



Terrace Park remodelled this residence into a satisfactory clubhouse by adding the low-lying locker-room addition at the right. The roof of the locker-room serves as an outdoor dance platform.

Ohio Club's Wise Spending Brings Fine Layout at Little Outlay

NEAR THE suburban village of Terrace Park (Cincinnati district) a tract of 126 acres, then a stock farm, was purchased in 1930 by a group of golfers interested in organizing the present Terrace Park C. C. The tract had many natural advantages. It was bounded by the Little Miami river on the west side and by the East Fork river on the south side and the soil consisted of a rich loam in proper pro-

portions of clay and sand to produce an excellent turf. Along the river front there were deposits of rich black loam 2 to 4 feet deep and deposits of pure sand in quantities sufficient to use for topdressing and traps for many years to come.

Except for the cost of removing fences, there was very little expense incurred in clearing or grading the land for the golf course since most of the ground was un-



Typical of the course is this 10th green of the Terrace Park course. The East Fork river lies directly behind.

der cultivation or in pasture. As a result the entire 18-hole course with well trapped greens was constructed at a total cost of \$10,358, divided as follows:

General construction.....	\$ 5,889
Water system.....	2,900
Seed and fertilizer.....	1,269
Pump and installation.....	300
	<hr/>
	\$10,358

The course is not a make-shift, but has been designed in accordance with latest standards of golf. Greens are irregular in shape, undulating, tightly trapped and average approximately 6,500 sq. ft. in area. They are planted in Washington bent and are reported today to be in excellent condition for greens that have been in use for less than a year. The course is 6,600 yds. in length with a par of 72.

The first nine fairways were seeded in February, 1931, and the second nine greens in May of that same year and while at the present the members of Terrace Park are teeing up in the fairway, there are several of the holes where the turf is already good enough to play the ball as it lies, according to William C. Tyrin, Terrace Park. A fair amount of rain the last of this year will give the layout fairways of perfect texture.

Build Two-Purpose House Addition

The problem of a clubhouse was solved by remodeling the farmhouse which was located on the tract at the time the property was purchased. A semi-basement locker-room, 38x54 ft., was added to the building at the cost of \$11,000; the roof of this addition serves as an outdoor dancing and dining platform. Thus, the clubhouse has facilities for both inside and outside dining, and ample lounge facilities.

The dining room is operated independently by caterers at no expense to the club. At the present time noon-day lunches are priced at 40c and 60c and evening dinners run under \$1.00. The meals compare very favorably with the best.

Terrace Park at present has 150 members, who pay \$100 annual dues, including tax. It is expected that when the membership reaches 250 it will be possible to drop the dues approximately to \$50 per member per year. This is in line with the original ideas of the club's promoters and the club is being operated today at a figure in keeping with present financial conditions.

The club has no charge accounts, mem-

bers paying cash for everything they buy, including meals and caddy fees. The clubhouse is open the year around. Plans for the future include the construction of tennis courts and a swimming pool, and by utilizing a large barn originally on the property as a stable the club hopes to encourage horseback riding, since it has accommodations for 25 horses without crowding.

Terrace Park is only 30 minutes from the heart of Cincinnati and easily accessible over well-paved roads. The Board of Governors consisting of twelve directors in charge of the customary committees look forward confidentially to a large future for their organization.

ECONOMIZE?

"Yes, If Wisely Done," Says
Fred Burkhardt

SECY.-TREAS., NAGA

FINANCES HAVE affected every possible line of work. The falling off of one kind of business showed its effect on another and so on down until everything has been touched by this economic turn. Therefore, the finances of golf clubs have also been seriously affected.

As a result golf course budgets had to be reduced, some drastically, others in proportion to the money available. In making these necessary reductions, officers of some clubs kept in mind the future condition of the course. They cut down wisely and will benefit in future years. But those who could only see the immediate necessity of course reductions will pay doubly in a few years when they wish to put the course in good condition again.

One thing is certain: greenkeepers all over the country are putting their shoulders to the wheel, endeavoring to give the best playing conditions for the amount of money they are allowed to spend. They are trying different economies in an attempt to keep up the standard of the course, as in previous years, and thus keep the golfers satisfied.

An economy I do not think wise is to eliminate entirely all fertilizing. Like every other living thing, the grass needs food, and if it is starved this year it will require more work to build it up next fall.



"Department heads should play in tournaments to learn that courses are for golf." Gomer Simms teeing off during greenkeepers' tourney at Palos Verdes (Calif.) C. C.

Departmental Jealousy Is Normal; It Also May Be Avoided

By ARTHUR LANGTON

CO-OPERATION is one of the most used and abused words current in the Western hemisphere. For this and other reasons the writer hesitates to use it in connection with the business of golf course maintenance, the other reason being that sincere co-operation between department heads on golf courses is practically non-existent. Of course, open antagonism and friction between the greenkeeper, professional, and manager is not always evident, yet true amity rarely exists between the three. For years they have maintained an attitude towards each other which in its more pacific moments might be termed one of armed neutrality, this in spite of the fact that individually they may be entirely satisfactory to the club clientele.

To one who has delved in the realm of social psychology this situation is in no sense unique. It is based upon a phenomena known as occupational egocentrism present in all professions, trades, and skilled occupations. A man regards as precious the means by which he gains a

livelihood, and he is apt to regard that means as more important than that of any other man. Among department heads on a golf course the situation is aggravated by the fact that the greenkeeper, pro, and house manager are all working from independent standpoints to achieve the same end—to make the player's golf more enjoyable. The greenkeeper knows that he is indispensable because there would be no golf without a place to play. The professional is sure that without his aid in teaching and illustrating the game it would be a complete flop. And the house manager is positive that were it not for the refining influence of the club house and the social life centering around it, golf would not have achieved its present cultural standing.

Each Post Is Important.

All three are right; all three are justified in a certain pride of calling, for each is necessary to make a modern golf course successful. But when this egocentrism

leads to antagonism, implied if not open, then reason passes out of the picture. In these parlous times, petty prejudices must be forgotten in order that the golf course shall continue to exist. It is reasonable to suppose that where bickering and backbiting are current, the minimum of co-operation is maintained. There are plenty of instances where one of three department heads has had access to the ears of his employers and has convinced them that he was capable of filling the other two offices as well as his own. But usually, particularly in the larger clubs, the change has resulted in a decrease in efficiency. A man in such a position who should be concentrating upon the evening banquet is too apt to have his thoughts sidetracked by brown-patch and the intricacies of playing a spoon shot.

Tolerance is necessary. Perhaps it is only human after all for the greenkeeper and the manager to regard the professional as one who gets paid, not for working, but for playing; for the greenkeeper and the professional to regard the manager as a glorified flunkey; and for the pro and the manager to regard the course superintendent as one is no gentleman, hired merely to handle smelly fertilizers.

The positions are interdependent to a slight extent on most golf courses, and it is in the case of this overlapping that friction between the department heads occurs most of the time. A typical example is that both the pro's shop and the clubhouse depend upon the course mechanic and his equipment to effect minor repairs in wiring, plumbing, machinery, woodwork, and the like. The greenkeeper, busy man, is loath to lend his most useful assistant to a department over which he has no control. A breakdown may occur on the course while the mechanic is repairing the pro's buffing machine or the refrigerator in the kitchen. The chances of this are slight, of course. What the greenkeeper really does not like is to see somebody else giving orders to his pet employe.

Or it may be that the professional wants the greens watered during some part of the day when the players will be least discommoded. To the greenkeeper this savors of someone telling him how to run his business, someone who probably doesn't know the difference between *capriola dactylon* and *agrostis maritima*. With a little arranging the pro's wishes might be granted, but such a concession on the part of the turf guardian might indicate that

he didn't know as much as the paid-to-player. Again friction.

And some day the pro wants to entertain some of the boys in return for similar favors paid to him. He happens to choose a day to use the clubhouse when the manager is doing his best to satisfy the demands of the finicky Mrs. Blotz who is trying to wriggle into a higher social standing with a tea at the club. Plenty of raw material here for a conflagration.

Would Meetings Further Harmony?

What is necessary for perfect co-operation is a better understanding by all three of the real problems of the course as a whole. As a reformer the writer might follow the custom of his fellows and suggest that on each course the three department heads get together from time to time to iron out their various difficulties. However he does not do this because he is sure that the procedure only would serve to cement in each man's mind the conviction that his cause was the most righteous, no arbitrators being present to weigh the individual merits of the cases.

An admirable custom of the Hacienda Country club of La Habra, Calif., is to have the greenkeeper, professional, and manager attend the monthly board meetings and there give vent to their respective opinions as to how the club may be more efficiently run. In this way the technical knowledge of each department head is brought to the notice of club officials and personal biases and prejudices may be discounted. It is conceivable that this system might serve to check the club servant who carries on whispering campaigns by pouring into the ears of listening club members stories concerning the perfidies of his fellow department heads. This lovely type of fellow, all too frequent around golf courses, invariably is embarrassed by a showdown.

Another method of promoting understanding which has been pretty well neglected is for the department heads of the courses in a certain district to have occasional gatherings. Greenkeepers and professionals throughout the country have found it to their advantage to meet periodically at some course to discuss and exchange ideas. The advantages of this system could be multiplied by carrying it two steps further; that is, by having the greenkeepers, pros, and managers in the various districts get together once or twice during the year to exchange differences of



North Hills C. C., Menomonee Falls, Wisc., is one of the leading clubs of the Milwaukee district. Here is a view of its attractive and well-designed clubhouse.

opinion. There is little doubt that considerable fun would fly on such occasions, but it is conceivable that out of the chaos would arise the unique idea that possibly one's fellow employee on a golf course plays an important part in the general scheme of things.

In addition, once during the year in each district there should be a golf tournament among the various department heads of the area. This is not suggested because of its recreational value alone, but to emphasize to greensmen and managers in particular that golf courses are neither grass nurseries nor hotels; they are places upon which to play golf.

Finally, to give the house men a break, there should be an annual banquet of department heads to prove to the pros and the course superintendents that there is more to a golf club than the pounding of a small ball around a verdant pasture.

These are but radical suggestions not to be heeded by old time department heads. It is impossible to conceive how they could get through a day without a spat with one another.

New Haven Park Greens Are Enlarged to Handle Traffic

IN AN ARTICLE appearing in *Parks and Recreation* describing the greens of the municipal golf course of New Haven, Conn., W. L. Wirth, superintendent of parks, says: "We find that although our greens are the size of most private courses they are not large enough to take care of

the enormous crowds on this course. We have had as many as 800 play in one day. Therefore, this past year, according to the capacity of our nursery, we enlarged two greens, and intend to do the same every year until all are enlarged. This enables us to move the cup more often and farther apart, so that a trampled section may have a chance to recuperate."

Theft Wave at Clubs Result of New Memberships

MANY NEW faces in the memberships of golf clubs and smaller locker-room staffs have been responsible for an unprecedented number of thefts at golf clubs during the past season.

Sneak thieves masquerading as new members have made wholesale raids on lockers in the metropolitan districts and the careless member who left valuables in an unlocked locker frequently did so to his sorrow.

Evidences of an organized gang being at work were found in the Chicago and New York districts. Theft became so frequent that signs warning members to lock their lockers were posted in conspicuous places.

KEEP COURSE machinery well lubricated. Don't shove the drum of lubricating oil in any old corner of the equipment shed; find a well-located place for it, easy to get to. Keep gummy dust off the noses of the oiling cans. All this takes very little time, but repays a hundredfold.

SIMPLE COST SYSTEM

Birmingham (Mich.) Course Cost Accounting Tells Story

By FRED SHERWOOD

Greenkeeper, Birmingham (Mich.) G. C.

I NEVER SERVED as greenkeeper at a golf club that was not interested in its annual budget and did not expect the greenkeeper to be likewise interested. Golf clubs at which I have been engaged have generally asked me a season in advance at what figure could I run the golf course the ensuing season, and I have planned so I have never exceeded the budget allowed me by the green-committee for the season's expenditure. The reason probably lies in co-operation with chairmen of

BIRMINGHAM GOLF CLUB										
GREENS QUALITIES PAYROLL - WEEK ENDING _____, 1932.										
EMPLOYEE	RATE PER HOUR	HOURS WORKED							TOTAL HOURS	TOTAL PAID
		Wed.	Thurs.	Fri.	Sat.	Sun.	Mon.	Tues.		
John Smith	\$4.00	8	8	8	8				32	\$128.00
Bob Jones	\$4.00	8	8	8	8				32	\$128.00
TOTAL									64	\$256.00
APPROVED: _____										

Payroll sheet.

when you can carry some item of expense over to the next month! Take for instance the cost of labor: I am in the happy position of carrying forward the amount apportioned out for December, January, February, March and part of April over to May, June, July and August and shall be in the enviable position of having ample funds for labor. There are other items on our budget where we will have sufficient funds for the summer months. Birmingham is working on a low budget this year as far as budgets go,

BIRMINGHAM GOLF CLUB												
Greens Committee Budget for Year												
	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov
Payrolls	4	5	4	4	4	4	4	4	4	4	4	4
Men Employed	3	2	2	4	4	4	4	4	4	4	4	4
Hours per Day				8	8	8	8	8	8	8	8	8
Total Hours	500	300	300	500	1440	2250	1900	1800	2025	1800	750	500
Total Labor Cost												
Labor (Allowing for contingencies)												
Greenkeeper												
Majors, Majors												
Goal, Seed, Fertilizer												
Gas and Oil												
Electric Power												
Flags, Markers												
Rundry												
Shoeshine, (liner seed, etc.)												

Birmingham's greens budget form.

greens with whom I have been associated, in detailing the expenses of running a golf course. Some of the plans entailed more details of itemization than others, but generally the principles were the same.

The cut shows our budget form, also a weekly form we use at the Birmingham G. C. For obvious reasons I have not put down the figures which we are working to for the coming season. Everything is apportioned out at so much per month—labor, hours, cost, etc.

My late chairman of greens, S. L. Beymer, who is president of Birmingham this year, is a man who is interested in budgets and it is due to his efforts that we have such a simplified yet concise schedule. Methods we use here make it simplicity itself for the greenkeeper to see how he stands with his budget month by month. What a grand and glorious feeling you have

DISTRIBUTION OF LABOR BY HOURS								
CLASS OF EXPENSE	WED.	THURS.	FRI.	SAT.	SUN.	MON.	TUES.	TOTAL
GREENS	4	6	6	4			6	26
TREN	4			4				8
FAIRWAY	6	6	5	4				21
ROUGH		2						2
TRAPS & BUNKERS		2	4	4				10
SOUNDY - COURSE			5				2	7
LANDSCAPE								
CLUB HOUSE AND GROUNDS AND ROADWAYS								
REPAIRING - MOWERS ALL TYPES								
* TRACTORS - TRUCKS					4			4
* WATER SYSTEM					8			8
* SUNDAY					4			4
NEW CONSTRUCTION (SHOW DETAIL)								
TOTALS	16	16	16	16	16	16	16	96

Weekly labor recap. form.

but I am confident we shall not exceed our allowance for the season's expenditure.

We pay our men good wages and by doing so we get every man to work Sundays and any overtime gratis. Last year we kept track of all the overtime put in by the men including Sundays and the amount saved came to around \$900 dollars. We also had the satisfaction of knowing our golf course was always in good condition and right up to the mark at all times.

General Managers Testify to Merit of One-Man Control

IT SEEMS to have been demonstrated in a fairly convincing manner that the general management plan of country club operation has proved its logic during the trying seasons of 1931 and 1932.

Several difficulties that made adoption of the general management idea questionable are gradually vanishing, so further extension of this principle of operation is assured. One of the first handicaps the idea had to overcome was the lack of men of temperament and training fitting them for general management of country clubs. This has been overcome to a marked measure by the broader and more sympathetic study of various departmental operations by men who formerly confined their attention to simply their own phase of the club's activities.

Experience with the general management plan has revealed that salary-cut fears of department heads under general manager have been unfounded. Unless a general manager has been able to select and keep enthusiastically interested his department heads he is doomed from the start. Naturally the best way for him to keep his associates on their toes is to let them know their jobs and salaries are safe when their work is well done and that they may share in the financial benefits of centralized management when good times return.

Admittedly one of the reasons for the success of general management during the last two years is that club officials have selected their general managers with more business care and less political influence than marked department head employment in the old easy-going times. Now, when a good man has been selected he is permitted to manage.

General Managers Testify

Some interesting testimony on the workings of the general management policy come to GOLFDOM in recent letters from men who have registered as successful general managers.

Here is the comment of one general manager who came up through the green-keeping ranks:

"There have been times when I have

made mental reservations as to the soundness of some of the articles appearing in GOLFDOM, but the one in a recent issue headed, "Department Team Work Right Route to Club Economy," causes me to take direct exception.

"It is accepted that lax methods in times of prosperity have lowered the standard of efficiency in many clubs and that the shrinkage in income during the past two seasons has been and is now being viewed with alarm by many boards of directors.

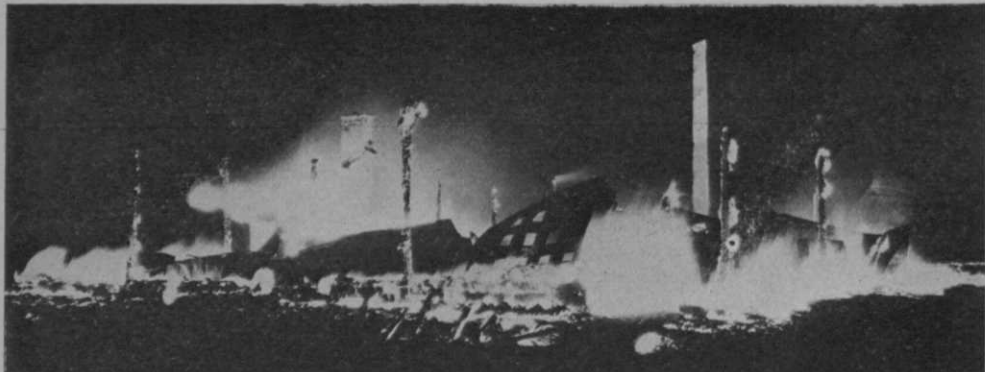
"This condition being true, is it any wonder that a club board intrusted with the operation of a property, the minimum requirements of which necessitate the expenditure of many thousands of dollars per year, is willing to consider the idea of general management?

"The writer of 'Club Teamwork' states this general management idea a fallacy and that club departments are more economically operated by individuals. By what right he writes as an authority I do not know. To criticize a system so new as it relates to golf clubs one must have made the attempt and failed or at least have made a study of the failures.

"A golf club, though not chartered for profit, is like any other corporation, a business to be conducted along progressive lines if it is to survive.

"A past president of our club, himself general manager of a business that contacts the entire continent and a nationally known man in his profession sponsored the idea of my being put in full charge of the entire property. The year prior to the change the club was assessed \$50 per member to make up the operating deficit for that year. Last year with a reduced income in evidence I made a departmental budget to conform with conditions that would exist before the end of the fiscal year. By Sept. 1st we had a \$4,000 operating surplus and at the close of the year after all replacements were written off we were well in the black.

"This past winter the true condition of affairs being more plainly evident and knowing last year's income could not be



Don't let this happen to your clubhouse. Fire hazards increase in the fall, what with fireplaces lighted, added heat required to keep the building comfortably warm, fewer employes around to put out flying sparks, and high winds to fan the flames. Check up on your fire-fighting equipment now!

hoped for we budgeted accordingly. Even this budget allowed for \$1,200 major repairs in cafe, a car of fertilizer and power cost to pump 750,000 gallons of water per day. All usual items were cared for.

No Superman Needed

"This preparation and the follow through does not call for a superman, merely the application of common sense to a problem so income and expense balance and the most efficient way in which to arrive at this balance.

"Our present condition could not have been arrived at without the aid of boards who were unselfish in their motives. They have been in full accord with all plans to keep the club up to its standard and yet remain within income.

"Clubs that are now being efficiently operated by departmental heads should be content to remain as they are, but for those whose departments are constantly developing leaks that lead to a red balance the idea of a general manager could well be entertained."

Troubles Fault of Management

Another successful general manager of a prominent mid-western metropolitan district club came along from the house end but for years he has been an earnest student of all phases of golf club operation. His advice is sought by professionals and greenkeepers because of his broad and sound view of their problems.

You will note in his comments he has decided a golf club is mainly for golf and

emphasizes excellence of course condition as an essential for maintaining the membership roster at a high figure. With no membership problem and active play the pro is given the chance he requires to make a profit.

This general manager expresses himself as follows:

"For more than 2 years I have been general manager of ——— C. C. with complete control. I have been greatly interested in reading your many articles pertaining to the operation of country clubs, particularly those referring to the problems many have had during the past year. To my mind many of such problems can be credited to poor management. We surely are having none here at ——— as we ended 1931 with 65 more members than we had in 1930 and on June 1, 1932, we had 21 more members than on the same date in 1931. Our income on that date was more than \$4,000 greater than 1931. In addition we raised our dues in 1931 and again in 1932. That does not sound like depression, does it?"

"I lay much of the credit for our success to the policy we have of putting the most of our income into our course upkeep. You will note we spent 33% of our total costs in that department while the general average is but 20%. My policy is to keep the golf course in the pink of condition and dues as low as possible, and membership problems will not exist.

"In the fall of 1930 I installed a complete water system at a cost under \$15,000.

1931 OPERATING COSTS.

	1931 cost	Per cent of total cost
Golf Course Expense—		
Labor, light and power, sand and black dirt, seed, fertilizer, gas and oil, repairs, course improvements, general expense	\$12,361.52	33
Golf Expense—		
Salary, register clerk; salary, caddy master; golf supplies, golf prizes, association dues, general golf expense	2,322.33	06
Clubhouse Expense—		
Salary, janitor; salaries, locker boy and maid; supplies, locker room, linen and laundry, fuel, lights, power, water, magazines and papers, miscellaneous supplies, repairs, general clubhouse expense	5,286.74	14
Administrative Expense—		
Manager's salary, office salaries, postage, printing, office supplies, telephone and telegraph, bad debts, collection expense, general expense	9,642.02	26
Property Expense—		
Taxes, insurance, depreciation	7,739.89	21
Total cost	\$37,352.51	100
Total club income..	\$47,245.35	

total investment in our property is approximately \$250,000. We do not try to save at the expense of service to our members, but we find that constant care gives better service and at a lower cost. Now why is all this possible? Not because I have an unusual amount of ability, but because this institution is operated on a one-man-control basis. What business institution could exist without a head? Golf clubs did for many years because they were riding a wave of prosperity, but now they are getting shaky and some will not weather the storm. A good sound business man as an executive manager and at a substantial salary is a sound investment in these times."

The 1931 operating costs of this general manager's plant are shown in the table herewith. How do they look to you as good balance for first-class club operation? Notice there is around 21% of the total income left available for interest, amortization and other capital costs.

WHAT A BREAK!

Greenkeeper Gets One of Those Deals That Only Happen in Story Books

ONCE UPON a time, and this is no fooling a greenkeeper had everything work out so well that the guy is pinching himself to see if his name is MacGregor.

John MacGregor is superintendent at Chicago Golf club. Chicago Golf has a great course but its greens are *poa annua* and *poa* greens are like the little gal with the curl in the middle of her forehead, when they are good they are very, very good and when they are bad they are horrid—if they are at all.

Mac had figured out the answer to the annual dive of *poa annua* was cocoos bent greens but no definite action was contemplated by the club.

This year again the *poa* went out, despite religious adherence to practice recommended by authorities for its preservation. Instead of identifying himself as this—or a—No. 1 expert on greens to be brought in as a consultant Mac simply suggested that the *poa annua* greens be replaced, but added that before any action was taken on his recommendation leading authorities in the district were to be conferred with.

Harold Scott, president of Chicago Golf

During 1931 we watered not only our greens, tees, fairways, etc., but also all our trees and shrubs in the rough as well as supplying water for the clubhouse. Our fairways were like velvet all season while most other clubs in this vicinity were burned out. We deposited over 75 million gallons of water on our fairways alone. The total cost for this is included in our course upkeep item and it is extremely low.

"I have found it possible to give more to our members in course upkeep condition and clubhouse service each year, and at a slightly reduced cost each year. The

club began to go on a hunt for a dependable expert to bring into consultation. Scott got in touch with several foremost golf authorities, asking them to name a name. Now here's the pay-off; MacGregor was named as one of the district's three leading experts on golf turf, soil and maintenance.

Refusing to consult with himself and somewhat dizzy from nomination as a technical expert, Mac had further satisfaction in the recommendation made by C. A. Tregillus, superintendent of the Mill Road Farm course and estate and former technical chief of the Royal Canadian Golf association. Tregillus made a careful inspection and without knowing what Mac had suggested went on record for the planting of cocoos.

The outcome was that President Scott has presented to the Chicago Golf board a two-year plan of green replacement with the immediate action of installing a bent nursery large enough to handle 9 greens a year.

It all sounds like something out of a story book, but honest, fellows, it happened.

BACK TO SANITY

Whoopie Days Vanish, Today's Emphasis Is on Course

By L. V. THOMAS

FOR THE PAST few years golf clubs in general have been on a whale of a spree, forgetting business principles and seldom considering there would be a day of reckoning. The largest waste of money has been in the clubhouses. I know of one club that, when they checked up on the expenses for the year, found they had not taken in enough to pay for the food alone and they carried over 20 employes in the house. On the other hand the course was maintained on a very moderate budget and was kept in beautiful shape all through the year. The greenkeeper and chairman used the budget to the very best advantage. They were not stingy but conservative.

A great many clubs thought it was good business to lose in the clubhouse. They had an idea it brought more play to the course, but when they commenced to lower the playing conditions, the clubhouse did not save them. Members commenced to resign and as usual the best supporting

members resigned first. About this time things commenced to happen: lowering of wages, reducing the maintenance force, and then some more reducing, no fertilizer, no money for repairs and general upkeep, let the rough go, mow the greens once where they were mowed twice, cut down water on fairways, etc. Then how the resignations poured in! Business was good in the office but the membership dropped from 450 to 150. Then wasn't it rough sledding? Yessiree it was and still is! To meet the expenses the dining rooms were closed which let about 20 employes go. They commenced to serve lunches at 50c or 60c in the grills—not so much formality but the members liked it better—those that stayed with the club.

What became of the members that resigned? Most of them joined clubs that had been run on conservative lines in the fat years and had prepared for the lean ones. Some went to the public courses, and by the way, there are some beautiful pay-as-you-play courses in Southern California that are making money. Their clubhouses are run as concessions.

You might ask if these clubhouse deficits were caused by clubhouse managers. I think not—they are employes and were trying to give their employers what they demanded.

I don't believe the golf course maintenance has been as extravagant as the clubhouse. Of course every new board and chairman of greens had to have their fling, but after the newness wears off they'll find plenty to keep them busy. I expect Mr. Leach was about correct when he stated in a recent GOLFDOM article that the new chairman of greens costs the club \$3,000 the first year, but I don't understand how he bases his estimate for the second and third year, as generally one year is full plenty.

We have had our surges upward to the ceiling even past the dead line. Are we going to surge in the opposite direction and pass the dead line in so doing? There is as much danger in one direction as in the other. If a club expects to survive, a high standard of maintenance must be established. There should not be competition between clubs, but there is and we have it to meet.

NITROGEN in a fertilizer encourages rank leaf growth. This may be undesirable in many farm crops, but is most important in turf development.