

tually the reproductive value less actual accrued depreciation at the time of the fire, then he will receive the \$90,000 loss in full. But, if the adjuster is able to demonstrate that the property was worth more, say \$300,000, the insured immediately becomes a co-insurer to the extent of \$30,000 (1/3) of the loss; as

Value of property when loss occurred	\$300,000
Insurance carried	160,000
Insurance required (80 per cent of \$300,000).....	240,000
Partial present fire loss.....	90,000
Insurance company pays....	60,000 (2/3)
Cost of fire to the insured..	30,000 (1/3)

A certified appraisal of the property would have shown a net insurable value of \$300,000 and if insurance coverage had been increased to the required \$240,000 when the appraisal was made, the \$90,000 loss in full would have been paid instead of \$60,000. The \$30,000 more that would have been received in the settlement of the loss represents approximately seventy-five times the cost of a certified appraisal covering a property about this size.

There Is Weakness in Book Value Method

If no certified appraisal has been made, the amount of insurance to be carried must be determined from book values, insurance engineers estimate, or haphazard guess. The book value method is used more generally than the latter two. Fire insurance, according to the insurance policy, is based upon replacement value less actual accrued depreciation at the date of loss, and not upon cost at date of purchase as shown in the books of accounts. Also, the usual clause in all standard fire insurance policies reads, "and the insured shall furnish, if required, verified plans and specifications of any buildings, fixtures or machinery destroyed or damaged." The book values do not show this information nor do they show furniture or any other equipment segregated by buildings, floors or any other division of fire risks, such as non-burnable items.

A certified appraisal will show all these segregations, distinctly separating the burnable items from the non-burnable (insurance exclusions) items which enables the payment for protection only on such items as are subject to fire hazard. It classifies and segregates fire risks to determine exactly how much insurance should be carried on any building, fixtures,

machinery or other equipment. The risks are therefore properly classified as to insurance rates, and minimum rates applied to low risks instead of allowing certain high risks to penalize the insured with a high rate on the entire property.

Must Add Factor of Market Fluctuations

Nor do the books of accounts take into consideration fluctuations in market prices since the date of purchase. Physical items sold or destroyed often remain in the books of accounts, and, most important of all, depreciation accumulated on the books of the assured, regardless by which method computed, does not represent the actual accrued depreciation as required by the insurance companies in the event of loss.

Also, suppose \$500 was spent in repairing a roof on one of the buildings. The books of accounts would undoubtedly show this item (of \$500) as expense for maintenance and repairs, just as they do on all similar items, and in ordinary accounting methods this would not affect the depreciation account on the books. An appraisal would give effect to this \$500 expenditure when figuring the actual accrued depreciation on this building and thereby show a larger net insurable value. In other words, the appraisal would pick up all such repairs and maintenance under the "per cent condition method" which is by inspection, giving consideration to all factors concerned.

Therefore, one can readily see that book values are of little help in the placing and collecting of fire insurance for the obvious reason that they do not comply with the requirements of the insurance policy. In nearly every case where book values have been taken as a basis for settlement of claims, the insured has been compelled to assume a considerable portion of the loss when a fire occurred due to the fact that the books of the assured did not furnish the actual facts.

When a serious fire occurs, valuable records (some perhaps invaluable) are often destroyed. These records cover not only the cost of the physical assets, but also the evidence of what these assets were. If an appraisal had been made of these properties, the proof of loss would be safely stored in the appraisal company's value, even though the insured's copy of the appraisal had been lost in the fire.

This is not intended to discredit the

accountant. His audits are as necessary as appraisals. All country clubs, industries, utilities, and other organizations in the possession of physical properties, should have periodic audits. However, the appraiser makes a thorough actual examination of the physical assets, while the accountant depends upon the book of accounts and records as being correct.

We often find that a new piece of equipment has been purchased and accordingly entered on the records, but the piece of equipment dismantled or discarded and replaced by this new piece of equipment still remains part of the records, thereby creating inflated values.

Accountants Like Aid Appraisal Gives

It is a significant fact that modern accountants now look to the certified appraisal as a valuable aid to successful accounting practice. It gives them knowledge for property accounts that can be secured in no other way.

Monthly and annual statements are almost certain to be misleading unless the cost of replacements and net sound values of the property are known. This is due mainly to the fact that many items of additions and improvements are charged to the expense account when they should actually be capitalized.

Also, such items as freight, cartage, wiring, piping, etc., required in the installation of certain equipment have been charged to expense when they should be figured as a part of the value of that equipment.

A great many country clubs, not being subject to income tax, show full investment or cost values for buildings and equipment on their books, with the result that membership value is calculated at an inflated figure.

In connection with a correct certified appraisal, proper "book" and "cash" reserves can be set up in a separate report. The cash reserves set up covers such short-lived items as linens, uniforms, glassware, dishes, silverware, kitchen utensils, furniture, general maintenance, etc. This reserve, accumulated monthly or yearly, is budgeted to the various divisions such as clubhouse, restaurant, bar, locker-rooms, grounds, etc., so that when new equipment is necessary the money will be available to meet the expenditure. In this way an extraordinary expenditure in any one year

will not work a hardship on the club's finances.

If detailed book figures are not available, the calculations necessary to establish these reserves are based on the total book values, "adjusted" on the basis of the values shown in the appraised report. Lump sum figures covering expenditures for buildings and furniture, golf course machinery and equipment are also allocated to the individual item on the basis of appraised values.

Some of the largest and most prominent golf clubs in the country, having been appraised, have effected considerable savings in their insurance premiums, in addition to the other benefits.

After First Year, Costs Are Nominal

Up-to-date appraisal values can be maintained year after year, once the original report is compiled in detailed form. Every year a revision or supplemental report is furnished which gives effect to all physical additions, deductions and transfers, price fluctuations and accruing depreciation or appreciation, since the date of the last report. These changes are checked by an engineer who visits the property reconciling these changes with the previous appraisal, after which all values are adjusted to coincide with the then existing conditions. Before arriving at the adjusted amount of accrued depreciation, all expenditures for repairs, renewals and maintenance are taken into consideration.

A certificate is furnished with the revision report making available authentic up-to-date values for insurance and accounting requirements. The cost of this yearly service is nominal, running from approximately 15% of the cost of the original appraisal on large properties to approximately 25% on small properties.

Some appraisal companies render the revision service furnishing a certificate of valuation without visiting and examining the properties. Reliable appraisal companies will not prepare such a report because a report prepared in this manner is worthless for insurance or accounting. Unless the property is examined personally by the appraiser such items as wiring, piping, installation expense, etc., which are charged to "expense" in the book accounts, will remain as expense items and will not be valued as they should be for insurance coverage.

\$200,000 IS STORM LOSS

By KARL SUTPHIN

LA TE reports received by GOLFDOM from the New England sector reveal that the worst Eastern flood and hurricane within memory that came roaring up the coast late in September, caused damage to golf courses of from \$200,000 to a quarter million dollars. Some sections of the storm area have yet to report their storm losses, and allowance has been made in the above figures to include some damage in these centers, although huge losses there could easily throw the final total far above that estimated.

Returns from a questionnaire sent to clubs in the affected states by the New England Toro Co., West Newton, Mass., give a fairly complete picture of the damage to clubs from the storm. Results of this survey show the following:

Up to October 13, 159 clubs in six different states had estimated their storm losses at \$120,000. Fifty of the clubs reporting escaped damage, leaving a rough average loss of \$1,200 per each of the remaining 109 clubs. Massachusetts, Rhode Island and New Hampshire suffered most severely, the reports indicated. Massachusetts clubs alone estimated their storm damage at \$70,000, of which \$46,000 was given as the labor cost to remove fallen and uprooted trees.

Trees and Buildings Suffer Greatest Damage

Damage done to trees and buildings accounted for the major golf course losses in these states. Massachusetts reported building losses of \$17,800, New Hampshire, \$4,600, and Rhode Island \$2,900. Damage losses to trees, in addition to that of Massachusetts, was given as \$12,400 in New Hampshire, \$9,000 in Connecticut, and \$2,200 in Rhode Island. Only 6 clubs had been heard from in R. I., however. Damage to greens and fairways, and the seed, fertilizer and sod that will be needed to repair and rebuild them, and roads that were torn up by the flood, accounted for much of the remaining losses.

Because torrential rains had preceded the hurricane, most all courses were left covered with varying amounts of mud, silt and debris. Greensmen, however, went right to the task of removing the accumulation, and huge quantities of silt piled high around the edges of greens of those



The hurricane played some queer tricks, such as this tub on a green of the Kittansett club at Marion, Mass.

clubs in the storm area were a common sight. Many instances of loss of equipment, swimming pools, tennis courts, etc., were also reported.

Thus far, only one course employee was known to have been killed. Frank Howell, Montaup GC greenkeeper, Portsmouth, R. I., was drowned attempting to rescue a woman, and a member of the Montaup green-committee, Walter Chase, was also drowned in the same rescue attempt. Numerous course employees were injured by flying and falling debris, however.

Comments on storm conditions received by GOLFDOM from several sources, indicate the extent of the damage. O. O. Clapper, N. E. Toro Co., said:

"I have seen quite a number of courses in the Massachusetts sector, and to say the least, things look pretty torn up. Trees and greens are as brown as a Nazi shirt. The wind took most of the moisture from growing things. I saw one course with over 3,000 trees down, while heavy sugar maples that had been uprooted at another

What's the most beautifully landscaped municipal course in the United States? So many have nominated the Triggs municipal course at Providence, R. I., for this honor, GOLFDOM would like to see if the nomination is seconded. Martin C. Noonan, Supt. of Parks at Providence, is in charge of the maintenance but Noonan passes the credit along to the men at the course. Lewis Myers, the Triggs pro, says that the course is not only one of the most beautifully groomed in the country but set up a record for exhibition crowds in having approximately 6,000 in the gallery when the Spalding Rover Boys—Smith, Thomson, Cooper and Little—put on their show.



Two to ten inches of river silt being removed from green and fairway at Tekoa CC, Westfield, Mass.

course had balls of dirt 10 ft. in diameter hanging from them. River silt from 2 in. to 10 in. covers greens, tees and fairways of some courses, and I've found parts of clubhouses, boats, bath tubs, etc., several hundred yards from their original locations, now resting in the middle of fairways. When you see a 40 ft. boat carried $\frac{1}{4}$ mile over a fairway inland you get a better idea of the water and wind."

Kent Bradley, Passaic County GC's greenkeeper, made a 600-mile inspection of the storm area just a week following the hurricane, and he writes:

"Trees centuries old, in full matured foliage, were down along fairways, and banks of tees and greens were left with gaping stump holes up to 40-ft. wide and 10 ft. deep. Clubhouses, shelters, bridges, pro-shops, and maintenance barns were broken and leveled by the winds. Boats, dock timbers, wreckage from buildings littered courses; sand traps were filled to the brim with mud and sea sand.

Will Salt Injure Turf?

"The tidal wave, which carried sea water far inland, contains about 39,000 parts per million of chlorine, and this burned turf a ghastly yellow orange. The salt laden spray also discolored shrubs and evergreen trees as far inland as 15 miles. Unless there are heavy rains and snows this winter, the sea salts will not leach from the soil, which will cause toxicity to turf for some time to come. Damage that can be repaired can be estimated in money, but intrinsic and sentimental value of landscape loss can never be counted."

Lawrence S. Dickinson, agronomy dept., Massachusetts State college, says of the storm:

"The storm was a real one, and I, for one, don't want to experience another like it. The loss of trees, I believe, is due to

the fact that the soil was very much loosened by being already saturated with water, and therefore the holding power of the roots was greatly weakened. Many more trees were blown over than were broken off. If the clubs are able to get the mud and silt off the courses immediately, I believe that permanent damage to the turf will not be so great. The experience from the '36 flood is standing the greensmen well in hand."

Members of clubs in the storm center have already started "pitching in", and there have been several instances of clubs having gathered several thousand dollars in hastily formed rehabilitation funds. Many generous members have contributed prior to official club action, and one, in



At Leicester, Mass., the hurricane demolished half the clubhouse.

particular, started off the fund with a gift of \$500. Most clubs, however, will be able to carry on in good shape, without any special money raising, and the general feeling among the clubs, even those worst hit, is "that it's just 'one of those things', and we'll try to be doing business next spring even better than before."

Warns Against Making Courses More Difficult to Play

E. A. BATCHELOR, interviewing **H. G. Mooch**, Detroit automobile magnate and golf enthusiast, for "Saturday Night," a local magazine, warns against golf clubs remodeling courses to make them tougher, now that money is more plentiful.

Oakland Hills during the 1937 National Open is cited as an example of how a course may be made very tough and long for a competition without defeating the par-busting attacks of the sharpshooters. The yarn brings out the fact that a great golf course is one that in normal condition gives the stars plenty of problems without breaking the back and heart of the average member. Oakland Hills, according to Mooch, is that type of course.

The story says that the real hazard of golf is the player's own mind, his inability to concentrate on making simple shots.

USE YOUR WATERING SYSTEM RIGHT

By HOWARD B. SPRAGUE

N. J. Agric. Exper. Station

*Thorough understanding needed
of turf's water requirements*

THE golf course which has invested in a watering system costing several thousand dollars for installation, in addition to the annual cost of water, frequently discovers that the problems of fairway maintenance are still serious and even critical. All too often the turf is composed largely of *Poa annua*, clover, and crab grass, and it is subject to periodic disease attacks.

The question naturally arises as to whether fairway watering systems pay for themselves in improved quality of turf, and whether the difficulties are due to the watering system or are caused by other factors. It is discouraging to the green-committee, to the engineers who provide the technical information on the new watering system, and particularly to the average player, to find that an unsatisfactory turf may still exist in spite of the expense borne by the club.

Understanding of Water System Necessary

All of the ills which occur on the fairways should not be attributed to the watering system after its installation. Neither should all the imperfections in fairways be blamed on other phases of management of the course. Usually the difficulties can be overcome and excellent turf produced with the aid of this liberal supply of water. What is required is a thorough understanding of the place which water fills in growing turf and of the other necessary requirements for growth.

Courses which have no fairway watering system may well pause to consider the necessity for this improvement prior to making the actual investment. Under some conditions it may be adequate to improve soil conditions and change slightly the treatment of the turf in order to make full use of the annual rainfall. Healthy grasses growing on properly treated soils are not injured to any extent by droughts of short duration. Even though the turf becomes quite brown in dry periods during summer, there will be no permanent injury to the turf unless the drought persists for several weeks. The turf merely becomes dormant during the dry period and renews growth when conditions be-

come favorable. On the other hand, the excessive use of water which produces a water-logged condition of the soil, results in suffocation of the roots, and their death produces injury which can hardly be corrected until the following spring when a new growth of roots takes place.

Heavily watered fairways were more seriously injured by the continued heavy rains which occurred recently in some parts of the country than fairways on which no artificial watering was practiced. Since it is difficult if not virtually impossible to predict the occurrence of heavy rains, it is well, from the standpoint of health of the turf, to depend on artificial watering as little as possible during the growing season. The actual water requirement of turf will vary with the temperature, the water capacity of the soil, the depth of the root system, and the prevalence of winds. In hot weather, moisture is dissipated much more rapidly as a result of the evaporation of water from the soil and the loss of water by transpiration from the grass leaves.

Obviously, soils which have low water holding capacity will be unable to supply moisture for any considerable time when rainfall is scanty. This is particularly true where the root system is very limited, either due to faulty management or to soil conditions which restrict root growth. Strong soil acidity, the lack of sufficient phosphates in the soil, and continued close mowing are the principal factors which may be responsible for scanty root growth. The proper use of lime, the liberal use of complete fertilizer contain-

Dixwell Davenport, San Francisco GC green-chairman, said a bookful when he reflected: "A lot of us will spend an hour looking for a lost ball but won't give a second of our time for a lost caddie." That's a remark that ought to appear on the bulletin boards of many clubs, just as a reminder.



A fairway watering system is not for every-day use; rather, it serves as insurance against baked turf during protracted dry spells.

ing phosphates as well as the other elements, and maintaining a height of cut of at least one inch, are very effective means of increasing root depth and developing a vigorous turf capable of enduring droughts without serious injury. Even though such turf becomes brown in dry periods, there will be sufficient grass present to provide a playing surface for a considerable time after growth ceases. Healthy turf resumes growth promptly when moisture again becomes available.

Don't Force Turf in Hot Weather

A harmful practice which frequently follows the installation of a fairway watering system is the forcing of grass with continued watering, in periods of very warm weather. Growth made under these conditions is not only succulent, easily injured by diseases and the normal wear which a golf course receives, but this growth is made at the expense of the food reserves of the plant. Continued forcing merely means exhaustion of the permanent grass and stimulation of the summer weeds which thrive under such treatment.

Good judgment is needed in the use of a watering system. One of the best means of determining whether turf actually re-

quires water is to examine the soil throughout the depth occupied by the roots. If the soil is perceptibly moist, water is not needed and should not be applied. When the soil becomes very dry, water should then be used in sufficient quantities to moisten the soil to a depth of at least 3 or 4 inches. The actual amount of water required will, of course, vary with the kind of soil and its water holding capacity. Light surface waterings must be avoided to prevent undue stimulation of crab grass which thrives under such treatment. Excessively heavy waterings should be avoided to prevent the water-logging which would be inevitable in case a heavy rain should follow soon after the watering. The use of a spade, soil auger, soil tube, or some similar soil sampling device, is helpful in making soil examinations to determine the water requirements. It is not necessary to examine all portions of the fairways. Usually 2 or 3 typical areas will serve as a reliable index of the need of the fairways as a whole.

Acid Soil Will Hold Less Moisture

In certain critical experiments on the water relations of soil types conducted at the N. J. Agricultural Experiment Station, it was shown that soils which had been allowed to become acid or which were naturally acid, had a very limited ability to take in moisture received in heavy rains or in artificial watering. The poor permeability of such soils indicates they suffer from drought because of the large losses by run-off of water.

The law hasn't any more control than has a golfer, over the slice of a golf ball. So ruled Louisville (Ky.) Circuit Judge Churchill Humphrey in denying an injunction against members of the Audubon CC using its No. 4 tee. Property-owner whose yard is about 225 yards from the tee exhibited 51 golf balls sliced onto his lawn in about 2½ months.

When the acidity is corrected by the proper use of lime, the permeability is greatly improved and usually the water holding capacity is likewise improved, with the result that much more efficient use of annual rainfall is obtained. Obviously, if drought on golf courses is the result of poor soil conditions, it will be desirable to correct these by the appropriate means rather than to supply still more water.

It should, of course, be noted that the type of soil and the normal rainfall of the region must both be considered in determining whether a fairway watering system is necessary. Even in humid regions, golf courses located on very sandy soils or very shaley soils may require supplemental water. The same may be said for courses located on very tight soils where root penetration is certain to be limited. On the latter soil type, however, great improvement is sometimes obtained from the installation of a proper system of tile drainage.

In most cases, it is found that some artificial drainage becomes imperative when a fairway watering system is installed. Areas that do not become waterlogged under natural rainfall, are imperfectly drained when natural rainfall is supplemented with a watering system.

A Great Asset If Used Right

It is a fair statement to make that even in humid climates, a fairway watering system is a great asset to the course if properly used. The problem of proper use of a watering system must be worked out intelligently. Not only is there a need for thorough understanding of the part water plays in producing turf, but there must also be the necessary power vested in those managing the course to apply moisture in an intelligent fashion. Influential players not familiar with turf production problems, frequently complain of unsatisfactory fairways and insist on the use of additional water, and thus are responsible for great injuries to the turf.

It must be clearly understood that water is not a substitute for lime, nor does it take the place of commercial fertilizer. Rather, the increased use of water means a definite need for additional amounts of these elements to balance the greater losses produced by leaching and by run-off.

Another critical factor which must be

Fifth annual Hartford (Conn.) District Progressive Tournament will be held October 23, tournament officials have announced. The event is called 'progressive golf' because 2 holes are played on each of 9 different courses, making a full 18 holes in all. The tournament will end with a dinner that evening at the Hartford GC.

The total scores of the eight members of each team determine the winner. The winning team will be permitted first choice of the donated prizes, of which each team has donated eight and which cost not less than \$1.00 each.

recognized is the effect of close mowing. Close mowing which usually follows the installation of a watering system will reduce the vigor of the permanent grasses and permit the invasion of the sod by crab grass, clover and annual bluegrass. Since none of these weeds provide permanently satisfactory playing turf, it is obvious that the height of mowing must be kept above an inch to prevent their entrance. Although it may be possible to maintain a green sod at mowing lengths shorter than one inch by use of watering systems, the type of turf will be inferior.

Don't Cut Grass Too Short

It is a fatal move to attempt maintenance of fairways at short lengths merely due to the fact that water is available, even where weeds do not become the predominant type of vegetation. The permanent grasses which can survive close mowing are very susceptible to disease, and fairways of such grasses may literally disappear in critical periods because of disease epidemics. With longer length of mowing, permanent grasses not susceptible to disease will make up the majority of the vegetation and the disease hazard will be reduced to a minimum.

Golf courses which lack financial resources for fairway watering systems may take consolation from the fact that good turf usually may be established by proper use of lime and fertilizers and the addition of seed of permanent grasses on thin areas after the soil has been improved. In some instances it may be necessary to run temporary water lines to critical areas in order to re-establish turf. However, when sod has been produced which is cut regularly at lengths greater than one inch, natural rainfall will become much more effective. Such thick sod not only reduces greatly the loss of water by run-off but it also insures the use of soil moisture by

plants rather than by direct evaporation from the soil.

The longer cut turf will also provide a playable surface in dry periods long after actual growth of grass has ceased. Given reasonably good soils, properly treated, and with proper management of the turf, quite a few golf courses in areas that have 30 inches or more of rainfall annually should be able to provide good

playing conditions during the greater part of the year without incurring the expense of a complete fairway watering system. Under conditions of very heavy play, however, or on soils with low water capacity, some sort of watering system is a necessity. On such courses the need for intelligent management is thereby increased in order to derive the maximum return from the investment a watering system involves.

HOW TO RECONDITION GREENS

EVERY year GOLFDOM receives many requests from clubs wanting information on improving greens that have been permitted to get into bad shape, and how to improve them cheaply and quickly so play will be interfered with as little as possible. Some greens at these clubs have been allowed to go from bad to worse, and it's evident something must be done soon, yet the clubs lack the money it would take to build new greens or rebuild the old. Chester Mendenhall, greenkeeper at the Mission Hills CC in the Kansas City district, has some comments on just this situation and how he worked it out at his club. He says:

Too many greens have been built with only one thought in mind—"getting them in play"—therefore, very little thought has been given to soil structure or the future of the green. After a green is in play any change in the physical condition of the soil, without stripping off the sod and resurfacing the green, is a long drawn out process. However, a green can be greatly improved over a period of two or three years, if the work is systematically done.

Poor soil condition in the top few inches of the green surface is not always due to improper soil structure. In a good many cases it is due to improper preparation of the topdressing. Layers of sand, peat and other materials are formed. In my opinion, these layers of sand or peat cause more trouble than poor preparation of soil at the time of building the green. Often root growth is checked at such layers, leaving a very shallow root growth, which will require very frequent watering during hot, dry periods.

We have had very satisfactory results improving such greens by forking and

working well-mixed topdressing down from the top. Of course, this is slow and it takes some time to greatly improve a green. My best luck has been to fork such greens the latter part of February.

We use a fork made out of pipe and a ½-in. rod. There are 10 tines placed 3 in. apart through a piece of 1¼ in. pipe. A piece of 1-in. pipe is welded in the center for a handle. The tines are made of ½-in. rod about 7 in. long, flattened a little and drawn to a point. We fork the greens with holes 4 in. apart.

The fork is pushed away from the man and pulled back to make the holes about one in. long at the top. The green is then mowed very close, to level the dirt that has been pushed up around the holes. This is done to let the topdressing down into the holes.

The green is then heavily topdressed, and is matted several times to get as much down the holes as possible. It is matted each day, and if the holes are not all full the green is again topdressed. The play is taken off the green until the grass begins to come through.

This process also helps build up your green with the proper mixture. The more topdressing you can get on a green in this condition, the better; also, each time a green is forked we change the direction in which it is forked. For example, if a green is forked from front to back the first time, the next time it is forked from side to side.

We make a regular practice of giving all our greens this treatment once each spring, and find it pays well. Some of our greens are badly layered with sand and peat and before we started regular spring forking we lost turf every summer.



IT'S ON THE HOUSE

By TOM REAM,
Manager
Westmoreland CC

"There's good in everything," said an optimist, while planning his budget. The depression, so called, gave him time to read the advertisements carefully. He found a lot of helpful information in them.

Have your budget include \$100 or more for snappy new uniforms for employees. Old sloppy ones stand out like burned-out bulbs in a sign.

Paint, wall covering, carpet, fabric and furniture companies have free booklets with excellent ideas on decorations, which will help in planning your budget.

Fifty dollars spent on travel to see what other club managers have done may produce \$1,000 in good ideas.

Read more than one club magazine, thereby getting the news and the views of clubs from different angles.

The club business proves—it's the better things that matter.

Do you jot down thoughts or suggestions, which come to you during the week, for your budget—and then act on them?

Easy to clean, safe to use, inexpensive to repair, comfortable and good to look at, are points to remember in buying furniture.

Correct illumination is a problem that can only be solved by the engineer and decorator together.

Combination Tee-Seat-Shelter Works Well on Shannopin Course

A NEW type combination tee-seat-shelter has been worked out at the Shannopin CC course in the Pittsburgh district, and the unusual amount of success they have had with it makes it worth the consideration of other clubs. Saving is effected in giving weather protection and at the same time providing seating space around the tee. George A. Erb of the Shannopin club says of it:

We disliked the idea of cluttering-up our course with the usual X plan of shelter and conceived the idea of combining an open structure that would serve as a tee seat as well as rain shelter.

During a violent, swirling storm, those

seeking shelter stand on the seats, and save for a bit of wetting around the lower legs, keep fairly dry. About a dozen persons have standing room and another dozen or more have protection by standing on the ground behind the seat standers. We may add hinged doors that will clamp under the eaves and which can be lowered during a storm.

Our greens force handles the job from start to finish at a cost of approximately \$100.00 for each structure. Because the



Shelter provides protection to as many as 24, even during the worst storms.

heavy locust posts were deeply imbedded in concrete, and careful craftsmanship used in their erection, our houses or rather the first two houses erected 7 years ago, have withstood cyclonic storms and are in perfect condition. I might add that the X structure would soon become a nuisance on our course as we have many trespassers, but we get no trouble from outsiders with this type of shelter.

Measurements of the shelter follow: The shelter is 12 ft. 9 in. across the top, and the distance from one slope of the roof to the other is 6 ft. Seat between the posts is 6 ft. long and is 17 in. off the ground. Height of the structure is 8 ft. 5 in., with the lower part of the roof 5 ft. from the ground.

A SERIES of 10 lessons in the fox trot, tango and rhumba is being given members of Bonnie Briar CC (NY Met. district) by instructors from the Arthur Murray studios. Two classes, each limited to 15 couples, are conducted; one for beginners and one for advanced pupils.

This interesting feature of a country club winter entertainment program is announced in the usually clever manner of Bonnie Briar printed matter. This club's bulletins to its members are, by a long margin, consistently the best of any country club in the nation.

SERVICE IS HEART OF PRO JOB

By HERB GRAFFIS

IN A brief review of the high spots of pro business advancement this year, let's cite some instances. There are at least a hundred story tips picked up from observation of the pro scene this year that are scribbled among this writer's notes. As space permits, GOLFDOM will get to them. One of the standout points this year has been the ingenuity of many of the smart younger pros in getting local publicity for themselves. The kids are wise and working. They realize that this publicity is equivalent to the advertising space for which a merchant has to pay good hard cash.

Never before has there been a year in which able young fellows have exhibited so much industry and resourcefulness in making themselves and their abilities known to their communities. Radio talks, newspaper instruction articles or news tips phoned in, or sent in writing, from their clubs, appearances at free group instruction sessions, and business-men's luncheon speeches have been used extensively this year by the alert younger men in following the lead of their successful elders.

Williams Gets Caddie Support

On this subject of advertising, one of the smartest things I saw done this year was performed by Eddie Williams, pro at Bryn Mawr (Chicago district). By discreet attention to the caddies, Williams seemed to make every caddie in the place a propaganda agent for himself. Members kept hearing what a fine man Williams was and what Mr. or Mrs. X or the X's kids had been shooting after getting lessons from Williams.

That use of the caddies as an advertising medium is something generally too much neglected by professionals. The kids, properly trained and "sold" on the pro, can do a lot of valuable plugging for the professional.

Another thing that impressed me deeply was a remark made by Les Cottrell, New England youthful veteran, about some identifying marks of a successful instruc-

tor. Neatness and politeness, Les mentioned as vital factors in a pro establishing the sort of confidence that makes his instructor welcome and resultful. Dirty hands, finger-nails in mourning, and sloppy attire, Cottrell pointed out, make a strong negative impression upon the lady or gentleman who expects the country club niceties in each detail of club service.

One of the smoothest jobs of handling a club tournament that over-burdened course facilities was done by Fred Onoretta at Belmont Hills CC during the 1938 Wheeling invitation tournament. Problems of pairing, starting time and other details which might conceivably jam up the hospitable ambitions of an extraordinarily hospitable club, were handled with a smiling, calm expertness by the Belmont Hills professional. It was one of the season's best performances in showing that a smile and soft-voiced handling of potentially unpleasant situations are among the great assets a pro can bring to club service.

Something else I noticed at Wheeling was one of the numerous instances of the great public service being performed by pros at municipal golf courses. Bob Biery, pro at the Oglebay Park public course, through his work in constructing and managing this course, acquired a nervous breakdown from which, happily, he has recovered. But the fellow has rendered a public service of a value beyond appraisal.

Educating Assistants

This Biery case also illustrates something that Willie Hoare has been trying to push for several years—the definite, planned education of assistants to be qualified to step into pro jobs and thus assure golf clubs a supply of properly trained and accredited pros. Bob was