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at Pelham-Split Rock courses, Bronx, New York City, elected pres., New York-Connecticut Turf Improvement Assn. . . . Joseph E. Whitehead, Ardsley CC, elected vp; William M. Doyle, Pelham-Split Rock, sec.; and A. H. Maslin, Westchester CC, treas. . . . Executive committee consists of A. R. Twombly, William Livingston, Harold LaFurgy and Percy Boynton . . . Publicity chmn. is Donald B. Lacey, Asst. Westchester County Agricultural Agent.

Bob Stuppel back at Chicago Athletic Assn. as winter school pro . . . Buddy Fry, who's teaching golf from a wheelchair, is subject of "People of Courage" feature in Feb. 13 People Today magazine . . . British Sports Turf Research Institute (formerly Board of Greenkeeping Research) in January Bulletin warns against damage of playing on frozen greens "especially when the surface has thawed out and the underlying soil is still frozen." Urges minimizing damage from winter play by installing "frost" holes in approach areas . . . Bulletin points out that this practice may result in needed improvement in approaches, inasmuch as this turf may be used as emergency greens.

Supts. who were kept away from short course at Iowa State College, Ames, last year by record blizzard hoping for better luck when this year's course is held at Ames, March 10-12 . . . Meetings to be held in Iowa State College Memorial Union . . .

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Nylon and
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Far-reaching effect of Green Section work made plainly evident by letters and bulletins GOLFDOM has received reporting supts.' studious practical reaction to Green Section's 1951 National Turf Field Day . . . Supts. especially interested in bent performances, Bermuda, Zoysia, Merion bluegrass and red fescue plots, crabgrass control experiments, good condition of many plots despite deficient rain.

Same old problem already is worrying officials at several clubs as again threatening to interfere with club unity and friendliness this year . . . One group of members gamble strong and want club events run to suit them . . . Others who aren't sharpshooters are given the brush by the Pittsburgh Phils . . . Suppose that'll always be a problem where members want their golf financed by suckers . . . We've noticed that at the top clubs the half-dollar or dollar Nassau is the general thing . . . Exception is the heavy betting of spoiled sons of rich fathers . . . Seldom find home club pros betting much with members any more . . . It costs too many pros their jobs . . . More money and far better protection against club cliques for the pro in playing lessons.



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F. C. PHILLIPS, INC.
STOUGHTON, MASS.


Good illustrated piece in Jan. 27 Parade magazine by Walter Burkemo, Franklin Hills GC (Detroit dist.) pro and runner-up, 1951 PGA championship . . . It gives 10 tips for winter golf practice in the living room . . . That's a good hunch for other pros to get with local sports editors on illustrated features about winter or early spring golf exercises and practice . . . Chicago sports goods buyer who has made highly profitable use of long range weather forecasts says dope is there'll be a dry spring in a lot of the midwest.

New Ft. Lauderdale (Fla.) CC designed and built by Red Lawrence is one of the finest layouts in the state Toney Penna says . . . Stanley Thompson, noted Canadian golf architect, designing courses for several mining companies . . . Miners clear out at helengone are going for golf in a big way . . . Durable Joe Mayo, now at Navy and Marine course at Pearl Harbor, caught short when labor didn't appear on morning a tournament was to start . . . One guy showed and mowed 4 greens, Joe mowed the other 14, then played 36 holes in the tournament.

Greenkeepers should never let it be known they don't work 24 hours a day . . . A fellow who got up before daybreak, worked on the course, then worked after play had finished and stayed working by automobile headlights, got canned because

ASK

Woodruff

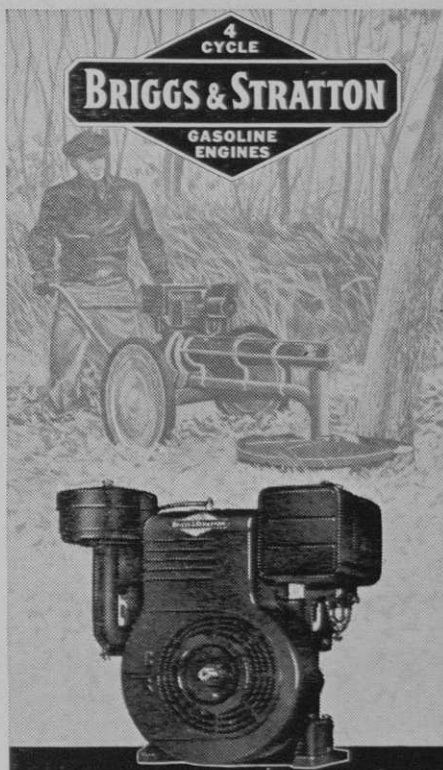


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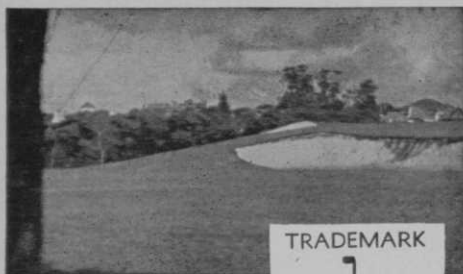


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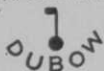
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a few members saw him resting and smoking his pipe for an hour, afternoons . . . His course was in A-1 condition.

Child labor laws have clubs in some states very much on guard this year . . . With members demanding caddies and kids lying about their ages and even presenting faked letters of consent from parents, the clubs are in a troublesome position . . . Injury to a kid who is caddying in violation of child labor laws can be highly expensive to a club . . . Bag cart business appears certain to boom as will light canvas bag business . . . At many clubs last year pro sold light canvas bags as extras to players who couldn't depend on having caddie service available.

British PGA increases dues . . . Talk about financing British teams in Ryder Cup play by deducting small percentage of winnings from top players in British tournaments . . . Max Faulkner, British Open champion, to play in spring circuit tournaments in U.S. . . . If Max can get his game up to fast company Yank standard he'll be a great gallery draw here . . . He's a good-looking, pleasant guy, dresses for golf like a Bond St. Jimmy Demaret . . . He was a two-time loser in 1951 Ryder Cup matches, losing to Snead 4 and 3, and with Rees losing to Burke and Heafner 5 and 3 . . . As an after-dinner entertainer he's one of the best in any sport . . . His father was a pro . . .



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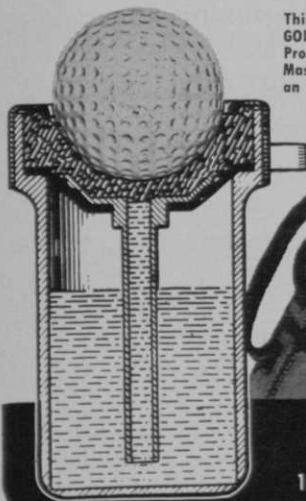
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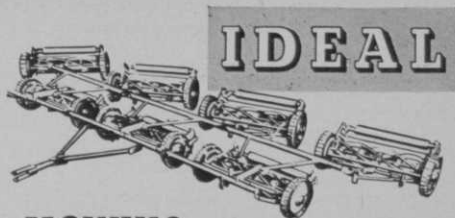
1612 SINGLETON BLVD. P. O. BOX 5072 DALLAS, TEXAS

He's almost like Stranahan for keeping in top physical condition.

Race issue came up at a bad time for pro tournament golf which faces an increasingly difficult problem of getting good private clubs to take tournaments . . . It's the gallery and clubhouse feeding and drinking situation rather than the players that make the race problem one a private club prefers to skip . . . Understanding of the problem would be easier if well-to-do and wealthy Negroes would show initiative in establishing their own private country clubs . . . They need such clubs and should have them . . . Such clubs would strengthen Negro case . . . Also would be an exhibit of Negro self-reliance and independence.

The San Diego case seems to have been well handled by Horton Smith for the PGA . . . The white pros like Joe Louis, whose appearance and conduct on golf courses always has been exemplary . . . With Joe being involved the white pros were anxious to work out the right answer and not let the affair become a clash between the National Association for Advancement of Colored People and a National Association for the Advancement of White Professional Golfers . . . Somebody poorly advised Joe about making an offer of \$4,000 to the children's charity named as beneficiary of the tournament, the money to be

(Continued on page 79)

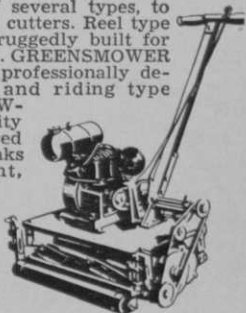


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FEBRUARY • 1952

Golf Clubs Are in A Fog on Operating Costs

By HERB GRAFFIS

Joseph H. Nolin, CPA, member of the firm of Horwath and Horwath, club and hotel accountants, recently presented in the Horwath Hotel Accountant a survey of Country Club Operations in 1950. Although the survey was made of figures a year old it discovered weak points that later studies have shown are becoming more dangerous to country clubs.

Nolin points out "Membership dues are the measuring stick or the common denominator of club operations. Dues are intended to cover the costs of club privileges and facilities provided for members. The various departments such as restaurant, sports, rooms, etc., are operated in view of service to members, and not in the commercial view of a large profit. But, are the membership dues sufficient to cover club costs?"

The answer, in the cases Nolin studied: "Membership dues are not adequate to cover club costs according to our 1949 and 1950 studies. To determine their adequacy we have deducted the departmental results, overhead expenses and occupation costs from membership dues. The balance in each case is the net income or deficiency available for depreciation and surplus. Seven of the 17 clubs in the 1950 study did not have sufficient income to cover all fixed or occupation costs. Three clubs could not even carry their operating costs. The group median ratio of net income to membership dues is 7%. This means that of every \$100 in dues received, only \$7 remained for depreciation and surplus. Surely this financial situation is not healthy."

CDGA Faces Stark Facts

The median, to which Nolin refers, is the middle figure of a group of numbers arranged in sequence; in other words, half of the club figures are above the median and half are below the median.

The problems of club dues and operating expenses also were subject of worried comment in the Chicago District Golf Assn. Club Management Committee 1951 annual report, which detailed the following points:

Salaries and wages in all departments increasing. Suggested that salaries for the past five years be compiled on a per member basis to awaken the members to what's happening. Grounds and greens average annual payrolls are running \$20,000, with some payrolls up to \$30,000.

Taxes and insurance per member increasing.

Food and liquor costs up and going higher with selling prices generally too low.

Dining room and bar sales spotty—mostly down. Dining room generally unprofitable. Less than one third of typical club membership adequately supports dining room and bar.

Dues increasing generally. Assessments the rule.

Larger operating deficits for 1951, leaving nothing for improvements, ordinary repairs or debt retirement.

Club Figures Confusing

The committee reported that only 29 of the CDGA 91 member clubs participated in the survey. Chmn. of the Club Management committee bluntly remarked in the report "If there is a single fault that can be pointed out in the whole problem it is the smugness and complacency of some who feel that they are either so self-contained or so different or unusual in their operation they can derive neither help nor information from any source."

Some of the difficulty in constructively comparing club operating figures is due to wide variations in club accounting methods, despite the availability of the

Club Managers Assn. of America uniform system of country club accounting which was worked out by the CMAA and Horwath and Horwath years ago and which still stands up as a satisfactory, complete and illuminating system, although accounting methods like almost everything else have gone through marked revision in the past ten years.

As with so many other club problems the large annual turnover in club officials is the reason for buck-passing on needed revisions in club financial methods.

GOLFDOM, asked almost daily for figures on golf club operations, sees what the conscientious club official is up against. He may hear of interesting figures at other clubs or want to know "averages" of operating figures. It's been our experience that these figures often don't mean a practical thing. We stopped printing maintenance figures on specific courses because of the difficulty of making accurate and helpful comparisons. One course maintained for \$12,000 a year may be an easy course to maintain, and be in very bad condition, while another that has an annual maintenance cost of \$38,000 may be an outstanding example of economical management of a course with bad soil conditions, bad construction, design that's expensive for maintenance and adverse weather conditions.

Need Course Cost Study

Some years ago GOLFDOM financed a study by Prof. Lawrence Dickinson and members of his course maintenance class at University of Massachusetts, in which course maintenance costs were compiled on an average percentage basis.

Those percentages, at that time, seemed to work out pretty well all around, although there were plenty of misleading points in that survey, especially in not having adequate figures on areas of fairways, greens, traps, tee and rough. Rarely has a club such figures, yet its chairmen and other officials want to compare operating costs with those of other courses which also are lacking the data.

GOLFDOM proposes to the Golf Course Superintendents' Association a revival of that pioneering operation in course maintenance cost study. This magazine will contribute cash and experience in collaborating in a study that is urgently needed. There'll be some who say it's impossible to get a helpful sound basis for checking up on course maintenance costs. They, in effect, are unmindful of the advance of course superintendents as businessmen. They don't realize that there's been a development from the "greenkeeper" stage during which the work was only with grass, into a demanding combination of grass expert and business executive.

Turf research has grown far past the understanding capacity of most club offi-

cial and members, but what all officials and members do understand is money. There must be more emphasis on the balance between agronomy and finance in course maintenance or the superintendents will miss the boat financially.

The Chicago District Golf Assn., the Detroit District Golf Assn. and other district organizations have done some compiling of figures. Detroit, especially, has tried to get some basis of comparison but has been up against lack of cooperation from member clubs. But the surface hasn't even been scratched in any of the cases.

The Nolin article shows costs of maintenance of course and grounds ranging from \$965 to \$4,555 per hole, with the median being \$1,885. Disregarding the extremes there was little variance in the costs per hole.

The ratio of course and grounds costs to membership dues ranged from 14.6% to 88.9%. The median was 43.5%, and there was a lot of variation between clubs whose figures were examined.

The membership dues of the clubs examined ranged from \$26,000 to \$349,000 with the median being \$98,000.

This full report, covering clubhouse and outside facilities cost analysis may be secured by writing Horwath and Horwath at 100 W. Monroe, Chicago 3; 41 E. 42 st., New York 17; Subway Terminal Bldg., Los Angeles 13, or any of the organization's other offices in leading cities.

It certainly is worthy of study by club officials, course superintendents and managers as it shows where to look for significant operating figures and warnings.

With the figures showing that in many cases action must be taken quickly in adjusting club financial operations to the prevailing realities, the next problem is going to be how much will the traffic bear? With the average age of private club members in most metropolitan districts getting alarmingly high, the study a lot of clubs are going to have to make is how to get more younger businessmen members at prices they can afford to pay.

Eddie Williams Elected President, PGA Seniors

Eddie Williams, pro at Louisville (Ky.) CC and a former PGA Seniors' champion, was elected pres., PGA Seniors, at the group's 1952 annual meeting held during the PGA Seniors' championship. Hugh Bancroft was elected sec.-treas., Otto Hardt, 1st vp, and Matt Jans, 2d vp.

Women's auxiliary of the PGA Seniors elected as its pres., Mrs. Otto Hardt. Mrs. Mike Brady was elected sec., and Mrs. Willie Ogg, treas. Mrs. Carroll MacMaster was elected corresponding sec.