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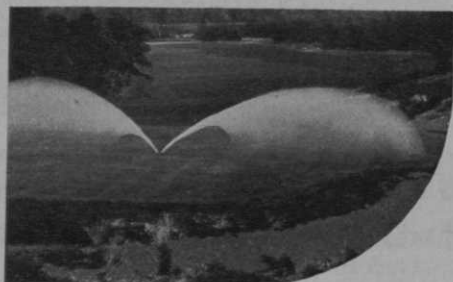
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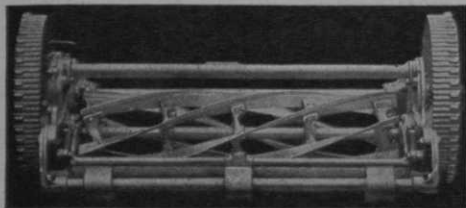
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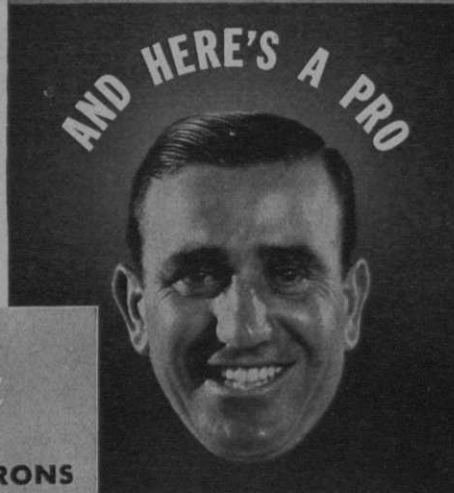
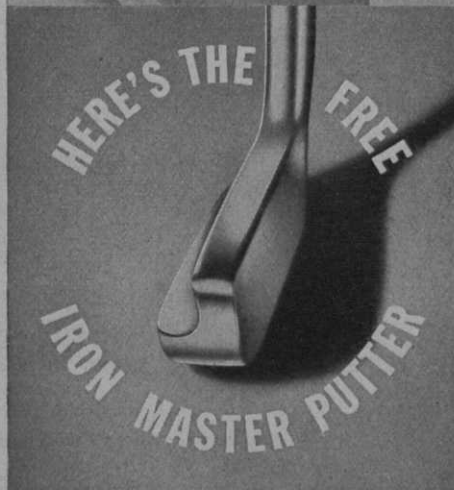
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The Business Journal of Golf

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Vol. 11 • No. 6

NO LIES NECESSARY

How small-town club weathered good times and bad and today is everything its members aimed for

By KARL SUTPHIN

“GIVE us a course so fine that we won't have to lie about it.” That was the prayer offered by members of the Carlisle (Pa.) Country club in the years prior to 1934, when every dollar of income had a triple duty to perform. And, thanks to energetic work, a lot of foresight, and curtailment all along the line that really meant cutting things to the bone, the Carlisle Country club boasts today an 18-hole layout to be really proud of, a solvent financial condition, and a membership of 250 which would rather talk about how fine a club they belong to than anything else.

W. R. Shearer, a member of the Board of Governors since the club's founding in 1926, chairman of the green-committee from 1927 to 1935, and a committee of one that built the clubhouse out of two large barns, was the driving force behind the progress so visibly evident at Carlisle since the dark days prior to 1934. Says Shearer: “There had to be a lot of work done by a willing horse or jackass, and I guess the people thought I was it.” Shearer continues with some facts of the earlier years of the club:

“The first nine holes at Carlisle were laid out in 1926, the course water system

installed, the land cleared and six holes developed during the year. The following year three creek holes were developed and in play by late summer, but in rainy weather faulty drainage on these holes provided a constant worry to those wishing to play the ‘full nine.’ At the end of three years, however, by the use of thousands of feet of tile ranging from 3 in. to 2 ft. in diameter, the holes which some feared would have to be abandoned became to many the most beautiful and interesting on the course. In 1927, 2,000 trees (white pine, white ash and American arbor vitae) were planted in a tree garden along the course and more than 500 of them thrived and from year to year have been transplanted to various parts of the course.

“In 1930, after using a pro and green-keeper since the club was organized, the two jobs were combined when we hired a young pro, John Gove. Gove is still

with us and the club owes him a huge debt of gratitude for the fine way he has handled his jobs, and held the club together, so to speak, when the going became pretty rough. Gove supervises the course in the morning, planning the work for the day, and devotes the afternoons to his shop and teaching. His wife is an excellent amateur player, is



Much of Carlisle CC's success is attributed to John Gove, club greenkeeper since 1930.

a member of the club and a big inspiration to the women players. She won the Central Pennsylvania Women's championship one year, giving our club a 'place in the sun.' At my suggestion, Gove took the short course for greenkeepers at Penn State two consecutive winters. Our excellent greens attest the value of this expenditure for greenkeeping knowledge."

And now for a few of the reasons why, or more correctly, how the Carlisle Country Club grew from a 9-hole course in 1934 to an 18-hole course in 1935.

1. They couldn't borrow any more money. That was a distinct advantage. It spelled economy.

2. They had a capable young pro-greenkeeper who was anxious for an 18-hole course and who gave fine co-operation.

3. They had a president who wanted an 18-hole course and who was able to enthuse 20 golfers to subscribe \$50 apiece toward the development.

Second Nine Built for \$3,500

Part of the board signed a note for \$500 more. That made \$3,500 available for building seven new greens (two holes were partly developed), eight new tees, facing an original green in the opposite direction, seeding five fairways and adjoining roughs, extending the water system to the new greens and tees, removing fifty or more large oak and hickories, draining a swamp, buying stolons for seven greens, buying sand and mushroom soil, trapping five of the greens, etc.,

etc. Shearer was in charge of this job, and somehow completed the development within that \$3,500 figure.

Lacking a club angel to finance the club privately, the proposition to those members who underwrote \$50 each was that each person who brought in a new member would have his \$50 refunded when the new member paid his dues. In other words, the proposition was that the new nine would not cost the club or members anything. It didn't make sense. It sounded like Democratic financing—but it worked. Naturally, the boys were anxious for that new nine, and incidentally, to get their money back, so they got those 60 new members very quickly, signing most of them up as of July 1, 1934, so that by July 1, 1935, the club was getting dues from its entire membership instead of being out the dues of 60 members during the whole year of 1935.

Architect Gives Advice

The club called in an able, nationally known golf architect, who spent an afternoon at the club and for a small fee showed them how to connect the old and new nines to best advantage. An old woodsman showed them how to take down large trees without leaving any



Gove enjoys a lively sale of golf equipment in his recently built pro-shop, located just across the road from the clubhouse.

stumps, and to use Shearer's words, "we were not 'bunkered' by the high prices of outside development, and every 'explosion shot' of earth fell in the place it belonged."

The club has had the same stewardess for six years. She has a home at the club, gets a small salary and is furnished equipment, light, heat and refrigeration free; she retains all profits from the dining room. She buys all foods and hires her own help from her own funds. The club has no losses there.

Since repeal, Carlisle has developed its own tap room and all profits from that



Although not as beautiful as some club structures, Carlisle's members are proud of their clubhouse, built from two large barns, which measure 50 x 110 ft. Building has three large porches, with locker-room and 'Pine Room' located in basement.

source go into the club treasury. A scale of low prices for liquors and mixed drinks is the secret of how they got away from the custom of members bringing their own bottles. The ballroom is rented out on occasions to preferred organizations and a nice income is realized from rentals. A hard-working women's committee keeps the interior of the clubhouse in fine condition from the revenue they obtain from dances throughout the year.

Restore Dropped Initiation Fee

The initiation fee for the first six years was \$100. In 1932 it was dropped and the dues reduced by "zoning" the membership into three groups according to how far the members resided from the club; i.e., residential, 10 to 20 miles, non-resident. This held the old members and interested new ones. Today the initiation fee is \$25.

In 1936, the tennis courts were resurfaced, paths leading to the 6th, 7th and 9th tees were improved, there was much resodding on the old nine, and a large bridge was refloored. Improvements planned for the near future are a new practice putting green with nine cups, and a caddie house. An innovation which proved very popular last year at Carlisle was to give each hole an appropriate name, such as Hell's Half Acre, Great Expectations, The Gully, Golfer's Delight, The Conodoguinet, etc. These names are carried on the scorecard. Par for the 6,020-yd. course which lies in the center of the fertile Cumberland valley, surrounded by the Blue Ridge mountains, is 72.

Albany Newspapers Promote Three-Day Carnival of Golf

AN INNOVATION in golf promotion and entertainment was the Northeastern New York Carnival of Golf, promoted by the Knickerbocker Press and Evening News at Albany, N. Y., May 15-16-17.

Almost 50 clubs were asked to enter four-man teams to compete in handicap groups. Theme of the whole idea was to feature the dubs—"the dues-payers," as the promotion material termed the class. The Spalding troupe played an exhibition on Sunday, May 16, and the district pros competed in a golf show attraction. Municipal and fee-course players also played in an event.

The dinner which was held Saturday evening, drew almost 400.

Co-operating in putting on the successful event were the Northeastern N. Y. PGA, that section's greenkeepers' association, the women's golf association, golf clubs of the capital district, the Albany Chamber of Commerce and municipal authorities.

Wins \$20,000 Verdict—A jury in the Superior court of Judge Frankhouser at Chicago, May 5, awarded \$20,000 to a woman who had sued the Olympia Fields CC for \$50,000 as the result of injuries incurred on the club's toboggan slide Dec., 1935. Winter sports risks is one insurance matter that is not covered by many clubs.

I HANDLE THE HEART

... and that's right in the locker-room, which has bigger 'play' than any other club department

Locker-room management is probably the least discussed phase of club operation, but one that has a highly important part in identifying the class of a club.

Look to the locker-room and bath section of a country club and you'll quickly get a straight tip on what kind of a club it is.

Dave Roberts, author of this article, is a veteran locker-room steward with successful experience at several of the prominent Eastern clubs. He is a man who makes a study of his work and his piece is well worth the time of club managers and officials. Roberts adds, in a letter:

"There are many other items of operation I have not discussed in detail, such as upkeep and care of locker-room, showers, soap, towels, toilet accessories, care of lockers and benches, ventilation, service bar, drying rooms and its problems, care of shoes, wet clothes and bathing suits, etc. Much can be said of each. But I've made enough notes to show the locker-room man really has a lot of work.

SET policies and the class or rating of the club cause locker-room operation to vary considerably in different clubs. The basic principle is the same, however. The layout of the locker-room has much to do with efficient

and economical operation. The number of exits and entrances should be limited in order that the man in charge, while working or serving members or guests, can check closely the arrival and departures. This is necessary especially in clubs where many of the men are in the habit of laying valuables or money on benches or lockers. My idea is one entrance and one exit. For locker-room division, I prefer a room divided in four sections, with convenient main aisles to service bars and showers. The St. Clair CC locker-room at Pittsburgh is ideal for working. Valet, shoe room, drying room and service bar are located off short main cross-aisle.

I plan my work, of course, according to the type of club and the play. Some clubs get quite a few morning golfers, others not many until after the luncheon period. The idea is to have all cleaning done and everything spic and span before any golfers arrive. Who wants to come into a locker-room that is in disorder? This oftentimes is a real problem, unless there is plenty of help.

Accommodates

Guests First

I make it a habit to be ready to receive the players as they arrive, make a note of the member's locker number for valet

reference, and assign guests to lockers as near their host as possible. Always keep all lockers on main aisles for guests, if possible. This places them convenient for service, such as packing bags and laying out clothes, and makes it easier to anticipate and attend to their needs.

What is the proper way to receive guests? Meet them at the entrance, greet them pleasantly, and unburden them. Show me the man who doesn't want to get relieved of his bag and clubs as soon as possible. Send his clubs to the pro-shop or caddie-master, assign him a locker, open his bag, remove golf shoes (don't forget to have a shoe horn handy), and lay out what golf clothes he desires to use. Some prefer to do this themselves.

Likes Valet Charges On Monthly Basis

After the golfers tee off, I have an assistant pick up the shoes to be shined and suits to be pressed. These are returned to their respective lockers as soon as possible. This service varies at many clubs. I like the monthly valet plan, whereby a man is charged by the month for pressing and shoe shining. In clubs where there is no definite policy pursued, some are inclined to put wet, muddy shoes in their lockers. You know what happens. Bad for the lockers and clothes and worse for the shoes.

OF THE CLUB!

By DAVID G. ROBERTS

I always keep a good supply of laces and insist on my shoe boys replacing any broken laces before the shined shoes are returned to the lockers. You would be surprised how careless some men are about their laces and how many we replace in a season. We have handled as many as 360 pairs of shoes on a busy Sunday. This is a real service and does not increase the operating budget very much.

Catalog all players mentally when they tee off, then in case of necessity, it is easy to locate any golfer on the course should he be needed for important telephone calls or telegrams. It has been my custom to list every golfer by locker number and guests' names each day. In case something is misplaced or forgotten, it is easier located. A question asked very frequently is: What time did Mr. Smith tee off? My list will show the order in which they went out and the time. This is very convenient, especially on busy days or on tournament days with eighty to a hundred strangers.

Having discussed the golfer's arrival, we will now be on the lookout for his return—to the nineteenth hole. This is

one hole he usually carries with a hard drive, especially if it has been a very hot day. No putts wasted on this green. Be careful how you approach him; he may have had a bad round. When the golfer returns to the clubhouse, I endeavor to get his orders for beverages as he comes in the locker-room, and deliver them in a hurry. As a rule they like to be sipping a nice tall cool drink while the bets are being settled. This is a time when the golfer really relaxes (if the losses are not too great) and begins to get what he calls real pleasure. It also is usually the time he is very irritable and impatient and wants quick service.

Bar Service Must Be Prompt

Have your bar and beverage department in first-class shape to serve the golfer promptly at the finish of his 18 holes, as some are always in a hurry to get a shower and depart, while others want to settle down to what I have heard called promiscuous drinking. I believe the real money maker for the club today is the comfortable lounging bar adjacent

The locker-room at Knollwood (Chicago District) provides golfers and their guests a real opportunity to combine lounging and nineteenth hole pleasures with the necessary duties of showers and clothes-changing. Main aisle is wide and spacious so that chairs and tables do not cause bothersome jams.



to the locker-room entrance. Don't make a warm golfer walk too far or wait too long to get a real drink. Many prefer to have their drinks served in the locker-room aisles at their lockers, but it has a tendency to clutter up the aisles and to interfere with the man who wants to dress and make a hasty departure. The fewer trays, glasses and bottles in the aisles, the easier it is to render personal service to members and guests. It is certainly very discouraging and disheartening to have someone upset a hi-ball near a locker where you have been very careful to lay out a guest's dress or street clothes. Much safer, too, not to have any glass where so many people are walking about in bare feet or slippers.

As soon as the golfers remove their shoes, the shoes are taken to the shoe-room. The guests' shoes are cleaned, polished and wrapped in waterproof paper ready for packing in his bag. The members' shoes are placed on shelves for airing after being cleaned and polished. These are returned to their respective lockers the following morning. If they are wet, they are cleaned and soaped with saddle soap and placed on shelves to be dried out overnight in a room heated to about 90, and polished in the morning. This keeps a golf shoe soft, comfortable and neat. There are other treatments you can give shoes, but never put them on hot radiators or in a dryer. Golf shoes can be marked for identification if desired or necessary.

Arranges Clothes

As Guest Bathes

While the guest is taking his shower, his clothes are laid out on the bench in front of his locker and golf shoes and clothes packed. Do not close the bag as a guest usually wants to check his bag before it is sent to the check room or his car. Most clubs do not employ sufficient help to extend this service to all players. I have found it keeps me hustling to render this service to just guests on Sundays or tournament days.

In packing clothes, proper bags are convenient and waterproof paper wonderful for wrapping wet shoes or damp bathing suits.

I have visited many golf clubs in the past twelve years and I am frank in saying I found many of the locker-rooms undermanned. To maintain and operate the average locker-room today, one employee for every twenty-five golfers would be a good average. Even this would not

make it possible to render the service many golfers are demanding today. I am very much inclined to believe that the chairmen of the house committees and club managers need to give this considerable attention. The man in the locker-room at the present time is required to work 12 to 18 hours a day to accomplish what I have mentioned, to say nothing of many other details it would take too long to list. No man can render efficient service and be pleasant under so many trying conditions encountered in a day's work, when he continually works that long each day. Believe me, we sure catch it with daylight saving time and the increasing number of people who play their evening round of golf.

As a rule, on week days, I "hit deck" not later than 10 a. m., eat my lunch on the fly and sit down for dinner when the last golfer leaves the locker-room. Dinner for me is usually between 11 and 12 p. m., with two hours' work to do before bed time. I notice in most clubs this same condition exists. The clubs have not changed their budgets to conform to the change in play. Since the depression the peak play at many clubs during the week has been from 5:30 p. m. to 7:30 p. m., with many starting out as late as 8:30 to get in at least nine holes. A long, long day, and more golfers now than ever!

A real locker-room man can usually supply a member or guest with any article or piece of clothing he may have forgotten to bring to the club, and be prepared to serve him well in any emergency from matching lost buttons to furnishing dress collars when his has been wilted on the ballroom floor during the evening. Always have collar and cuff buttons available, corn plasters, instruments for trimming nails and corns, first-aid equipment, and don't forget the aspirin and soda-mint tablets. By all means be prepared to relieve his miserable feeling the morning after the night before. If there is anything required by member or guest you do not have in your service kit, be prepared to supply it on the next request. I have always adhered closely to this principle and it has helped me to improve the personal service.

Memphis Wants Managers—Club Managers Association of America is polling its members to determine place for the organization's 1938 convention. Memphis, Denver and Detroit have made bids for the affair, with Memphis making a strong mail campaign to win the convention.