

gage on the club property. Several years ago we established a depreciation fund, setting aside a certain amount every month to this fund. This depreciation fund

"Golf club financial worries will continue so long as the principles upon which successful businesses are operated are not applied."—Anonymous.

has been of considerable assistance at various times during this past depression, enabling us to borrow from it to tide us over in certain emergencies.

"In my opinion it is highly important for any club to have such funds in special accounts which can be added to in times of prosperity and be available for actually caring for such depreciation as occurs or for such purposes as we have found ours useful for. Of course, funds borrowed from the depreciation fund have been paid back to it after the emergency has passed."

They Fool Themselves with Enthusiasm, Says Authority

Sage and painfully true comment on the golf club failure to protect against the excess of unenlightened enthusiasm to which new officials often succumb is made by one of the foremost, successful club management authorities in the United States. With a blunt directness that has been a factor in making his own club's operations one of the bright marvels of the depression, this practical expert warns against a condition that may return to the golf field if real estate continues to boom. For diplomatic reasons the commentator shall not be identified here. He remarks:

"The financial misery of many golf clubs was due to the fact that the real estate value rose from five to eight times book value in the years 1925 to 1929. This increased club borrowing capacity and funds were obtainable for every wildcat idea submitted to the Board of Governors.

"The blown-up real estate value merely added to the tax burden and didn't put a nickel in the club's treasury; therefore the capacity to make amortization payments and pay interest was actually less than before the rise.

"Most clubs had made provision, so far as legal documents are concerned, for sinking funds and the accountants insisted on including reserves for depreciation, but rarely indeed was the money set aside.

"Golf clubs financial worries will continue so long as the principles upon which successful businesses are operated are not

applied. There is no individual responsibility for errors and foolish expenditure of money. The majority of the members go to the club to put away the cares of business and few will take the trouble to argue against the adoption of a project however ridiculous it may be.

"The idea of a club with a very small membership so that there never will be congestion on the courses is typical of the foolish ideas adopted without any thought whatever. In 1927 and 1928 some people would have reduced our membership from 650 to about 500 but happily we began the depression with 650 and sank to 430 and still kept out of the red. Had we started with 500 we would have had at least four years of serious loss and we would now be carrying a big debt. A 36-hole club with a membership drawn from a wide area rarely needs to accommodate more than 250 of its members on any one day.

"To put such a plan as that into effect would have entailed the purchase of 150 certificates and the loss of \$35,000 a year in revenue—all to save someone perhaps 10 minutes on the courses upon four or

"For the past six years we have followed the policy of placing initiation fees in a savings account. This money is used for additions to the club's property."—Thomas A. Dines, president, Denver CC.

five days a year at most. The time saved probably would have been spent harmonizing in the showers.

"Not so far away a golf club sprang up in the boom times and there the exclusive idea prevailed. Of course the depression was not foreseen—good times were here forever. The fathers of that child would like to have some one adopt it. It would be interesting to know what some of them have paid per round of golf."

"Now Is the Time"

When Sinking Funds Are Planned

At Alderwood CC, Portland, Ore., where the 1937 National Amateur will be played, the officials have keen appreciation of a sinking fund. The circumstances are set forth by Arthur H. Craig, general manager of the club, who says:

"Our club was organized during the boom days, and every available cent was put into new construction and betterments. The depression hit us and we had no reserve and were forced to make our expenditures commensurate with revenues.

"However, we have at all times treated depreciation as an expense and have set up such reserves. We have set our dues at a figure which covers this item plus a few thousand dollars each year which would ordinarily be put into a sinking fund but which we are using to retire indebtedness.

"The question of a sinking fund has been discussed many times by our board of directors and it is probable that our club will commence within two years to set aside a sinking fund to tide us over times such as we have just gone through."

Separate Account for Reserves at Minneapolis

At the Country Club of Minneapolis, Manager A. C. Statt advises that depreciation charges are carried in a separate bank account and that one-twelfth of the yearly charges are deposited in this account each month. The depreciation charges are included in the operating costs of the excellently managed Minneapolis establishment.

Annual depreciation charges at the Country Club of Minneapolis are made on the following basis:

Clubhouse	4 %
Clubhouse equipment	7½ %
Course equipment	10 %

Statt makes it plain that the annual depreciation rates charged at Minneapolis are not to be considered as applicable to every case and that careful investigation of construction, use and the obsolescence factor of clubhouse and course equipment undoubtedly would justify higher annual depreciation charges at many clubs. How-

"Many clubs during the past four or five years could have gotten along very well on their income if they had not been burdened with interest charges."—Carl C. Gibbs, president, Mayfield CC, Cleveland.

ever, the operating savings effected by improved equipment would go a long way toward closing the difference between the depreciation fund item and the cost of the modernized equipment.

Monthly payments to depreciation and other reserve accounts also are made at the Denver (Colo.) CC. Of the practice at this fine club its president, Thomas A. Dines, advises:

"For the past six years the Denver CC has followed the policy of placing the initiation fees in a savings account. This

money is used for certain additions to the club's fixed property, such as a swimming pool which was built last year. With the exception of the last three years, we have been able to keep this account intact for such purposes, but we have had to draw some on this the last few years to cover departmental deficits.

"Of course, our theory is that the dues and ordinary income should take care of the club's operating expenses. Our initiation fee is \$300 and dues are \$160 a year plus Federal taxes. Dues are payable monthly.

"Dues are carried as regular income and are used for the operating expenses of the club. We accrue a deposit in a separate account monthly to cover one-twelfth of the year's taxes and interest payable. In addition, we started something over a year ago—a depreciation account—and have deposited a fixed sum of cash monthly to this account."

Fat Years vs. Lean Years

From the experience of the Fenway CC (New York metropolitan district) comes the old, old lesson of the seven lean years and the seven fat years which we all seem to forget so easily. Says E. A. Brown, Fenway's secretary:

"This golf club, which is a continuation of the former Fenimore CC, has made it a practice during the past ten years to do away with the setting up of a reserve for depreciation for its building, machinery, fixtures, etc. During this period, a great quantity of machinery and fixtures has been purchased, which was all charged off annually as expenses of the departments to which they were applicable. Similarly, all betterments and improvements have been handled in the same manner.

"Upon an examination of these costs, as compared to the rates charged off on the books by other clubs, we find that the expenses of these items would about equal to the amount of the reserve which would have been set up during the same period.

"It is the writer's opinion, however, that a more conservative method of handling this matter would be to set aside a sinking fund annually from the earnings which would be available in case of emergency, especially in the years when the earnings of the club would be very lean. This practice during the past years, however, was quite difficult, due to the existing depression, whereby there was a great deal of difficulty to produce sufficient earnings to



Helen Shane and Frank Walsh, for second consecutive year won the Pro-Junior Girls annual competition sponsored by Illinois PGA. Event was played at Waveland course, Lincoln Park, Chicago, August 9, before a large gallery. During the competition, which was on a selective drive, alternate shot basis, with the girls' handicaps allowed, the pros answered gallery questions, explained shots and pointed out some of the golf rules.

Front row, l to r: Matt Matteson, Ridge; Bob Stuppel, Skokie; Joe Paletti, Edgebrook; Tom Walsh, Westgate Valley; Don Gardner, Flossmoor; Tom Kelly, Sunset Valley; Elmer Biggs, Country Club of Peoria; Ren Smith, Oak Park; Jim Wilson, Park Ridge.

Rear, l to r: Eddie Garre, La Grange; Frank Walsh, Bryn Mawr; Esther Smith, Ridge; L. L. Dien, Waveland; Helen Shane, Bryn Mawr; Mary Wilder, Skokie; Nance Rosenthal, Sunset Valley; Josephine Soucek, Big Oaks; Mercedes Robinson, Flossmoor; Betty Mackener, Country Club of Peoria; Virginia Nellis, Park Rdge; Florence Strunk, Waveland; Howard Davis, Ridge-moor.

even carry on the ordinary operating costs."

From S. W. Izard, chairman of the finance committee of the Blue Hills CC (Kansas City district) comes a case history and advice on sinking fund protection that is essential.

Relates Mr. Izard:

"It seems that private clubs are again filling their rosters and I hope that lack of definite financial policies which has been true of many clubs, will not be permitted to continue, although this is quite apt to be the case.

Make Sinking Funds Inviolable for Their Purpose

"My contact with such funds is limited to that of Meadow Lake CC. We leased the ground, the lease expiring in 1942. In 1927 the members approved a plan for a property acquisition fund of \$1.50 per month per member. This was paid quarterly and was kept strictly separate from dues, even deposited in a separate bank account. Three trustees were elected by the members to supervise the investment of the funds as they accumulated, investments being made entirely in municipal bonds.

"The purpose of the fund was to create a sufficient amount of money to finance

the purchase and equipment of a golf club on expiration of the lease. It was thought that the ground then occupied by the club might be thus purchased. As it turned out, however, the owner of the ground died and bequeathed the land to a college.

"The money thus accumulated enabled us to perfect a merger with Blue Hills club which owns its ground, and was sufficient at the time of the merger to reduce substantially the amount of mortgage against the property, and in addition, provided a fund for making some improvements which had been delayed.

"I am strongly in favor of our club re-establishing this fund of \$1.50 per month per member for the purpose of retiring the remaining balance of the mortgage and to provide money for the purchase from time to time of such equipment as becomes obsolete or wears out and for purposes other than the running expenses which are provided for by dues. I believe our members would strongly object to an increase in dues. On the contrary I believe they could be sold on the idea of establishing a sinking and depreciation fund under some plan similar to that which we used at Meadow Lake CC.

"Such funds always should be kept

strictly separate from dues and administered by an officer or a finance committee, or if advisable, by special trustees, so that there never will be any possibility of such money being used for the ordinary club expenses.

"I do not know of a golf club where some set of officers will not some day find it necessary to use such funds for operating expenses if they are available and can be reached. The success of sinking funds, however, rests entirely in their being available for the purposes for which they are created, and the only way to assure this is to make it utterly impossible for them to be touched by anyone for any other purpose.

Carnoustie's Own 300 Influence Fourth of U. S. Pros

By CHARLES CLARKSON
Pro-Greenkeeper, Quincy (Ill.) CC

IN CONSIDERING influences responsible for the way golf has grown in this country, one all too seldom sees or hears references made to Carnoustie, Scotland; but as the American situation is viewed it becomes plain that Carnoustie rather than St. Andrews has been the foremost foreign factor in making golf great in the land that has welcomed so many Caledonians.

The other night I sat thinking of the Carnoustie men who have made this their adopted land and without any difficulty could recall the names of almost 200 of the pro fraternity in the United States who hailed from the wee burgh in Forfarshire. I believe that a full count of the Carnoustie lads who are serving, or who have served, as pros in the United States would exceed 300. That is almost one out of 16 of the average resident population of the town.

This small army of 300 represents an imposing portion of the pros in the United States and when you count in, as having come under the Carnoustie influence, the American pros who came into pro golf through apprenticeship to Carnoustie-born master pros, I would not be surprised if the extent of Carnoustie's influence directly touched almost a quarter of the first class pros in this country.

Alex and Willie Smith, Fred Bell and George Low were the advance guard of the Carnoustie clansmen and arrived here about 1900.

Going hastily over the roster I recall the following Carnoustie families and the

number of lads they furnished to American pro golf:

Smith, 4; Maiden, 3; MacKay, 2; Brand, 2; Clarkson, 4; Black, 2; Bell, 3; Hackney, 4; Gallett, 4; Low, 4; Patterson, 2; Fotheringham, 3; Robertson, 5; Campbell, 4; Tosh, 2; Martin, 4; Simpson, 5; Stewart, 2; and White, 2. I realize that in this list, written down offhand, I have omitted many who are close friends of mine and whose names will occur to me the minute I drop this into the postbox.

Thinking of these lads brings memories of the days in the eighties when Alex Smith, a bunch more, and I used to play around the sinkies, which were merely holes the caddies dug out and played to while they were waiting for work. Rich men came to Carnoustie from Dundee and provided a good part of the outside golf income although the town always had a large summer population and play from the officers at Barrey camp who would start at the far end of the course, which ran nine out and nine in.

Matches between the Carnoustie men and those of St. Andrews, Montrose, Prestwick, Troon, North Berwick and Monifieth were great affairs in the old days, although when the exodus of Carnoustie lads to the States was on, our good players were mostly west of the Atlantic and couldn't help the home side.

True that St. Andrews is mecca of the amateurs, but certainly Carnoustie is the Plymouth of the pros, and as such deserves an important place in American golf history

Caddies Protest—Thirty-five caddies at the New Haven (Conn.) munny golf course struck and picketed the course recently as a protest against the dismissal of Jack MacDowall as pro. MacDowall was reported ousted by Park Supt. Wirth for selling golf balls at his home in violation of a ruling he was to sell golf equipment only at the course.

New Haven newspapers played up the case with pictures of kids with the crudely lettered signs they carried.

Don Parker Dies—Don Parker, an organizer of the New York State GA, for many years its president, and one of the earliest golf club and association officials to see the wisdom of scientific research in turf, died recently.

Death of the genial and widely-known "Uncle Don" took from golf one of its most beloved, prominent figures.

In 1925 he provided financial support for work in this field done by the agricultural school of Cornell U.

HE OPERATES NINE FEE COURSES

By WALTER McCALLUM



S. G. Leoffler, Jr.

IN WASHINGTON fifteen years ago the fellow was peddling lunch boxes around the Veteran's Bureau and other Government departments where the pretty little stenogs tripped out for a snack at noontime. Today he is the biggest operator of public and semi-public golf courses in the entire Middle Atlantic sector, operating 99 holes of golf stretching from within a mile or so of the mammoth Bureau of Printing and Engraving, where those elusive dollars come from; through Annapolis and down to Richmond.

Severine G. Leoffler, Jr. is known around the National Capital as the grandpappy of public links golf. Sports writers in Washington call him Santa Claus because each year when the time rolls around for the national Public Links championship he digs down in his capacious jeans and comes up with the dough to send four local lads to National, whether it be played in Seattle or on Long Island. Incidentally, he hopes he won't have to put out so much coin next year. He is angling for the 1937 National Public Links championship for his East Potomac Park course, where the tourney was held in 1923.

Strictly a business man, Leoffler got in on the ground floor of public links golf in the Mid-Atlantic sector, back in the days when the then Col. W. W. Harts and Walter J. Travis had laid out an experimental nine-hole course on a reclaimed marsh built out into the Potomac River. Before that time the only public layout in Washington was a dinky little 9-hole course of around 1,800 yards, all drive and putt holes. Today the guy operates a flock of first class golf courses with just about the cheapest rates you could find in many a trip around this bunkered land. He has under his thumb four 9-hole courses in East Potomac Park, the original 9-hole

layout in West Potomac Park; an 18-hole course in wooded and hilly Rock Creek Park, where Teddy Roosevelt used to do his horse-back riding, and one day had an idea the entire area should be set aside for a public park; 9-holes of semi-public golf at the Annapolis Roads Club, which he took over two years ago from a bankrupt organization; 9-holes at Seven Pines, near Richmond, and a modern 18-hole layout at Westwood, also in the Virginia state Capital.

**Drives A Dime
Past the \$75,000 Mark**

Leoffler literally went into the golf operating business with a prayer and a dime. Today he owns more than \$50,000 worth of course equipment in Washington and probably half that much at Richmond and Annapolis. The situation in Washington is unusual in public links operation, for the United States owns the land and the courses which Leoffler operates, probably the only place in the east so operated. He leases the courses from the National Park Service, and so well has he done his job that in 15 years of recurrent assignment of the three-year contracts he never has had a serious bidding competitor. Several years ago I asked Lieut. Col. U. S. Grant, 3rd, then in charge of the public parks in Washington, why the continued assignment of the golf contract to Leoffler, as each three-year term ended. "He was the only original bidder who turned in a business-like bid accompanied by check," Grant said. "And he has continued to be the most business-like bidder of them all. He has done a good job and a satisfactory

Does Your Club Issue a Monthly Bulletin?

From the many country club magazines and bulletins GOLFDOM receives we get a great, inside, accurate picture of activities and scores of good ideas that tip us off to stories of methods clubs can employ to advantage.

It seems to us that much good would be done the golf field if a list of such club publications were compiled and printed in GOLFDOM. Then, if the editors of these publications so desired, they could exchange issues, so that the hundreds of helpful ideas to be found in these bulletins might aid officials of other clubs to profitable and pleasant club operation.

Please see that GOLFDOM is put on the list to receive your club publication, so it's name can be included in the list we are preparing.

job, and we like the way he does it." Could there be a better answer?

A city of around 600,000 inhabitants, with some 16 private courses scattered within a radius of 15 miles, provides Leoffler with all the patronage he can use on his public golf enterprises in Washington. It isn't unusual on a Sunday to see 1,200 players start at East Potomac Park, with its four 9-hole courses, or to see 1,000 start at Rock Creek Park. The rates, cheaper than in almost any city for good golf, are as follows: 15 cents for 9 holes and 25 cents for 18 holes on week-days; 25 cents for 9 holes and 50 cents for 18 holes on Saturdays, Sundays and holidays.

One Success Secret In Maintenance Budget

"We figure," Leoffler says, "that the secret in operating public golf courses is to give them just as good or better than they can get at a club. We figure our maintenance costs at about \$1,000 a hole a year.

"The best advertising medium for a public golf course is plenty of tournaments, which the newspapers are always interested in, thereby keeping the public interested."

Golf alone won't satisfy them all. So Leoffler operates, in addition to the usual restaurants at all his courses, driving ranges and putting courses. He has 45 driving tees at East Potomac Park, the backbone of the Leoffler enterprises, two practice putting greens and one of those nearly-extinct operations—a Tom Thumb course. Miniature golf isn't dead, either. Leoffler figures his Tom Thumb courses pay handsome dividends. His latest ven-

ture is a mammoth swimming pool, which probably won't be built this year, but will be in operation in 1937.

Quite a jump for a guy who started his business career fifteen years ago peddling lunch boxes from a little buggy. But Leoffler, if you can judge by the remarks of his patrons, deserves it all. The rotund, stubby little public links czar has played ball with the golfers. They think he has done a good job, and their patronage is the answer.

If you figure, as you must, that public golf is the incubator of the private clubs, Papa Leoffler should have a vote of thanks from many of the swanky clubs which festoon the country in nearby Virginia and Maryland. Of course you couldn't put a finger on it, but probably half the members of those clubs today first were nudged by the golf bug at one of the Leoffler courses.

Lousy Condition, Little Play Brings Muny Course Probe

EXPLANATION that budget enabled him to employ only 4 men on Wilson Park. Pontiac (Mich.) muny course, was advanced by City Engineer Lewis M. Wrenn, in charge of course, when park commissioners investigated report that poor condition of course is responsible for decrease in play. Fee and private courses in vicinity are having big increase in players.

Commissioners and city manager passed by the suggestion that Dr. James L. Tyson, head of soils dept., Michigan State college and noted golf turf authority, make inspection and recommendations. Tyson was selected by Detroit District GA to survey and report on turf at DDGA member clubs.

R. W. Ellingham Dies—R. W. Ellingham who designed the PGA clinic tools in association with Jim Gallagher, died at his home in Springfield, Mass., Aug. 22, after a brief illness from food poisoning.

Ellingham was born in Ely, Eng., 63 years ago and came to the US at the age of 10. He was prominent for many years in Eastern industrial fields, and for the last 15 years was active in New England golf. He was president of the Franconia GC at the time of his death.

Ellingham contributed greatly to the modernization of the pro-shop bench and was highly esteemed by veterans and younger men in pro ranks. His sons, Stanley and Harold, will continue the Ellingham Tool Co. business.

ASK ABOUT WINTER-KILL

By V. C. DOERSCHUK

Questionnaire to North-Eastern clubs brings helpful data on damage.

THE extensive turf damage of the 1933-34 winter, which required on some courses the seeding or sodding of 50% or more of the greens, instigated a questionnaire which was sent to 19 golf clubs relative to this subject. The subject is important not only because of the expense involved but also because of the delay experienced in again having playable greens. The number and location of the courses consulted: Northern New York 8, Ontario 7, Quebec 4. All who were consulted showed a deep interest and concern in the subject.

The summary of the answers to the questions asked is given below:

1. *Do you treat greens in the fall for snow mold; what treatment is used?*

Eight courses answer "No," 11 "Yes." Varieties of treatment: (1) Calomel 2/3 and bichloride of mercury 1/3, using 3 oz. per 1,000 sq. ft., applied with sand. (2) Bichloride of mercury spray. (3) Semesan spray. (4) Most of the clubs use 3 oz. bichloride of mercury per 1,000 sq. ft., mixed with equal parts of sal ammoniac to increase the solubility of the bichloride, using no more than 3 oz. bichloride in 50 gals. of water. The above treatments are put on as late as possible before the first snow in the fall, some say after the first killing frost. One comment was that since snow mold forms only at certain temperatures close to 32° F., and when the snow is melting, that the melting snow should be brushed off the greens with street cleaners' brooms, otherwise the jelly-like slime on top of the snow will dry leaving the mold on the grass in patches resembling cobwebs. If this is not brushed off the grass it turns yellow in spots and dies. Other comments are that a heavy topdressing should be used late in the fall; that fertilizers should be omitted after August 15 or September 1, otherwise the grass makes a lush growth which is susceptible to disease; that the greens should be kept free from matting in the fall; that after August 15 the mowers should be lifted 1/8 in. compared to ordinary cutting so that the grass will become more

hardy before winter; that the greens subjected to snow mold are usually the sheltered ones.

2. *Are shallow trenches cut into the greens, after playing stops, to provide drainage from low spots?*

"Yes," 10; "No," 9. All those who use this method report favorably except one. Some who answer "No" report that the greens are so well sloped that further drainage is not necessary. The common method is to cut a trench 6 in. to 12 in. wide, lift the sod 2 in. or 3 in. deep laying it on the edge of the green, the pieces being in order so that they will fit in when replaced in the spring. The trench is then left as is or deepened. No trouble is experienced by the sods not growing in the spring when replaced; in fact in a number of instances this sod grows better than that in the vicinity of the trench. The sods have been well drained while out; the sod left in place was not so well drained.

3. *Is ice and snow removed in the spring, or is nature allowed to take its course?*

"Yes" 12, "No" 7. Those who follow this practice report favorable results. Some comments: Ice is taken off as thick as 6 in., thus letting air to the grass and roots. This facilitates spring drainage. Ice and snow are removed during each thaw; after removal the greens are swept. Ice is removed where the green is exposed to the sun so as to prevent a lens action which results in burning.

4. *Are the greens covered with straw, brush, leaves, etc.?*

One reports that leaves are being tried, placed on the greens after the ground freezes. 18 report "No." Numerous ones report that this has been tried with disastrous results. One reports that where snow

stays on throughout the winter, brush is placed loosely on the greens to act as a snow catcher, but no matted brush should be used.

5. *Do you use snow fences, to increase thickness of snow cover on the greens?*

"Yes" 5, "No" 14. One course uses fences 4 ft. high and 2 fences per green in order to catch more snow, one uses 2 or 3 fences 3 ft. high held by stakes driven into the green. Favorable results are reported. Several report snow fences properly placed to prevent an otherwise heavy drift on the green from natural causes. One reports that where snow fences with horizontal slats are used a trench void of snow is formed along the fence. This trench could be shoveled full of snow, or a better design of fence would prevent this. One reports that snow fences are very important for windswept greens. Some who report "No," say that greens naturally receive plenty of snow normally. Snow fence design and placement can be improved by consulting highway and railroad authorities who place miles of fence each winter.

6. *Which greens give the least trouble from winter-kill?*

Well sloped and sub-drained, 10. Sheltered, 5. With thick snow cover, 4.

Those which gave the most trouble are: Where snow blows off easily, or where the greens are most exposed, 7. Poorest drained, 2. Where most water collects, 2. One reported that the best sloped green suffered badly. This was exposed to wind, and no doubt had little snow cover.

7. *At what length of grass is mowing stopped in the fall?*

Same as during playing season, 1.

½ in., but 1 in. after October 1st, 3.

½ in. more than normal, 3.

1 in., 4.

2 in. to 3 in., 1. (This probably refers to fairways—Ed.)

Mower raised after September 1st, no cutting after October 1st, 1.

Grass should be longer than normal after September 1st, but no matting should be allowed to form, 6.

Many say to leave the grass as long as playing will allow.

8. *Does length of grass when the playing season ends affect winter-kill, or conditions of the greens in the spring?*

"Yes" 15, "No" 4. Those whose answer

was "yes" are in favor of longer than normal length of grass, and believe that this protects the roots, allows the grass to attain more vigor before winter, and decreases snow mold tendencies. Since root growth is promoted by length of leaf, these viewpoints seem quite pertinent.

9. *What kind of greens' grass withstands winter-kill best?*

Seaside (Coos County), 5; Creeping Bent, 4; Rhode Island, 2; Fescue, 2; South German, 1; Velvet, 1; Washington, 1; P E I Bent, 1; Columbia Stolons, 1; a native bent, 1.

One club reports Seaside not satisfactory. One club, in St. Lawrence County, N. Y., found a native bent in pastures and fairways to withstand winters best and to be a good serviceable grass. This was taken up as sod and placed on the greens. This was identified as a Washington or Metropolitan Bent.

One club reports that greens 3 years or more old withstand winter-killing better than younger greens. This is probably related to the root growth, and points to taking better care of young greens.

10. *How are winter-killed spots repaired?*

Answers were rather general. Seeding, sodding, and planting of stolons are the usual methods. Which to use depends on time available (sodding gives a playing surface first, seeding last); the size of the area, the sod available, the season, and the probable response of the method chosen. Several report using at least 1/3 redtop when seeding in order to get a quick start, and in order to protect the other seedlings. Some report that it is difficult to decide when grass will and when it won't recover from apparent killing and that in this way time has been lost in waiting for a showing by the grass.

11. *Miscellaneous comments.*

(a) Eliminating low spots always advisable.

(b) Cut out the features and fads. Good golf players do not ask for billiard tables. (Believe he refers to special grasses, fertilizers, experiments, etc.)

(c) The hollows suffer most. They collect the most water and fertilizer in the growing season and look the best then. Seepage in the hollow helps to compact the ground there; acidity follows. Frost sets in and seals the hollow to air so that the turf is choked bottom and top.

(d) At times the grass looks fine early

(Continued on page 32)

AN ORDER IS AN ORDER

By HERB GRAFFIS

AT THIS time of year much in the golf business depends on pro realization of the fact that in business an order is an order. Whatever clearances of shop stocks have to be made are not wise when the pro who has not paid for some of his unsold clubs, wants to ship them back to the maker. That practice is practically extinct among successful, competent pros, and fortunately does not prevail among unsuccessful operators in other businesses, or American commerce generally would be in a hell of a fix.

The pro can't eat clubs during the winter. Neither can the employees of manufacturers. Clubs must be turned into money. Returning clubs at the end of the season has been partially responsible for one of the silliest, most expensive merchandising operations in golf—that of starting the next season in late March or April with big cut-price store sales of "obsolete" models. The practice has cost pros at least five dollars in next year sales for every dollar's worth (at retail prices) of clubs turned back to manufacturers at the close of the preceding season.

Before a season starts, store buyers look for something special to offer. Manufacturers need dough to finance their operations. So in desperation they unload returned clubs to the stores.

At times I have suspected that a considerable volume of "obsolete" clubs were actually manufactured during late winter to care for this spring store sale demand. I asked a manufacturer friend to give me the truth concerning his own case. He replied:

"Certainly we make up some of the 'obsolete' clubs. What happens is this—we get clubs back from pros at the end of the season to a volume that forces us to get rid of them for whatever cash we can get and in whatever way we can without throwing them into the river. There aren't enough of these returns to supply the entire store demand for spring 'specials' and as we can't play favorites among good legitimate store accounts any more than we could play favorites among pros, we make up some 'obsolete' stock, rather than lose heavily on our returned goods.

"Do you think any first class pro business man, if he were running our business,

would do anything else?" asked the manufacturer.

This returned goods evil is gradually being eliminated by the pros not mainly because they are concerned with the manufacturers' financing problems but because the pros have become aware that they don't get through the off season unless they convert their merchandise into cash profits. Highly valuable to the pros has been their discovery that plenty of golf clubs can be sold in September and even in October by adroit merchandising. There are huge and highly profitable "sales" of women's fur coats in August with the temperature around 100 degrees, and the sellers' offer of free storage until cold weather. If the fur dealers can do this, the pros can sell golf clubs in October. Christmas sales of high grade golf clubs came back in great shape last year, as additional evidence that the golf club selling season doesn't end right after July first.

When the returned goods evil is eliminated, the pros will have a basis for squawking against the early season cut-price sales at stores, as responsibility for the "obsolete" models can then be laid to faulty production control by the manufacturers.

Spring Pay for Fall Buys

Now comes the part of the problem that is easily under control of the pros—fall ordering. Pros are very human businessmen. They want to help pleasant and hard-working salesmen. Consequently the fall orders are placed often without due regard to spring ability to handle payments and sales. Shipments come flooding the shop in the spring and if the pro hasn't kept a complete and accurate record of orders as he placed them in the fall, he begins to suspect the orders have been padded. With this suspicion he starts the season wrong so far as the suspected

manufacturer and the pro himself are concerned.

A careful study of spring requirements and conscientious maintenance of fall order records is the habit of the successful professional, and the less experienced fellow will find it profitable to follow this method, effectively immediately.

However, although the fall ordering season is one of the important features of September, the smart pro remembers that just because it's getting near the fall it's not too late to sell and turn his stock into money instead of into store competition for next year.

A CENT A SHOT

Easy-Payment Idea Puts
Good Clubs in Hands
of Many Members

ONE of the most productive pro selling ideas that has come to our attention lately is that of the cent-a-shot payment plan originated by Jim Devlin, who has been pro at the Nemaocolin CC, Beallsville, Pa., for 14 years.

Striking evidence of how well the plan is working is seen in the charts on each player-customer's game that Jim keeps in his shop. After every round the player's score is registered on Jim's chart not only as a check-up on the bookkeeping but as a signal to Jim that the member may need some special instruction for his game.

The idea is one which, if subject to patent or copyright, probably would bring Jim a good piece of money for royalties resulting from its effective use. However, it's Jim's tough luck his bright idea is of such nature that it cannot be legally covered, so he passes it on to the other boys in the belief that it will do as well for them as it has done for him.

Now for Devlin's explanation of how the plan works:

"I first pick out the member who I know will improve his game with a new set of clubs, either irons or woods, and get into a conversation with him. While doing so I mention the great improvements that have been made in the past few years with golf equipment and how the scores in all the tournaments are so much lower, much of it due to the improvement in the clubs. When talking I pick out a Wilson Off-Set iron, to give an example, and point out the new features of the club which catch the member's eye and imagination.

I then go to work with my plan and ex-

plain that practically everything today is sold on a "Budget Plan" and that is what I want to do with my members. To show how interested I am in them I ask them to take my set of clubs out and play a round. If they like my clubs I can let them have a set with down payment of \$15 to \$25. Every time they play after that they pay me one cent for each shot they take, which I apply to their account and keep a chart in the shop showing them how they are improving.

In the event they do not show the improvement in their game that they or I think should happen, I look them up and watch them hit a few shots and in most cases I can find out what is wrong, which again shows I am interested in their game.

The member becomes a salesman for me and comes out to the course more often which is what I am mainly interested in as my shop becomes headquarters for him and his friends. He wants to show them what the new clubs have done for him. Again I go to work and show his friends where the above member has his clubs more than half paid for and before the end of the season will have them fully paid for without being hurt by putting \$30 to \$75 on the line at one time. Friends become interested and fall in line, which makes my worries real small ones as far as store competition is concerned.

My sale of balls and accessories naturally increase as the members get into the habit of visiting the shop every time out. Of course the plan I have outlined works in all price ranges and takes quite a bit of personal attention, which after all is why my club employs me. After 14 years at this club, this year I find business better than ever.

PROOF that a golf tournament is a certain national publicity-getter for a civic event was supplied by the tournament held at the Wheeling (W.Va.) CC as a feature of the Wheeling Centennial celebration. The event was 54 holes, 36 Friday and 18 Saturday morning, for \$1,000 and was well attended by a fine field of Ohio, western Pennsylvania, D.C., and W. Va. Pros.

Billy Burke won with 206, passing Ralph Guldahl, with whom he was paired, on the 16th hole of the final round. Phil Perkins led by two strokes at the start of the last 18 and began his finale with an eagle but slipped to a tie at 207 with Guldahl for second money.