this department also. Such items as beef stew, lamb stew, frankfurters and creamed codfish took a 20 per cent cut. Spareribs, bacon and eggs, chipped beef, and fish were reduced 10 per cent; corned beef hash, baked ham, bacon, and link sausage —11 per cent; pork roast, roast veal and roast lamb—8 per cent; chicken dishes—5½ per cent; and chop suey—7 per cent.

Vegetable prices came down from 16 to 25 per cent; asparagus even by 28½ per cent. Sandwiches were cut 16 to 33 per cent. Pastries and fresh fruits were reduced approximately 25 per cent.

Table d'Hote Costs Less.

Considering once more the dining room, table d'hote dinners known as "Golfers' Specials," are served daily. Last year these consisted of soup, entree, two vegetables and coffee and were priced at $1.00, $1.25 and 1.50, depending on the entree. On Thursdays, when a dinner dance is held, the price was $2.00, with salad and dessert added. Saturdays the dinner costs $2.00, a well-rounded meal with all courses from appetizer through dessert.

For the present season, no change was made in the Thursday and Saturday specials, but all $1.50 week-day dinners were reduced to $1.25, most of the $1.25 meals to $1.00 and a salad and dessert course added. This price cut and additional service equals a reduction of not less than 10 per cent.

What has this radical reduction in restaurant prices meant to Olympia Fields' income? It was not until the figures were in for the month of June that any conclusions could be drawn, but apparently the step was a smart one and the future will disclose plainly the wisdom of the move. The June figures, compared with 1930, are shown in the accompanying table:

At first glance, it would seem that Olympia is not doing the business it should and that these price reductions were an unfortunate move. There are, however, a number of factors affecting the apparent poor showing in 1931.

Weather Influences Income

Consider first the weather in the two years. In 1930 Olympia Fields had the best June in its history and all departments did tremendous business. This was because every week-end in the month was bright and fair and rainless.

"You have no idea," Col. Holden explained to the writer, "what a difference the weather can make out here. Ordinarily Olympia Fields does between $3,000 and $3,600 worth of business in all departments on a good Saturday or Sunday. But let it rain, especially in the morning, and our day's receipts will shrink to around $1,800.

"Well, we had two rainy Saturdays and two rainy Sundays out of eight this year in June. That reduces the expected income on four days $1,800 each, a total of $7,200, or 25% of the club's normal week-end business for the month. In other words, I feel that we are making an excellent showing this year, as our income in all departments is off only 17% instead of the 25% we have a right to expect.

"In the food departments of the club the income is almost exactly 25% off ($18,000 against $24,000 a year ago), but don't forget we have reduced prices an average of 16%. That leaves only 9% of the deficit to be accounted for by the weather, which in my opinion is very satisfactory."

Some further statistics supplied by Col. Holden are interesting. For example, business depression or no business depression, Olympia has almost as many active members this year as a year ago. The figures are: 1930—949 actives; 1931—942 actives. By an active member is meant one who spent at least $10 at the club during June, exclusive of dues and similar fixed charges.

The average charge for the month's