

answer it. A great many of the clubs answered in a very inaccurate way. We knew that they were inaccurate. Now, that information will not be available, unless it is put up to the Green Section in an intelligent and careful manner. When we get that information then the Green Section can compile that information, and give it out to the members.

That matter is on my mind, Mr. Chairman, and it seems to me to be rather important. I believe it will do more to assist the committee than anything else that could be done.

In conclusion, I want to say that I am very much gratified at the meeting here today, to see the interest which has been taken, and note the splendid work Mr. Piper and the executive officers have done. I think that it is going to reduce the cost of operating golf courses; I think it is going to make our greens better, and our fairways better; I think it is going to make our courses more enjoyable and save us a lot of money.

Thank you. (Applause.)

A MEMBER: Mr. Chairman, I would like to ask what would be a fair average budget to ask for, for the maintenance of an 18-hole golf course, of a quality sufficient to attract perhaps a state tournament or a national tournament, say? I understand, of course, that there is just as much difference between two examples, almost, as there is between what one family can live on and what another family can live on; but, as Mr. Marshall says, there is a happy medium, and I would like to know what a happy medium would be considered by Mr. Marshall.

MR. MARSHALL: Don't ask me. Ask Hood. (Laughter.) Hood is the supervising officer of twenty-six golf clubs around Detroit, and he is the repository of more information on the subject of budgets and costs than any man in this room. He has worked out a budget that he thinks is fine, but I think it is rotten. (Laughter.)

CHAIRMAN ALEXANDER: Gentlemen, it has come to me unofficially that Mr. Hood is the man who has given Henry Ford the germ of all his genius, who has furnished him his mental capital. (Laughter.) I take pleasure in introducing to you Mr. A. J. Hood, Chairman of the Green Section of the Detroit District Golf Association. As you see, he has more power than anybody here. (Laughter and applause.) He is genial, he is sincere, and he is not afraid of Mr. Marshall. All those things recommend him. (Applause.)

REMARKS OF MR. A. J. HOOD, CHAIRMAN, GREEN SECTION, DETROIT DISTRICT GOLF ASSOCIATION

MR. HOOD: Mr. Chairman and gentlemen, Mr. Marshall is responsible for a good bit of upset in my mind. I hope Mr. Ross is here, because he always gives me some support, knowing Marshall pretty well. (Laughter.) I have accepted more abuse from the gentleman than from anybody else I know of, and been forced to like it. (Laughter.)

Over in Detroit they had a district golf association, but they had no Green Section until along about the time the United States Golf Association got active with its Green Section. In anticipation of cooperation with the United States Green Section, I do not know how it happened to come about, but there seems to be always some fellow around whom everybody is willing to load the work onto, not because he is especially adapted for it, but because he will spend his time on it, perhaps; and for that reason I expect they picked on me, because I do not know of anybody else whom they could have gotten at that time who would have taken the job. (Laughter.)

Just about that time I met Mr. Marshall, and he gave me a few injections of ginger. He really forced me to do some things that he talks about, that I perhaps did not do of my own volition, or of my own motive power, so to speak; but at any rate, we got into the Detroit District Golf Association.

I might say in advance that the Detroit District Golf Association issues a publication. Twenty-six clubs belong to the Detroit District Golf Association, and this publication is its official medium for distributing information among those clubs. We have, I think, some five thousand subscribers. That is not the entire membership of all the clubs in the district, but they have that many subscribers. It is a voluntary subscription, costing \$1.50. We use this in connection with our green work, and it helps educate the club members, who perhaps would not come in contact with the information in any other way, relative

to the activities of the clubs. In this way we educate them to just what their chairmen and green-keepers are trying to do for them, cooperating with the chairmen and green-keepers of the twenty-six other clubs.

Now, I hope nobody is here from Cleveland, because they always dispute the population of Detroit, but Detroit is a city of about a million population. Now, then, we go out to Ann Arbor, Ypsilanti, Pontiac, Port Huron, on the American side, and across the river down to Essex Country Club on the Canadian side, taking in clubs covering a radius of one hundred miles, I should say. That is the reason we have twenty-six clubs included in this district.

Now, some of this may be old to you, because Marshall has done quite a little bit of talking, not only here but elsewhere. (Laughter.) But we have monthly meetings of green chairmen and green-keepers, and the members of the green committees and such other members of each club as might be interested in the work of the green committee. That is all educational, for the more people you can bring in to observe what you are trying to do, the better progress you will make; and when you have a financial catastrophe strike you on your green budget, and you hit it up from one thousand dollars to five thousand dollars more than the members think you ought to spend, all that tends to help you out, that matter of education. So we attempt, as I say, to have these monthly meetings.

Toledo has cooperated with Detroit. I mentioned a radius of one hundred miles. Toledo, through Mr. Marshall's instrumentality, has cooperated in these meetings by attendance, and their cooperation has been most enjoyable. The spirit of good fellowship created and maintained as a result of these meetings is of simply incalculable value and benefit to the clubs. It puts your green chairmen and green-keepers on their mettle, to know that some time in the near future twenty-six so-called amateur experts are going to light on their clubs, and look them over.

Mr. Marshall, as a start, invited these clubs over to Toledo, and we jumped on the trolley car and went over there. He was all dressed up in the finest golfing outfit you ever saw, with knickers and all that—(laughter)—and he looked just too sweet for anything. (Renewed laughter.) He met us there with the glad hand, and a nursing bottle, I heard some one say—(laughter)—but I do not know about that. He took us out and showed us a course that certainly was in excellent shape. They had, I would say—although he may deny it—dressed up a little, and had the course in such shape that they could really be proud of it. There were not many complaints heard there as a result of that visit.

The next meeting we had was at the Detroit Golf Club. When I told our green-keeper, Alexander McPherson, an old landmark in the business, I guess, that we were going to have the members of these committee and these green-keepers over to the Detroit Golf Club, he wanted to go to work and hire a couple of hundred men, more or less, and get his course in shape, to look like Mr. Marshall's. I said, "Now, Mac, I am going to crucify you, and myself, to some extent, because it will hurt our pride a little bit. Marshall showed us the finest we could look at, and now we are going to show them just an ordinary course in daily operation, with all of the sloppy things that you have permitted here, that I have been talking to you about for quite a while; and I am going to show it up just this way."

So they came over. We have thirty-six holes at the Detroit Golf Club. We had a little scheme devised, which we were going to work up to a very impressive climax, but the rain interfered and spoiled the whole show. (Laughter.) We took them around and showed them our worst holes first. The preceding year we had quite a bit of catastrophe on our putting greens, and we were trying to rejuvenate them. I think it was in the month of June when they got over there, but we took them to the greens we had had the trouble with, and we showed them all there was to see, good, bad and indifferent. But we were edging around to work up to some of our good putting greens, and some other things we were particularly proud of, but the rain came along, and we never saw them at all. (Laughter.)

So Marshall has had that on me ever since, and he thinks that because he made such a fine showing, and I made such a rotten showing up to that point, he can tell you everything there is to tell—and he pretty nearly does it, and I guess he is right at that. (Laughter.)

Well, now, as I say, we have these meetings and the benefit derived from those meetings is inestimable. It has its effect in so many ways and it comes back to you through so many unexpected channels. For instance, the green-keepers and the green committees get to talking about these things. If a green committee, or a green chairman, or a green-keeper is off his job, and not taking proper care of his work, somebody is going to notice it. You know, the green-keepers have quite a bump of pride of their own, among themselves. They like to have the other fellows respect them for their ability. Furthermore, it helps them if they are successful in maintaining a course, one that will make everybody speak of it approvingly, for that sort of thing builds a man a permanent home with his club, if he wants to stay there, and it also prepares for him in advance some place else, where perhaps he can get a better job. But in any event, it places him in good repute at his home club. So I would say that the benefit of the meetings we have had over there is simply beyond computation.

Now, the effect of this cooperation is beginning to become manifest in many ways that would not at first be expected. We have already sent out a budget, for instance. As I told you, I believe some of these clubs are nine hole courses, and some of them are eighteen hole courses, where small dues prevail and where small incomes are received by the clubs. Many of those clubs are just floundering in the dark. You get just as many different figures on what should be the maintenance and upkeep of a golf course in first class shape, as you would find different characters of individuals if you went out on the street and picked twenty-six of them, to correspond with our twenty-six clubs.

Now, then, a great many of these clubs wanted our committee to send them a sample budget. I called in three or four wise old heads in the district—Hutchings, Standish and one or two others—and said, "Now, we will devise a budget, and we will try to give them a budget that will be something to shoot at as a low figure instead of a high figure"—believing that if we set a high figure, it would not be as effective as a low figure would be, set for the purpose of a minimum.

Now, I may be a little bit radical in this respect. I have been ten years on the Board of Directors of the Detroit Golf Club. Without bragging about the club, we have thirty-six holes located twenty minutes from the City Hall, and the plant is valued at \$3,500,000. I have sat on that board for ten years, two years as president and two years as vice-president, and my observation has been during those ten years, the price of golf has gradually increased, and it has gotten to a point where the members as a whole in our district are beginning to feel the burden of the dues that are maintained. I do not know how your dues run in Chicago or elsewhere, but we have several clubs with dues of \$175 a year. Now, in the case of twenty-five per cent of our members, the \$175 will not cut any figure. They are men who have made their money and retired. They are in a vast minority. Seventy-five per cent of the membership is composed of men to whom it is a great burden, especially at a time like this, when business has been bad, to raise that amount of money. We are in a period of depression, and have been for some time, and I do not believe there are many people who can assure themselves that we are going to come out of it with any great rapidity; and the result is that the maintenance of these dues at these clubs has become a burden. In addition to that, many of the men belong to several clubs, so their burden is increased to just that extent.

Now, what we are trying to do in Detroit—and we are trying to work in conjunction with the United States Golf Association—is to get around to the point where we will know what we are doing on this green work. I maintain that it will take from ten to twelve men to run a golf club in good shape, if the club is properly organized and handled. You will find many people who will not agree with me on that at all, but I am absolutely of that conviction. But you have got to organize your work. As Marshall says, "If they all had our brains—and that is one way of telling me he knows I have not got any (laughter)—we could get this down to a proper basis; but in the operation of the average club, you know how it goes. Every man can not quit his business and devote all of his time to the golf business.

But what we are trying to do, as far as such a thing can be done, is automatically to arrange the conduct of our operation of the golf course in such a way that the green chairman will know, the green-keeper will know, and the board

or directors will know whether the amount of work is being done for which we are paying.

So, as I say, acting on that request for a budget, we compiled a budget, which we sent to all of the clubs in the district. I sent a copy to Marshall, and Marshall tells me I am nutty. (Laughter.) It is a budget of \$13,000.

Now, to show you that we are at least sincere, even though Marshall says we are wrong, the Detroit Golf Club, with thirty-six holes, on my advice has made a budget for this year of \$25,000. Last year we had a budget of \$35,000, and spent approximately \$31,000. We saved about \$3,300 under our budget. Now, for five years the dandelions and the weeds had not been systematically taken out of our putting greens. We spent three thousand dollars, having as high as thirty-seven women working on the course, for a period of over a month at a stretch, when we came into July and August, with the avalanche of weeds that followed the hot spell. The result was we were doing intensive work that we should have done over a period of five years in a much shorter time. I maintain that if we did that work last year for \$31,000, and spent \$3,000 for special weeding now, with the price of wages, materials and supplies all coming down, we ought to run the golf course this next year for \$25,000.

Now, then, right along this same line, we sent out an explanation, and I will give it to you just as rapidly as I can give it, because I do not want to take up too much of your time, but at the same time, however, I do not want to talk so fast that you will not understand what I am talking about.

We take the salary of a superintendent employed nine months, \$2,250. Understand, that is the average. We take so many men employed on the green. We have watering and weeding, motors or horses—depending on which you use—totalling \$13,000. Then this is the way we explained it to our members.

This budget contemplates the operation of a large eighteen hole golf course. It does not include cost of any construction work. The figures are based on putting greens, having from seven thousand to thirteen thousand square feet of surface. This would give a total surface of one hundred and sixty thousand square feet for eighteen holes, which with a practice putting green, would total one hundred and seventy thousand square feet of surface to cut six days a week. Add to this the tees, rolls and mounds around the putting greens, with a surface area of one hundred and fifty thousand square feet cut once a week, or twenty-five thousand square feet of surface per day.

Add to this total putting green surface, making a total of one hundred and ninety-five thousand square feet of surface to be cut by hand each week day in season.

If four men are employed in season on this work, each man would have 48,750 square feet of surface to be cut by hand, or approximately one and one-ninth acres of surface to cut each day. A workman should push a hand mower from two to three miles per hour. He must push it that fast to keep it running easy. It is a simple matter to figure out the cutting a man should do if he keeps steadily at work.

If each putting green contains only from two thousand to four thousand square feet of surface, two men could likely do the grass cutting, repairing, taking out weeds, et cetera.

From this it can be readily figured and determined just about how much time the putting green cutters waste. If the fairways are narrow, the expense would likewise be less.

The conclusion arrived at is, that a fair estimate of the annual expense for the maintenance and upkeep of an eighteen hole golf course is from eight thousand dollars to thirteen thousand dollars, depending upon the size of putting greens and width of fairways.

The above estimate does not include special work or construction work that may be done on the course.

This budget has been prepared by a committee composed of some of the oldest and most experienced greens chairmen of the district. It is furnished at the request of some of our member clubs who have felt the need of it, with the hope that it may prove to be of some help or assistance in estimating budgets for the new year.

Now, acting right along that line, we prepared a uniform system of reports for each year, which is the thing the United States Golf Association is aiming

at, and we got it up in a systematic way. Whether this can be improved upon or not is for you to say. At any rate, we start with our superintendent's salary. We are going to send this form to the twenty-six clubs in the Detroit district, providing it is not changed, and they are going to build up their accounts on this basis, and they are going to send us this report each year, or perhaps each month, if it is not too burdensome a job. Then we will compile a comparative statement of the twenty-six clubs, showing the expenditures, starting with superintendent's salary, putting greens, number of men employed eight months, number of men employed six months, water, weeding, plugging, seeding; materials for putting greens; fertilizer for putting greens—state kind, quantity, cost, etc.; grass seed—state kind, quantity, cost and total; top dressing, state kind, quantity, cost and total; sand, charcoal, miscellaneous, etc. First we have the putting greens, and then we have the tees—number of men employed, total cost, etc.; top dressing, same; seed, same; sod, same, etc. Then the fairways; number employed for eight months; number for six months; top dressing, fertilizer, seed, number of horses, feed, shoeing, etc.; and then under bunkers—ditches, roadways, miscellaneous.

It is unnecessary for me to go into all the detail all the way down the line on that, but we are going to get this information, and by the time we get through we are going to be able to tell how many men it takes to run a golf club. Then we will take so many men, and we will say to one of them, "Here, John, you keep these four or five greens, or six greens"—whatever we decide, according to the number of men required. "You keep these greens. It is up to you." Then we will take the other men and allot them accordingly. In that way you will start a spirit of competition among them, and if you set up a little system of bonuses for them, the result should be something worth while.

Now, this is what we are aiming to do, to help to reduce the high cost of golf. The prices of everything else in God's creation have come down. Why should the high cost of golf be any exception? I sat on the board for ten years, and watched the costs mount. Now, it is time we told a different story. Where is the limit? I claim, of course, that a club should spend its money freely when that is necessary; that is what the clubs are organized for. But a lot of money is wasted. I would say from twenty-five to forty per cent of all labor on a course is wasted. It is a notorious fact that everybody soaks a golf club on price.

Right along that line, let me give you an incident. We were organized over there, and I got D. M. Ferry & Company, a local seed house, to furnish us some seed. Simply because they were on the ground, and would have to stay there, and be accountable to us if they did not supply us with the right kind of seed, we contracted with them, and they sold us the seed at cost plus ten per cent—to all of the clubs in the district. About seventy-five per cent of the clubs in the district participated in that. For the club of which I am president, I bought two thousand pounds of fescue at fifty cents, for fall seeding. Mr. Standish of the Lockmore Club did not do as we advised. I think he had some other seed connection. He paid eighty-six cents for his fescue, for fall seeding. On two thousand pounds the difference would be seven hundred dollars. There is just one point, but as long as we have to buy grass seed, there is where an economy can be effected by proper cooperation. There is evidence already that grass seed is going to be higher. I claim it is speculation, but it is there. I claim that because I do not believe in the short crop figures. I think it is salesman's talk altogether. Now, I claim that it is up to the United States Golf Association, and it seems to me it is in line with the general work of the United States Golf Association to take some action which will give the clubs the benefit of universal purchasing agents, if necessary, or so that we may establish connections with somebody who will buy the seed at cost on the other side, and sell it to us on a reasonable basis—somebody upon whom we may depend.

Further, \$175 dues, such as we have in Detroit, have got to stop. There is a limit to all this sort of thing, and if we do not start at the bottom and work up, as Mr. Alexander says, where are we going to get to? I could say a whole lot more to you, gentlemen, but I know you are tired, so I will cut it short right here.

Thank you. (Laughter and applause.)

CHAIRMAN ALEXANDER: I just want to say briefly that whenever I hear a man talk like that, who knows his business, I wonder where golf would have

been today and what the cost of golf would have been today, if every president of every golf club and every chairman of every grounds and green committee had studied his problems, worked out his budget, employed his men, and known exactly what he was going to do, as Mr. Hood has done? When I look back thirty years, and think how, when the game first came over here, it was played in sheep pastures, I wonder what would have happened if a billiard tournament, or a tennis tournament, would be held on tables or courts similar to some of our golf courses? What would be said if Schaefer were to draw up to a billiard table, and find it looked like some of the golf courses we have, with fifteen blind holes. In other words, the waste and the lack of knowledge of what we have, are perfectly criminal. I happen to be chairman of the grounds and green committees of three clubs, and I just want to illustrate in my own family the inconsistency of the whole thing.

One of my clubs had last year fifteen thousand dollars for upkeep and some construction, say, about two thousand dollars of construction. Another had nine thousand dollars. One had eighteen men on the greens and grounds, and the other had nine. The cheaper one had nine. The fairways upon the cheaper course are today better than those of the one that spent the most money; and that course is one of the best courses in the United States.

Just think of the incongruity of that! You cannot explain it. How is it possible? But it is there. The answer is that in one case the unit of labor, the unit of action or intelligence in anything that has been done, has been utilized to the very last degree, while in the case of the other it still can be improved upon.

In summing up, with regard to the meeting and what has happened here today, I want to say that I am very deeply impressed with the interest that has been manifested, and I think back and wonder how it was that we began at the top and went down, instead of beginning at the bottom and going up, as we should have done many, many years ago. This great association of ours has done so much for golf, has been so patient in selecting golf courses, has been patient and painstaking with the rules, spending thousands of dollars in maintaining the association, and doing everything in the world for the sport; but how in the devil can you teach a man to play golf by writing letters and telling him. It cannot be done. You have got to have young people, and we have got to have the proper foundation of a golf course.

We are just beginning to discover that we started at the wrong end of this game. If we could have had some Scotchman come over here and show us how to lay out a few good golf courses, and start off right at the outset, where would we have been today? Just think of the enthusiasm we would have had! But thank God, we are beginning now, and I make this prophecy, in retrospect of what I have seen here today, that in two years from now, 99 per cent of all golf clubs of eighteen holes, and 80 per cent of all golf clubs of nine holes will be members of this association, members of this Green Section, and they will be hungry and thirsty for information that will help them to get what they should have, almost without cost—from fifteen dollars to fifty—and they will be as anxious to come to us for membership as we are to go to them.

Five years from now there will not be a single club three years old that is not a member of this Green Section, and five years from now the Green Section will give evidence of having accomplished more than the United States Golf Association—all praise to it!—has accomplished since its inception thirty years ago. I make that prophecy, that this ball has just started rolling, because of the hunger and thirst for knowledge, and a consciousness of our extravagance, our abominable extravagance, taking away from the poor man what he is entitled to just as much as the rich man.

Today in Washington they are trying to establish peace through disarmament throughout all the world, putting all nations on an equal basis, so that the little fellow cannot be trampled upon any more than the big fellow. What we want to do is to establish just that same principle in the rules that you will hear from tonight. Some important things are going to happen, I prophesy. Everything we establish should be put upon a standard basis.

We have heard some fine things here today, and we want to get this thing in shape, and have printed every word that has been said here this afternoon.

That is the kind of stuff we want to get before our people during the coming year.

In conclusion, I want to thank you gentlemen for the interest you have manifested, and repeat the prophecy that this is just the beginning of standard golf; standard, with the tools, or the implements, that you will hear about tonight; standard, so far as upkeep, construction and architecture are concerned; standard, so that we can play at Kokomo or under the shadow of the Taj Mahal in India or at St. Andrews, or anywhere else, and although we may meet a total stranger, we can play the whole way around with a napkin over our mouths, as many of us should have, anyway. (Laughter.)

That time is coming. This is simply in anticipation of it. I thank you again for your attention, and I prophesy again that this thing is going to go on and get better every year. And although we may think we know a lot about golf, and think of the pleasure it has given us, and think of the large sums of money invested in it, and the large sums of money wasted in it each year, we are children in arms, and almost babes unborn, compared with what we will be five years from now, and from there on, until we reach ultimate perfection. (Applause.)

MR. PIPER: There is a disease known among physicians as *cacoethes scribendi*, which is Latin for the expression, "the itch for scribbling." No members of the Green Committee have it, except the chairman and the two vice-chairmen. They have developed symptoms of it through stress of necessity. In the ordinary run of things, the newspaper man who has that disease will write one day on how to nurse babies, the next day on women's dresses, the next day on how to run a farm, the next day on the Bolsheviks; and it makes no difference what he writes, he will write on anything.

Now, there is another disease, the name of which I do not know, but the fellow who has that disease will talk, talk, talk, and never write a thing; and my God! how some of these men can talk. (Prolonged laughter.)

CHAIRMAN ALEXANDER: Please wave the other way. (Renewed laughter.)

MR. PIPER: I have tried to get something written to put in the BULLETIN. Nothing doing. Now, these men have given you a whole lot of good stuff here today. A lot of it is stuff that all of the members of the Green Section should have. But I cannot get it.

Now, I want your moral backing behind a proposition which I think I will put up to the Green Committee, namely, that we demand from each member each year a certain minimum amount of good stuff for the BULLETIN. We will make it a small minimum; say a thousand words. (Laughter.) And if he does not come across, we will slate him for the toboggan. I think that is the only way we are ever going to get these fellows who talk so wonderfully, to do a little writing. They may not be able to write as well as they talk, but if they write half as well as they talk, it will be awfully good stuff. (Laughter.)

Seriously, though, that is a real problem in connection with the BULLETIN, getting men who know things, who have had the experience—referring not only to the members of the committee, but all of the clubs—is to do a little writing for us. There are many men all over the country who have mighty good information on some topic or another, but it is awfully hard to get it out of them.

Now, I think that is a real duty that every golf club owes to every other golf club. If one club has a good thing, it ought to pass it along. That sort of thing is going to help tremendously for the betterment of the game; and incidentally, it will very greatly help the chairman of the Green Committee with some of the things he has to contend against. He is getting in the position of the fellow who runs a country paper. He has got to scratch around pretty hard to get stuff to fill in with, and perhaps some of the stuff he uses as a filler is not quite as good as it should be, not nearly as good as some of the material we have heard today, but which we cannot get these gentlemen to write.

I hope that this little suggestion will have some influence on them in the future. (Laughter and applause.)

MR. LING: Mr. Chairman and gentlemen, we had a directors' meeting at our club last evening. A subject came up at that meeting which I think every one of you men who are here today, who are interested in golf, would be interested in. It is something I think we all ought to go home and do a little

thinking about. I refer to the golf end of our clubs. Our clubs are golf clubs. I think it is our duty to fight for golf, and oppose this insane social tendency of our golf clubs. We represent the golf end of it. We are not running dancing clubs. I like to dance a little; I like to go to my club and dance occasionally. I like good service also. But the dancing, and the social features, and the various side issues, I think, are turning the clubs away from the main issue, which is golf. I do not think that most of us care about going up to our golf clubs, and having them look like the Drake Hotel, with a man in livery, or in uniform, at the door, with strains of music coming from an afternoon tea, and a lot of rot like that. We like it once in a while, but when we want that sort of stuff, let us go where they make a specialty of it; let us take it away from our golf courses. We may have some reasonable and sane dances once in a while; that is all right; but if we want to do that constantly, let us go where they make a specialty of it.

I think it is time we started to revamp a little bit. As far as my club is concerned, I am afraid to give our figures. We will spend eighty-one thousand dollars this coming year, under our budget, and I am allotted seventeen thousand.

CHAIRMAN ALEXANDER: Doesn't that beat the devil? (Laughter.)

MR. PIPER: It is perfectly normal, at that.

MR. LING: And that is what you are doing in all your clubs, because we have the comparative figures from all of the clubs in the Chicago district. I told them last night, "All right; put me down for seventeen thousand dollars, if it looks all right, but I don't care if I spend thirty-seven thousand."

CHAIRMAN ALEXANDER: Good for you!

MR. LING: "And you can go ahead and have your dancing, and all that, and you are going to pay the bill. This is a golf club." (Laughter.) They said, "Go ahead. The members don't seem to kick about anything you spend on the golf course."

Now, as I said before, I do not believe in a club burying itself and doing away with a reasonable amount of wholesome social activity; but if I want to do any any amount of banqueting or dancing, or that kind of entertainment, I know where to go and get it, and I do not want it around my golf club. When I go to my golf club, I want to be quiet and enjoy my game of golf. I think that this activity I have referred to is running away with our golf proposition, and injuring the game. I may be wrong, but I just offer this as a thought for you to take home with you. It will mean that there will be one of us against ten or twelve others on the average board, and we will have to do a whole lot of kicking to put it over. But there is a field for us.

Talk about cutting down the cost of golf. This is where the cost of golf comes in. What is a matter of an extra three thousand dollars on a golf course, at a club where there are three hundred players? That is simply ten dollars apiece. It is nothing. Many men will lose ten dollars on one hole, and think nothing about it. But it all counts up in the money that is needed if you run your golf club like you would the Blackstone Hotel. We all like that sort of thing, but we do not like it on our golf courses. (Laughter and applause.)

CHAIRMAN ALEXANDER: Good for you.

MR. A. J. HOOD: Will you permit me just one word more, Mr. Chairman? Right along this same line I have something here that has gone out to every club in the Detroit district. We believe that using this will mean a reduction in the general cost of operation, and not referring alone to the course itself. It is as follows:

"Recommendations from executive of Detroit Golf Association relative to fees and duties of professionals.

"First: That maximum charges for club cleaning, including storing and minor repairs, such as wrapping, filing, et cetera, be one dollar and fifty cents per month.

"Second: That maximum charges for lessons be one dollar for half-hour, and two dollars per hour.

"Third: That maximum charges for lessons given by assistant be seventy-five cents per half-hour, and one dollar and fifty cents per hour.

"Fourth: That maximum and minimum prices on supplies be in accordance with recommendations of a committee of the Detroit District Golf Association, which recommendations will be made by the first day of April in each year.

"Fifth: That the professional keep a record of receipts, disbursements and profits, the same to be available to the club during the year, and at the end of the year.

"Sixth: That the professional agree to lend his assistance to the club in running tournaments, caddy operations, advising on course, et cetera.

"Seventh: That complaints to this association having made it apparent that professionals in general have received larger remuneration than justified, all clubs are urged to take this into consideration before making salary and privilege arrangements for the year 1922.

"Owing to the fact that there is a great disparity in the amount of salary being paid to the different professionals in the district, ranging from sums (being among those receiving the largest total remuneration) who are paid no salary to others who are paid salaries running into several thousands, the association does not feel that any general recommendations as to salary can be made, the value of the privileges being the basis upon which the salary, if any, must be based.

Eighth: That the contract of hiring between a club and its professional prepared by the Detroit District Golf Association be made use of by the clubs.

"Ninth: That a copy of the above recommendations be sent to the secretaries of the district with the advice that the form of contract will be forwarded as soon as possible."

I made a contract a few days ago with one of the best "pros" in the country. I will not quote the figures, but they were so reasonable that few thought they could be true. In spite of that, Detroit has got the reputation of being a spend-thrift town, and every fellow who wants to be a retired golf professional at a large salary, and go around the country playing in tournaments, and not give lessons at home, wants to go over there and anchor. That has been true of a lot of fellows.

But our golf expense has now gone up all along the line, and we are starting to retrench in every department. There is no reason on earth why we should not systematically organize to keep expenses down, so that the majority, the 75 per cent about which we were talking a little while ago, can stay on the job without having it a burden to them. As long as I am connected with golf over in Michigan, I am going to be fighting for this thing, and I have got a lot of support, I know.

Thank you. (Laughter and applause.)

CHAIRMAN ALEXANDER: Is there anything further to come before the meeting, gentlemen?

MR. BARRETT: I would like to submit briefly a suggestion or two along the line of economy, Mr. Chairman.

I have had my job for quite a few years, and have always tried to be economical. During the past year, with four-dollar labor, I was able to take care of the greens for \$16,000. I think our course is always in very good shape.

There is one thing I want to bring to the attention of the men who, like myself, are endeavoring to do the very best they can with the money they have to spend, and that is the matter of tees. There is a demand for clean tees, that they may be carefully played, and I think that is quite proper. Consequently, in reconstructing the Hollywood Club, which I have been doing for four years now, I built every tee so that it can be traversed by horses. I have built five tees in the last two years at least twelve feet in height where necessary; but in each case, instead of building them with steps, I built them with a ramp, so that they can go right up on the tees.

Most of the clubs in my section keep two men cutting the tees continuously. They have two men on the job all the time cutting their tees. That means practically \$200 a month, for cutting tees. That does not quite fit with me. That means a lot of money, \$200. So I evolved the scheme of doing everything with a horse mower. I cut my tees in about six hours with a team and a Triplex. They climb a tee, cut the tee, and move on. I cut them three times a week, for about \$60 a month, as against \$200, so I save the difference, or about \$140, which goes to the mower—

CHAIRMAN ALEXANDER: Or the soil. (Laughter.)

MR. BARRETT: In other words, I save that by the Triplex mower. I merely suggest that. I think it is a pretty good point. There are lots of tees in the United States. They do not all need to be twelve feet high. They can be on the ground, and that will save a good deal of money. We all know that a tee

closer to the ground keeps in better condition than one in the air; but you always have to humor the fellow who tries to tell you how to construct your golf course.

Now, I try to keep my men going all the year round. I have eight men, and I try to keep them going. In the wintertime I saw wood for the clubhouse, cart snow, et cetera. There are times, of course, when they do not work in the winter, on account of storms, but I cut a great many cords of wood for the clubhouse, for the six or seven open fireplaces, and it does not cost the House Committee a cent.

Now, one other thing along the line of greenkeeping. It is not new to you, but I have been very strong for it, for four years. I made up my mind that the only way to grow grass is to put your material, not underneath, but on top. Frankly, in the last four years I have top-dressed the fairways of Holly-wood to the tune of anywhere from 600 to 1,000 cubic yards of top-dressing per year. That is all figured in the course. I call it maintenance. I do not call it construction. Further, I top-dressed my putting greens about every two or three weeks, with anywhere from one to two cubic yards. I do not know whether this is in accord with the theory of the proposition, but I will simply give it to you from the practical end. That top dressing might be loam, a very light loam. It also might be humus. Now, take the ordinary workman, with the upright screen, and at the end of a very warm day he has screened about three-quarters of a cubic yard. On a cooler day, it may be as much as a whole yard. That comes pretty high, at four-dollar-a-day labor, or even at three-dollar-a-day labor, as it will be this year with us, starting today. So I looked around, and finally I worked out a scheme. I was going out to look at some property one day, and I had to go through a coal yard, and in there I saw a fellow screening coal. As soon as I saw what he was using, I said, "That is mine." I asked him where he got it, and he told me, and I looked up the place and found that such things were a little out of the market, but they could make one to order for me; so I bought a revolving screen, such as you see at a gravel yard, for instance, where they sift the gravel into assorted sizes. This revolving screen is probably from twenty-six to thirty inches in diameter. They make it in half-inch or quarter-inch mesh, whichever you prefer. I took the latter. It is on an upright carriage, on wheels, which I also demanded, so that it can be drawn over the course. I put my gas engine on that. I guess most of you have gas engines, or tractors, which you can put on for your motive power. I use my gas engine in the winter to saw wood, and I also use it for this purpose. With that screen, using about a four horsepower engine, it is my experience that six men will handle from forty to forty-five cubic yards of top dressing per day. Figure that against four dollars per day per cubic yard. Figure six men at \$24 and give them \$6 overhead, making \$30. For \$30 I can screen forty-five cubic yards of top dressing, be it humus or loam. That brings it down to a reasonable basis.

Then in that same connection I use my wagons. I also run a farm, I may say, of about forty acres, in connection with my club, including a twelve-acre garden, from which I supply the clubhouse with vegetables; and on the rest of it I grow corn and hay for the horses. That is all a part of my job. My four teams will carry that soil away practically as quickly as we can screen it, and they carry it on the fairways, where it is distributed. We dump it in heaps, and then the men—one man or two men, depending on the distance from the sifting place—spread it as quickly as they can. You will find some clubs that will cart their top soil up a hill, dump it, rake it, spread it, and pack it away. I do not believe you economize as much that way as you do by sifting it first, and then spreading it, because your turf absorbs it very quickly.

I simply offer that as a suggestion along the line of economy.

With regard to the garden, it may interest some of you men who are presidents of clubs to know a little more about it. We run about twelve acres of garden, in which we raise all of the ordinary things, such as potatoes, sweet corn, carrots, peas, beans, et cetera. For the last three years that garden has not cost the club over \$650. We run the clubhouse pretty hard, too. We have a couple of hundred people out for luncheon Saturdays and Sundays, and Saturday nights we have three hundred and fifty or four hundred people at the dinner dances. We sell the sweet corn and the potatoes to our own members. We undersell the market, and we get customers. For instance, we sell corn for twenty-five cents per dozen. It is freshly picked for them. When a woman comes out to play, she leaves word at the office that she wants four dozen ears;

and then when she comes there on her way back, it is waiting for her, and she takes it home with her in her car.

Then we raise hogs, also. Chicago has nothing on us.

CHAIRMAN ALEXANDER: Have you any blind ones? (Laughter.)

MR. BARRETT: Don't ask me to commit myself. (Continued laughter.) We paid a man \$40 a month to take away our refuse every day. Well, it seems that every day with him meant every day he chose to take it away, and he only came about two or three times a week, and it was pretty disagreeable at times. So I told the Chairman of the House Committee that if he would give me \$40 a month I would take that away every day myself, at 7 o'clock in the morning. He agreed. I said, "All right, but don't forget to give it to me." By the way, I never have gotten it yet. (Laughter.)

In the spring I buy ten pigs—more of them the last time—weighing about thirty pounds apiece. We take the refuse and feed it to the pigs, and at the end of the season I find I have saved the club a matter of \$400. It takes two men a half an hour with a team to take that away and feed it to the hogs; and at the end of the season we have that saving. There has not been a year yet, including this year, with the low price of pork, that the club has not made upwards of \$350 on its hog account.

Now, I know that you presidents here are interested in the management of your clubs. There are lots of little things that you do not ordinarily think of. For instance, there is a matter of graft in grease in the kitchen. We accumulate our grease in a place outside, and at certain times we deliver it to a soap man, and in return he delivers us washing powders and soaps for use in the kitchen, in return for the barrel of grease; and we save there probably a \$400 item per year for the clubhouse.

I just wanted to offer these few suggestions to you, along the line of economy, which we were discussing. Thank you. (Applause.)

MR. PIPER: I had the pleasure of being in Hollywood during the women's tournament, in October, and I want to back up what Mr. Barrett has said. The turf conditions at Hollywood in October were exceptionally fine. It was wonderful turf, almost perfect. Perfect turf is the ideal that will probably never be obtained; but for all practical purposes, this was perfect turf. That was true of every one of the putting greens and the fairways, except one, where the grubs had made some trouble. All this was very interesting to me, because I visited some nearby clubs, and the contrast was simply appalling. There was the same kind of soil exactly, and that indicated to me that the greenkeeping at Hollywood was exceptionally good.

In regard to top dressing, it is one of the things you can not very well overdo. The number of applications, though, will depend pretty well on your soil conditions. However, it is a pretty safe rule to follow, that when you have not anything else to do, top dress. It will not do any harm, at any rate.

CHAIRMAN ALEXANDER: I want to announce, gentlemen, that immediately after the adjournment of this meeting, which will be immediately, the members of the committee are asked to remain for a few moments.

Now, unless there is something else to come before the house, a motion to adjourn is in order.

(The officers and directors of the Green Section were thanked by a unanimous vote for their services during the past year; after which, on motion seconded and carried, the meeting stood adjourned.)