

Preparation of Green-Committee Budgets

The time is now at hand for the preparation of green-committee budgets for the coming year. It is believed that nothing tends so much toward economical and efficient management as the study and preparation of a budget. But how to go at it is the troublesome question.

Obviously the first step is the collection and arrangement of the facts upon which judgment must be reached as to the work to be done and expenditures to be made. Without facts as a foundation, a budget will be mere guesswork and worthless.

The work on no two courses can be the same. So first the club book-keeper will have to go through the books for, say, five years and list in detail under appropriate classifications all items of expense, labor, seed, fertilizers, worm eradicator, tools, rakes, horse-feed, and what not. These lists should show quantities as well as prices.

Labor, for instance, should be set up by months and in hours, rate of pay, and dollars. After the experience of, say, five years has been set up, *properly classified, in columnar form, for ready comparison*, the next step would seem to be an inventory of tools, equipment, and supplies on hand.

The next move is to obtain from the green-keeper an estimate of his requirements for the ensuing year. He knows, or should know, the condition of his equipment and his requirements for the year. He ought to know pretty well what materials will be required.

When the green-keeper's report is made up it should be compared with the experience of previous years; and by discussions of the committee and green-keeper, the year's requirements should be determined with fair accuracy. Each item should be studied by itself. If the item is seed, the committee should consider the necessity or desirability of seeding, and the rate and area. Hundreds of dollars are thrown away every year in the purchase and use, or rather misuse, of seed. Two or three pounds of the very best seed ought to be enough to put on an old, well-established green; to put on twenty, forty, or sixty pounds, as some so-called experts have advised, is simply criminal. If fairways are to be seeded, the same study should be made, and the budget should be based on actual conditions and known areas. It could not possibly take the green-keeper, with the assistance of a workman, more than a day to measure up all fairways, so that the square feet or yards or acres will be known closely enough for all practical purposes. The work to be done in the ensuing year should be considered in the light of what is desirable as well as what is in line with the past. Strictly maintenance items should not be confused with new work; and that should be covered by a separate estimate.

The preparation of a budget necessarily involves study of the past and consideration of the future, and not only the figures of the past but the actual condition of the course. Perhaps the course has been starved to support a "white elephant" in the form of a club-house; or perhaps former committees have been wasteful.

The net result of all this study should be expressed in the budget. In order that the work and study of one year may be made available for the best use in future years, the budget should be accompanied by schedules

or exhibits showing details. For instance, if an item is shown for new equipment, the exhibit should show what is required, and why.

The green committee that does not plan its work and budget its expenditures is doing less than its duty.

An index to the current volume of *The Bulletin* is in preparation, and we hope to have it ready to mail out with the January number.

Greens Without Grass

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Putting greens are not necessarily made of turf, nor are they necessarily green. On some golf courses the greens are made simply by scalping off areas of suitable size and using the soil as it exists for the putting surface. On others, putting areas are sanded; in some cases the sand is oiled; in most cases it is not. Sawdust has been used with fair results; also other



A putting-green made from cottonseed hulls. Tlahualilo, Mexico

materials; and there are doubtless a great many common waste products that could be used very satisfactorily. It is surprising indeed that more experimentation along this line has not been conducted since there are so many parts of the country where grass greens can not be maintained or can be maintained only at a prohibitive cost.

Dr. W. D. Hunter, of the U. S. Department of Agriculture, tells us of an interesting golf course which he had the good fortune to visit last spring. The course is located in central northern Mexico near a small town named Tlahualilo, about 40 miles from Torreon. It is the property of an Anglo-American company extensively engaged in the planting of cotton and in