

# Forecasts Warn on Effect of Forced Greens Budget Cuts

By HERB GRAFFIS

**M**ISGIVINGS mingle with pride as greenkeepers review their operations for 1933 and endeavor to sift out the definite lessons of this strenuous season.

John MacGregor, superintendent at Chicago Golf club and president of the National Association of Greenkeepers, expresses the general view when he says that instead of being mortally afraid of budget cuts greenkeepers were spurred to economies unthought-of in normal times. The depression, in MacGregor's opinion, kept greenkeeping from getting into a rut.

He expresses fear that some of the economies effected under the strict economy regimes dictated by men who know nothing of course conditioning will require such expensive and prolonged correction that the clubs may never recover. However he does not believe that such cases have been unduly frequent up to this time. MacGregor's hope is that an upturn in general business conditions next year will be reflected in enlargement of budgets during the playing season, consequently an opportunity to do some of the work neglected this and previous years.

## Save Now, Pay More Later.

At Mac's club, two means of effecting budget economies were to neglect the usual warfare on crabgrass invasion of greens and tees, and to cease all dandelion eradication work. Both details of fine greenkeeping, when resumed on a normal basis, will call for extra expense to make up for the lost year. The rest of the course he does not believe has suffered. He fertilized just as much and by the foresight of his chairman and himself outsmarted the depression by buying modern power equipment for greens and fairway maintenance. This purchase was responsible for a big saving in time out of service usually charged against worn equipment. Material in today's equipment is better, design is simpler and operation more economical, related MacGregor in telling of the budget reduction brought about by modern equipment.

Weeding necessarily was neglected un-

der a reduced budget. At Chicago Golf the expense of maintaining a 115,000 sq. ft. nursery of Cocos bent for greens rebuilding and the cost of fairway watering almost constantly from June 9 in September gave MacGregor tough problems to keep within his budget.

He sizes up the greenkeepers' successful battle with the budget as a job compelling the utmost use of sound new scientific developments and expert labor selection and management, so men won't be using merely energy but will be employing effective energy.

If the president's re-employment campaign works out it will be hard to get men to come back to their course jobs in 1934. This will bring to greenkeepers in 1934 a serious problem, seldom appreciated by members—the problem of training new men.

## Shave Finds Ways to Save.

Herb Shave, superintendent at Oakland Hills C. C. (Detroit district) has done one of the outstanding jobs of the year in maintaining the two 18-hole Oakland Hills courses on a sharply reduced budget. During the height of the season ten men took care of Herb's championship 18, which covers about 160 acres. There are 18 regular and 2 practice greens on this course, 36 tees and 3 practice tees. The course has fairway watering. Five men looked after the 20 greens, 39 tees and the clubhouse lawn.

One man cared for the 107 sand traps instead of the four formerly used on this job. To effect this economy, Shave took two pieces of 2x8, 2½ ft. long, drove them full of spikes, hinged the two pieces together and fastened a rope to each. The man used this equipment for dragging the traps, instead of raking them.

The fairway mowing problem Shave solved on his hilly course with a 9-unit gang mower bought early this year. Shave, one of the noted veterans who keeps up-to-the-instant on maintenance developments, also expresses the fear that further false economy in course maintenance is going to make terrific demands for restoration

funds if the courses are to regain their former standards of which greenkeepers and members were so proud.

He believes that when the message of sound savings with modern equipment gets around to club officials there will be a demand for equipment that will keep many clubs waiting.

Shave also makes an earnest plea for living wages for the greens force, many of whom can scarcely support their families during the summer when they have work and exist only in some mysterious manner during the off-season.

Courses fortunately are aware of the seriousness of neglecting fertilizer programs, so reports come in. Jerome MacDonald, greenkeeper of the noted Palmetto G. C. (Aiken, S. C.) in advising of his budget struggles remarks that a reduction in fertilizer use for the last two years has had such noticeable effect that the club is compelled to make up with a vigorous fertilizing campaign during the coming months.

### Bought Machines at Market's Low.

Some of the clubs, of which the Beverly C. C. (Chicago district) was one, took advantage of low equipment prices (which incidentally are vanishing) to replace dilapidated equipment. How well this worked out is told by Beverly's George Roloff who said: "The thriftiest method we employed in 1933 to bring our course condition up to standard was the buying of almost all new equipment, including new tractors, 7-gang fairway mowers, power greens-mowers and new hose for fairway watering. We also took advantage of low fertilizer and seed prices.

"Beverly's maintenance has cost less this year because of these economies and in spite of the dry summer which meant a lot of extra work in watering fairways, trees and shrubs."

Taylor Boyd, superintendent at Kenwood C. C. (Cincinnati) whose work in getting a new course in condition for a National Amateur championship entitles him to prominent standing in golf course maintenance, believes that the great lesson of depression years in maintenance was that of impressing the wisdom of remodeling courses so work could be done by machinery instead of by hand.

"Banks of Kenwood's greens and tees and some of our traps have always been cut with fairway mowers. The green and tee watering is planned so the 36 holes are watered by one man. In course design

you have the main secret of economical maintenance and it's utterly folly to condemn a superintendent for high maintenance costs when the design of his course is such that it compels expensive and slow manual maintenance.

### Remodel for Machine Upkeep.

"Even though many clubs have let the time pass by, when low labor costs could be utilized for remodeling for machine maintenance, I still believe that most of these courses could be remodeled so their playing architecture not only would be as good (or probably better) but so the reduction in maintenance costs would pay the remodeling expense in two years.

"Fairway watering is essential to a course that wants good turf. Without it, expense of seed and fertilizer frequently will be extravagant because it does not produce results.

"Needless to say, alteration in course design permitting lower maintenance costs will many times add new interest and membership attraction to the course."

Robert Duguid, able superintendent for Evanston (Ill.) G. C., points out that much of the budget economies this year resulted from sharp cuts in wages. He pays tribute to the greens forces, saying that in every case he has observed the men have voluntarily increased their share of work and worked overtime without pay. When better times return, these men who never have been overpaid, deserve a prompt readjustment of wages as a recognition of their loyalty.

In Duguid's judgment, the greenkeeper's test this year was to determine what work could be minimized without involving costly rehabilitation expense. Some work, such as tree and shrub watering during the long drought of the summer, was necessarily neglected and repair of this enforced neglect may be impossible. Other work like that on tennis courts, passed by lightly this summer, can be put back on regular schedule and condition restored without great expense unless the 1934 budget compels continued neglect.

### Chemicals Always on Hand.

What continues to give greenkeepers grey hairs is the sudden attacks of disease, and insects for which no adequate provision has been made in the budget. It would be agonizing to add up—if it were possible—the damage which is done to greens because of the absence of fungicides when they are needed. Stocks of fungicides and fall and spring work in

correcting bad drainage responsible for turf distress are two items for which many greenkeepers will make desperate pleas while budgeting is being done.

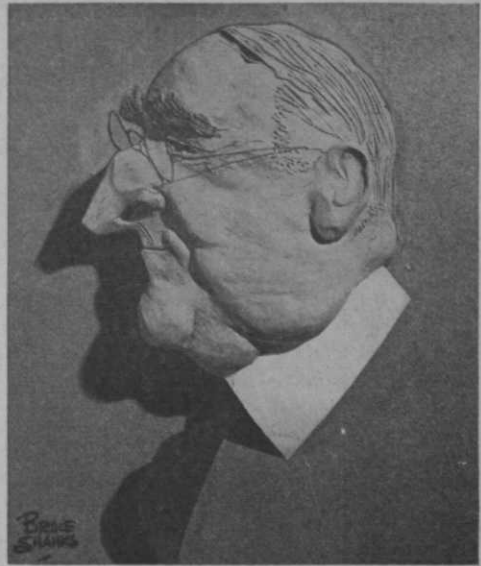
Confronted by the lack of preventives due to curtailed budgets, greenkeepers have been thinking more than ever about brown-patch this year. William Mayne, at the Park Shore G. C. (Cassopolis, Mich.) recalling that some of the finest greens he ever saw were near Dunbar, Scotland, where high water and winds often covered the greens with sea water, tried applying 3 lbs. of common salt to every yard of his compost. He disclaims any intention of attributing to the salt application the first freedom from brown-patch the course has enjoyed in 5 years, merely mentioning this fact as noteworthy.

Some ingenious methods were employed to get work done under reduced budgets this past season. George P. Knox, pro-supt. at Calumet C. C. (Chicago district) kept his course in fine shape. He had some of the work done by about a dozen husky caddies who worked on the course for about an hour each morning and were rewarded by being sent out to caddie first each day. This meant that the kids stood a chance of carrying two, and possibly three rounds during days of daylight saving time.

### Greens Force Has Monthly Dinner.

Labor relations have played a most important part in 1933 operations. One interesting item in this connection comes from the Fox Hill C. C. (Pittston, Pa.) where C. M. Melville is superintendent. The club allows Melville \$10 a month for a dinner for the greens force. Over the corn beef and cabbage and brew the fellows discuss their work, settle their grievances and listen to Melville outline and explain the next month's work as well as comment on the work done the previous month. This course has a misery that most courses don't suffer. It is built over coal mines and part of the course caved in. There was a repair job never contemplated in the budget!

The club bought a power greens mower and a 7-unit fairway mower. Melville estimates these purchases cut the cost of greens mowing 25 per cent and fairway mowing approximately 33½ per cent. He employs his power greens mower with a home-made spiked roller in topdressing his greens and instead of requiring two men all day by the old method now uses one man only 6 hours for a better job. Melville has had plenty to contend with



GANSON DEPEW

The distinguished chairman of the USGA Green Section and Public Links Section committees is subject of a "claycature" done by Bruce Shanks for the Times of Buffalo, "Marse Ganse's" home town.

in reconditioning and seeding expense and with turf diseases and pests, but with it all tells that he has spent the most enjoyable season of his life because he has operated \$1,000 under his budget and put his course in condition to brag about.

He, like many other greenkeepers, makes the most out of tough times by concluding, "We were spoiled a few years ago getting everything too easily and we didn't learn the meaning of true economy. We've been forced to teach it to ourselves the last few years and we, as well as golf, have gained."

**S**IGNIFICANT experiments in weed control are being conducted by the USGA Green Section in the Chicago District at the Midwest Turf Garden, Old Elm club, Olympia Fields CC. and Sunset Ridge GC., under the direction of Fred Grau of the Section's staff.

Although it is too early to announce any definite conclusions in accord with the Green Section's cautious, sound policy, present indications point to the success of the experiments. Results at Sunset Ridge are slower than at other experiment plots, it is believed because of lack of water.

# How the Golf Pro Can Budget His Shop Purchases

By ELMER F. BIGGS

Pro-Supt., Country Club of Peoria (Ill.)

**I**N TUNE WITH the times, the golf professional is going to be forced to adopt modern business methods in his merchandising efforts if he is to maintain a high credit rating and make a financial success from his investment, labor and time. This is not the writer's idea alone, but the opinion of many successful golf professionals with whom he has come in contact during the past few months.

Factories in all lines of business are keeping their investments in raw materials down to a very minimum. Their owners must do this to meet the present day prices they get from their fabricated products. Low material stocks save large investments of money—not in stock alone, but in interest on tied-up capital, insurance, warehouse space, etc.

Small raw material stocks relieve certain sums of money for use in other branches of business, such as increased payrolls due to shorter working hours under the NRA; increased sales promotional work; production of new models and new lines; better service to accounts, and others. This same plan is followed out by successful wholesalers who also must keep stocks down to provide for rapid turn-over of investments. And, again, the same idea has permeated retail channels where stocks are more conservative than for two decades past.

The club professional, being the chief retail unit in the marketing of golf equipment and wearing apparel, can learn much from successful retailers in other lines of business.

## Month to Month Budget Plan.

You would expect to find a soft coal heating stove on the floor of a cross roads country store in July—but not skis in a modern sporting goods store window in an

*NOTE—The writer is indebted for the data for this article to loyal members of the PGA. Facts and figures used in compiling charts cover both the lean and fat years over the past decade—1923 to 1933.*

up-to-date mid-western city during the same month. On the other hand, you should be able to buy light sweaters, linen knickers and other summer golf apparel in a good haberdashery store during the holiday season when the thermometer is floating around zero. What is the answer? Just good, sound merchandising, merchandising that can be adopted by any professional, anywhere.

"This does not mean," says one business man professional, "that we should buy from hand to mouth and waste all our profits on long distance calls, telegrams, C. O. D.'s and sales lost because of delayed shipments during the height of the season. This is not necessary."

In the central west, where golfing play generally starts in March and closes early in November, about 8 months are available for getting the volume of sales in golf equipment and wearing apparel. Figures

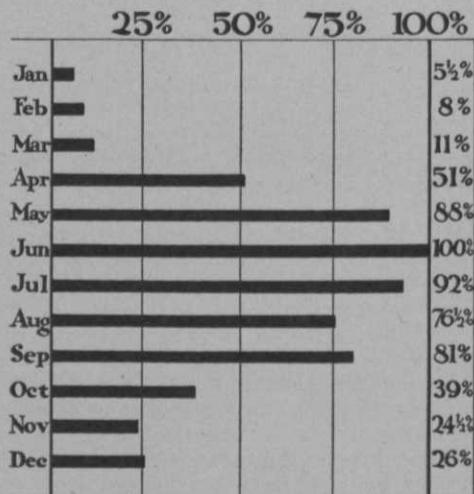


Chart 1—If your's is a Central West club, your sales of golf equipment and wearing apparel should parallel the above averages. June, the big-volume month, is charted as 100 per cent; other months are drawn in proportion to it.

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**BEST PRO-SHOP SELLERS BY MONTHS**
**January**

Windbreakers, gloves, sweaters, woolens, balls, caps, bridge prizes.

**February**

Windbreakers, gloves, sweaters, hose, woolens, balls, caps, bridge prizes.

**March**

Raincoats, shoes, sweaters, hose, woolens, balls, gloves, clubs, bags, caps, tees.

**April**

Shoes, sweaters, hose, raincoats, balls, clubs, gloves, bags, caps, tees.

**May**

Prizes, shoes, clubs, balls, bags, hats, caps, hose, gloves, tees, tennis balls.

**June**

Shoes, clubs, balls, bags, hats, caps, hose, tees, gloves, tennis balls.

**July**

Balls, clubs, bags, hats, linens, caps, gloves, tees, tennis balls, half hose, shoes.

**August**

Balls, clubs, bags, hats, linens, caps, gloves, tees, tennis balls, half hose, shoes.

**September**

Balls, clubs, bags, caps, gloves, tees, tennis balls, half hose, shoes, sweaters, raincoats.

**October**

Raincoats, balls, bags, gloves, tees, clubs, shoes, hose, sweaters, caps.

**November**

Windbreakers, gloves, sweaters, woolens, balls, bags, caps, bridge prizes.

**December**

Miscellaneous holiday trade merchandise.

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secured from many sources, carefully analyzed and charted, show, of course, that June is the peak month. Therefore, on Chart 1 it will be noted that June has been chosen as the 100 per cent month in sales.

July volume falls only 8% below that of June. Heavier preparations, then, must be made for June and July than for any other two months during the golfing calendar.

In further explanation of Chart 1, it would be best to point out one or two peculiarities that may not be readily understood by a casual observation.

Some may question the fact that September runs 4½ per cent greater in sales volume than the month of August. This is due, in the central west, to the fact that August, is the accepted summer vacation month, when play migrates from home courses to those of the resort sections in more northern states. Severely hot weather also cuts into golf play for those who stay at home.

Again, it will be noticed that April, the month of some stormy weather, exceeds that of October in "pro" shop sales. The reason for this is not hard to determine. The enthusiasm to lick "Old Man Par" is far greater in April than it is after the long summer battle. While October is a far more inviting month for golf than April, the course must share time and attention with football which is, during October, just coming into its best season.

December sales on the chart may look a trifle optimistic to even some of the fore-

most PGA members. Some professionals, however, are good merchandisers and go after holiday trade with printed circulars and letters, as well as telephone calls to some of the club membership who are known to be appreciative of Christmas suggestions for various members of the family.

**Plan Easy to Follow.**

Careful study of this chart lays out a purchasing plan that represents a fairly accurate guide to the purchase and sale of equipment and other acceptable pro shop items.

Goods in stock during the months of January and February would be without a doubt, the minimum carry-over from the previous season and any merchandise unsold to holiday trade.

It is true that all golf clubs have a limited number of all year-round players, perhaps 5 per cent of a club's membership. The number could be increased by professionals who stay at home and who are willing to try to promote more winter play on the many ideal week ends during the winter months.

For this limited number of players, it is absolutely necessary that the pro shop be equipped with shafts, grips, sweaters, windbreakers, gloves, etc., if the maximum yearly profit is desired.

As we come into the months of March and April, rain coats, shoes, woolens and new balls must be on display. From then on until cold weather again sets in, the

## Set-Up For Model 200-Bag Golf Shop

In location of 100,000 to 250,000 population. Pro's salary and lessons not included. Figures are average per year over ten-year period, from fall, 1923, to and including summer play, 1933.

### Income.

Club cleaning .....	\$1,039.00
Repairs .....	270.24
Clubs, balls, bags, tees, apparel...	5,651.65
Tournament trophies .....	194.50
Tennis balls .....	61.00
Candy and refreshments .....	406.25
Discount of invoices 2 per cent ..	69.77

Total income .....\$7,692.41

### Expenses.

Labor, 1 man 9 mos., 1 man 6 mos..	\$1,170.00
Light and power .....	51.00
Miscellaneous .....	81.00
Caddies, pro. playing .....	82.00
Maintenance of equipment .....	60.00
Repair equipment .....	180.12
P. P., express, freight .....	18.60
Printing, supplies, postage .....	104.00
Ice .....	21.00
Insurance and PGA dues .....	114.75
Merchandise .....	4,238.74

Total expenses .....\$6,121.21

Net profit .....\$1,571.20

merchandising stocks must be complete in every detail of summer needs in order to supply the demand. Sales again taper off for the cold weather months with a conservative building up of broken lines for the holiday trade.

Arrangements can be made with manufacturers of equipment and wearing apparel for first of the month deliveries on all needed items in the shipment of future orders placed at any convenient time. For instance, complete orders can be made up in the fall for specified shipments the first of each month of the entire season, and these orders can be made subject to revision, either up or down. Or, orders would be acceptable placed approximately 30 days in advance for shipment the first of the following month.

## Acceptable to Manufacturers.

Manufacturers look with much favor on this form of purchasing. Future orders, with a definite schedule of monthly shipments, allow the manufacturer to plan his production program better. They make

the professional better able to budget his monthly expenditures and eliminate the necessity of borrowing money to take care of an extra large invoice of goods shipped to him at the start of the playing season. The plan provides for taking care of merchandise accounts out of monthly receipts from sales and shop service, makes possible discounting the invoices and adding the earned discount to the profit column.

Following such a plan would mean a far better credit rating and would save the paying of some 6 per cent interest on borrowed money when only approximately 2 per cent can be earned by discounting invoices.

Chart 1 is so flexible that it can be made to fit sections other than the central west, for which it has been primarily designed. But those golf professionals in this central western section can accept Chart 1 as an authoritative guide on the percentage of merchandise sales during each month of the year and on the various types of merchandise acceptable and salable during each month. Following this plan has made possible turning certain past losses into profits for those who are now following it.

## Profits From the Shop.

The same survey has made it possible to set up an income and expense estimate on what can be termed a model 200-bag golf shop. The figures in Chart 2 are the averages taken from a survey where reliable and authentic information, facts and figures were available.

The chart is self explanatory. It must be pointed out, however, that such a model 200 bag golf shop, to show the net profit indicated, must have the close personal supervision of the professional in charge.

The plan proposed in Chart 1 must be followed. The professional must not only supervise the purchase of acceptable merchandise, but must also devote his time to a part of the selling of his merchandise and his shop service.

This does not mean that the professional must force his merchandise on his players. Nothing can be more disastrous than the idea that because a player is a club member he must, perforce, buy from the pro. A little intelligent co-operation with members who buy outside would be far more successful than the "You-ought-to-buy-from-me" angle.

The professional who uses salesmanship in his work will not overlook the opportunity to treat players who buy elsewhere

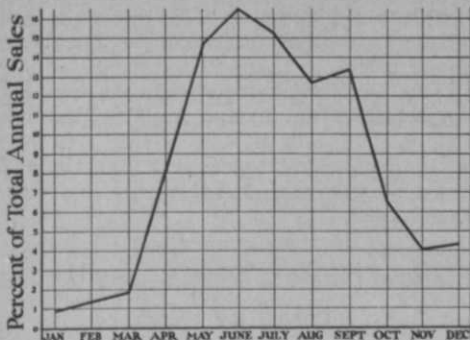


Chart 2—Use this chart as a guide when placing orders this fall for first-of-the-month deliveries of golf equipment and wearing apparel for 1934. It shows what per cent of your total annual sales you can expect each month.

with the same consideration as those who buy from him, because the man who buys a bargain "down town" has more regret regarding his purchase than the professional has regarding his loss of commission. And that player is always back in the shop again for his next requirements.

The professional who spends more time in working in his shop than he does in playing on his course will not overlook the opportunities of inter-member tournaments, locker room alley contests, birthdays of members of certain cliques, bridge prizes for clubhouse players, tournament trophies and Christmas trade—all of which are opportunities to increase profit.

Neither will he overlook the opportunity of carrying cheap balls and clubs, not for sale to good players, but merely as examples of the construction of such equipment and the fact that he can supply this class of merchandise at "down town" prices providing his players are willing to hazard a good game of golf to false economy.

## Golf Seed Prices Due for Sharp Increase

**C**OMPARISON of reports from leading suppliers of golf course seed indicates probability of increase in prices next spring, with one prominent factor stating that an increase is probable for the fall.

Golf clubs have confessed need for considerable seed to repair neglect of last few years, but await firmer financial conditions before buying. Observers believe

that when the buying does begin it will come with a rush.

Seed prices generally were at their lowest for many years this spring and have moved upward slightly. When the "New Deal" policies were set into operation, people who had money and believed seed prices were to mount sharply, bought rather heavily. Prices dropped off after this splurge leaving seed held by those who will hold rather than take a loss.

Small harvest, especially of the bent grasses, have made the market prices firm, but there is no buying demand at present. There is no bent surplus on the market to depress the price as there was during the previous two years.

A fair supply of Kentucky bluegrass and fancy redtop is on the market, both new crop and carry-over. However, both of these grasses are holding up in price. Kentucky bluegrass is generally conceded to be strongly held.

Government plan for withdrawal of several million acres from cultivation next spring is expected to effect grass seed market, as farmers may put considerable of this acreage to grasses.

Chewing's fescue and other imported grasses naturally have advanced in price by reason of the difference in exchange.

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## GREENKEEPERS HAVE EARNED GOLF'S TRIBUTE

By John MacGregor

President, National Association of Greenkeepers of America

Greenkeepers can pride themselves that their profession has made greater progress during the four years of the depression than during any other period in golf history.

We have had to seek out and command thriftily every resource of science. We have had to exercise every ingenuity of labor management to maintain our courses to the high standard we have taught our players to expect from American greenkeeping.

In the last four years we have learned that we can do what we used to think was impossible. This spur of necessity has been painful, but it has driven us ahead.

I believe that American golfers are beginning to appreciate the achievement of American greenkeepers in preserving and even advancing the fine condition of golf courses despite severest handicaps of weather, turf pests and diseases, and money shortage.

I am confident that when better times return the greenkeeper will receive the substantial recognition that generally has not been his reward in the past.

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## Mower Makers Hope for Peace and Profits Via New Code

**A** CODE OF fair competition was adopted by members of the Power and Gang Lawn Mower Mfrs. Assn. in a meeting held September 8 at Stevens Hotel, Chicago. Membership of the association includes Toro, Ideal, Worthington, Roseman, F & N, Jacobsen, Philadelphia, Moto-Mower, Coldwell, Locke and Great States. This group is said to represent more than 80 per cent of the industry's sales. Other manufacturers are expected to join in the near future.

The mower makers have affiliated with the Fabricated Metal Products Federation, under which basic code the mower organization members will operate.

Among features of the new mower code are:

(1) Uniform classification of dealers, distributors, etc.

(2) No mowers to be sold on consignment or at prices less than advertised list prices. Trade-in allowances will be limited to schedules as shown in Association Blue-Book of trade-in allowances. Terms of sale will be 3 per cent sight draft, 2 per cent 10 days, 30 days net.

(3) Guarantees limited to replacement of defective material for a 90-day period.

(4) Equipment may not be left on trial for a period exceeding 24 hours, and such trial shall be limited to 4 hours' actual use.

(5) Granting of secret rebates, special discounts, gratuities to employees or others, or any other act to falsify the correct and true selling price of the product will be unfair competition. Dealers and representatives will not engage in willful or malicious defamation of a competitor or competitor's products.

Principal code sections tip off what the trouble is in the mower business and it all adds up to nothing minus when the manufacturers' books have been examined at the conclusion of the last few years' business. There has been such bitter competition in the golf course mower business that sharp-buying or bum credit golf clubs have found it easy to play one manufacturer against another in a sucker game. Big allowances have been made for old mowers and tractors for which Uncle Izzy the Square Deal Junk Man couldn't have offered \$10 without being picked up as a patient for a silly ward. Trick discounts have been played around with in some instances so the buyer never knew what the bottom was, and when he bought was left

with the sad hunch that he was a sap and might have hung on longer to get a still lower price.

The tears really came when the boys got to adding it all up and realized that not one mower unit or one tractor was sold by the frenzied price slashing that wouldn't have been bought if fair prices had been maintained.

## Harlow Named Tournament Bureau Head by PGA

**R**OBERT E. HARLOW, experienced director of tournament and exhibition golf affairs, has been appointed tournament bureau manager and assistant business administrator of the PGA.

Harlow in New York conferences with George Jacobus and Jack Mackie, president and treasurer of the PGA, and working with A. L. Gates, business administrator and James Wilson, tournament committee chairman at Chicago, has been whipping the tournament schedule into shape. The west coast events look due for about \$25,000 in purses and there is a probability of an equal amount from the southeastern territory, although positive statements still are lacking from several cities that have indicated an intention to present Open tournaments during this winter.

The Augusta (Ga.) National course, headed by Bob Jones, has grabbed an early lead in winter golf publicity by announcing a \$5,000 Open. Plans for the Miami-Biltmore events have not been officially released by the Doherty interests. Pinehurst's North and South Open will be the big-time finale of the winter season. There is in prospect a \$5,000 winter tournament with the purse put up by one of the cigarette manufacturers.

Wilson has approached the leading golf goods manufacturers with a proposal for cooperation with the PGA in financing tournament bureau activities. Manufacturers' reception of the idea has been favorable. This idea was employed when Harlow was head of the tournament bureau two seasons ago, but was criticized in some pro quarters because of a feeling that the PGA should be entirely independent in conducting the winter tour. Lack of PGA funds sufficient to finance the tournament bureau on a vigorous basis and a realization that the winter tournament activities are of mutual importance and benefit to pros, local sponsors of events, and manufacturers, has been responsible for the change in the pro attitude.



# Don't Trust to Memory; Keep List of Needed House Items

**C**LUBHOUSES are due for more attention in 1934 budgets than they have received for several years past. Neglect has begun to be conspicuous despite the efforts of managers to hide and prevent all marks of wear.

There is more than a probability that repeal of prohibition will restore the club atmosphere of frank, open and refined good living which, in many instances, was foggy during the existence of the 18th amendment. Much has been said about the sufferings of the course on sharply restricted budgets, but little mention has been made of the lowering of house standards during the depression period. Such depreciation has played its part in the reduction of income and the difficulty of meeting competitive membership conditions. There still is selling and service merit in the pleasures and distinction of a well-kept clubhouse.

Thomas Ream, manager of the Westmoreland C.C. (Chicago district), supplies some practical, experienced advice on clubhouse budgeting. The Westmoreland house is cited by many managers as an example of good operation and foresighted cooperation on the part of club officials and managers, so we now will look at how the Westmoreland people determine their budget.

We project our budget (says Ream) on the basis of the preceding two years' actual expenses and observations of whatever oversights or possibilities for improvements have been noted after a careful survey of those years.

Our expense is classified as (1) house maintenance; (2) building repairs; (3) entertainment; (4) refurbishing account; (5) restaurant replacements; and as departmental expense (restaurant, lockers, cigars and buffet).

## Keeps Record of Future Needs

Note of all items to be considered in this budget is kept during the year in a "future work" file that I have. If it is an ice-shaver I need, I apply that to the restaurant budget. If it happens to be a new rug for the locker-room I apply it to the refurbishing account; and so on. I go over catalogs and investigate in other ways, to

determine the price, size, stock number, etc., and write this data alongside the needed article.

I go over this budget thoroughly before I present it to the chairman so that I can present to him a complete picture of our requirements in a manner that will enable him to acquaint the board with our situation.

Under the house maintenance budget we consider the following items: Manager's salary, operators' salaries, other salaries, board and room, light and power, fuel, laundry, ice, supplies, repairs—furniture and fixtures—miscellaneous.

Repair items are itemized, as for example: drapery and fixture repairs, repairing electric fly screen, rubber ends for locker-room rugs, re-upholstering back of wicker divan, new cushions on outside furniture, repairing dormitory furniture, electric fan repairs.

## Supplies Form Long List

Supplies should be carefully itemized for the protection of the operating standard and for fully explaining to the officials why the general total of supplies sometimes seems high, but actually is conservative. Among the supply items I note: golf pencils, book matches, soap and cleaning compounds, disinfectant, deodorant, fly spray, hardware, uniforms for houseman and housemaid, brooms, mops, pails, sponges, spring and fall flowers (before and after flowers from our own garden are available), floor wax, furniture polish, vacuum sweeper supplies, magazine subscriptions, toilet paper, car parking checks, sweeping compounds, refills for fire extinguishers, piano tuning and radio repairs. Omission of any of these items or other details that in themselves may be minor, soon will represent a total that will mar the effective operation of the budget.

Building repairs I itemize as: painting, carpenter work, electrical repairs, plumbing repairs, miscellaneous. Here is where a manager does justice to his club and his own reputation only if he insists that the house be protected against undue depreciation. Our yearly average for the 9 years ending with 1931, was \$7,283.20.



Twelfth green at Riverside Golf park, an 18-hole fee course owned by W. D. Cammack at Little Rock, Ark. H. C. Hackbarth was architect and builder. Gus M. Milton is greenkeeper. Interesting use is made of Arkansas river water for the course. Control of the water is effected by a concrete spillway. During dry periods water is pumped from the river into the bayou, forming lakes in front of several greens. Bayou is stocked with game fish. The course is well wooded and claimed to be the "sportiest fee course in the south."

In 1932 we spent \$4,380.07 and in 1933, \$3,100. Some of the saving is due, of course, to lowered prices but a considerable part is due to our use of our own employes during the winter. This economy is further endorsed by enabling us to keep good people the year around, instead of having the usual season's-opening problem of getting new staffs which is one of the serious handicaps to good operation at golf clubs. This year-around employment will be of particular interest as 1934 budgets are made up due to possible effect of minimum wage codes. I can not see how golf clubs can escape recognition of the fact that usually golf club work is seasonal and on this account wages during the season must take into consideration the employes' off-season status. Another important point about having one's own employes doing such house repair work as they are competent to do, is that they can be held to strict accountability for it all during the year.

I need make no special reference to the entertainment budget because this is something usually outside the manager's jurisdiction. About all the manager can hope is to have an entertainment schedule that will give him an opportunity to put on some distinctive affairs, adding prestige to the club and contributing to the members' pride and pleasure in their establishment, without the net cost getting out of line.

Unless the manager keeps notes during the year on his refurbishing account, he is liable to fail to provide for some needed items in his budget. From my notes I find among the following items put down for inclusion in my 1933 budget were: radio

for men's card room, indirect light for men's card room, two sand jars for men's card room, four colored umbrellas for men's grill outside tables, draft control, front entrance door mats, men and women's shower-bath mats, five reed rugs for outside promenade, center aisle rug for men's locker room, 42 rubber ends for men's locker room runners, 12 bridge tables and chairs to match.

#### Preparing for Repeal

Budgets for 1934 must reflect the new condition with respect to beer and hard liquor sales at golf clubs. Much of the 1933 operation in beer serving equipment was make-shift and I am disposed to think that when the connoisseur demands of the "prominent club members" are restored we will have to do much to get back to the pre-prohibition days when club members boasted of the superb beverages served at their clubs and the manner of serving. Already men and women are noting a marked difference in various methods of serving beer and bringing the club manager a problem far more difficult than it seems on the surface.

Restaurant operation has suffered from reduced crews, and perhaps may be further curtailed by code wage and time scales. Still the insistence for prompt, personalized service is emphatic at every club making a claim to first class character. Consequently the manager's 1934 budgeting problem will involve a careful study of labor-saving equipment.

Generally, though, the restaurant replacement budget will be quite satisfactorily considered by including such items as: china, silver, glassware, linen, uniforms, and other equipment and supplies.