

**A.** Yes. In this way we know when to trade or junk it.

There are two methods of purchasing equipment.

- (1) Charge it off against expenses.
- (2) Set it up as a capital investment and depreciate it at an accepted

rate, setting aside reserves to replace equipment when worn out.

**Q.** On your drainage project, did you take advantage of engineering and technical knowledge available from other sources than golf clubs such as the government?

**A.** Yes. Al Radko advised us.

## **Relationship between Green Committee and Club Administration**

*Panel discussion moderated by Dr. Marvin H. Ferguson, Mid-Continent Director and National Research Coordinator, USGA Green Section.*

*Charles G. Chapman, Member, Green Committee, Country Club of Detroit, Grosse Pointe Farms, Mich.*

*William G. Harding, Chairman, Green Committee, Dedham Country and Polo Club, Dedham, Mass.*

*Dr. Andrew P. Virtuoso, Chairman, Grounds Committee, Whippoorwill Club, Armonk, N. Y.*

*Elmer J. Michael, Superintendent, Oak Hill Country Club, Rochester, N. Y.*

*Charles K. Hallowell, Mid-Atlantic Director, USGA Green Section.*

*David H. Halle, Chairman, Green Committee, Suburban Club, Pikesville, Md.*

**MR. HALLE** (enacting the role of newly appointed chairman of a green committee): How long a sentence should I serve? What is the best method to use in choosing members of the green committee?

**DR. VIRTUOSO:** There should be at least one individual on the committee who is not chosen by politics. The Chairman should be a man who is willing to learn. He should know his limitations. He should have some knowledge of agronomy. He should have time to do some reading of agronomy journals and pamphlets. He should live near the golf course. He should visit the course while the men are working so that he can understand their problems. He can never give sound answers until he understands the problems. If the superintendent plays golf, it is good policy to play a few rounds a year with him. It makes it easier for the superintendent to understand the importance of correct raking of bunkers, correct cutting of fairways and greens, filling divot holes and marks left by maintenance equipment. There are a great many turf problems, and some of them are caused by green committee chair-

men. The chairman should not become an agronomist. The superintendent is hired for that. The chairman should know his work, but not try to be an expert. Often the chairman becomes a busybody.

**MR. MICHAEL:** It is to the benefit of both the club and the superintendent for the superintendent to get firmly acquainted with the green committee chairman. For this reason, the chairman should serve a fairly long term. It takes time for them to get to know each other, how to get along, how each thinks, how to produce for the individuals you work with. There should be an understanding through the years. In this way, the club will benefit and the staff will benefit.

**MR. HALLE:** I have no knowledge of agronomy. Most green committee chairmen don't. Is there any way to get basic knowledge of the problems I will face? Is there any written material I could study?

**MR. HALLOWELL:** It is possible for the chairman to get information. The USGA book, "Turf Management," is an excellent source. The chairman can attend turf conferences. The Golf Association of Philadelphia sponsors a chairman-superin-

tendent meeting every summer. The USGA Regional Turf Service and the county agricultural agents can advise and help.

DR. FERGUSON: What are the functions of a green committee? Perhaps getting a proper budget for the upkeep and management of the golf course is one of the important ones?

MR. HALLE: Yes. How do you arrive at a budget? Should you work with anyone in preparation?

MR. HARDING: Get together with your superintendent and make a list of your equipment. Determine how old each piece is, what the balance of life is, how much it will cost to replace each piece and how much money is spent to maintain each piece annually. Work out with your superintendent a set of financial figures based on the previous year's expenditures.

MR. MICHAEL: Records should be kept on all operations. In this way, one can determine with reasonable accuracy the budget for the coming year. We keep records of troubles we run into. We list the following items that have to be taken into consideration in the preparation of a budget:

- All salaries
- Equipment
  - Repairs
  - Gasoline and oil
  - Replacement (watch for labor saving machines)
- Supplies
  - Fertilizer
  - Seed
  - Fungicides
  - Insecticides
  - Herbicides
  - Poles, flags, ball cleaner, tee towels, etc.
  - Sand for traps
  - Composting materials such as top soil, humus or other organic materials and sand
- Irrigation
  - Cost of water and power
  - Maintenance of the system
  - Revamping of the system or additions
  - Drinking fountains

Drainage

Tile, stone ditching, etc.

Roads and foot paths

Providing new ones

Patching and resurfacing

Club grounds and landscape

Flower seeds, bulbs and plants

Shrubbery, trees and other planting material

Building maintenance

Shops

Garages and storage sheds

Storm shelters

Tennis

Supplies such as surfacing materials, water if separated

Maintenance of buildings and fences

Practice or driving range

Mowing equipment

Seed fertilizer and composting materials

Long term planning

New construction, remodeling, etc.

Taxes and insurance including unemployment insurance

Fertilizer is the biggest item. Most courses neglect this. Fungicide costs can be determined by keeping records of disease incidence in your area. Insecticide costs vary with the number of trees on the course. Trees should be sprayed at least three times a year and spot-sprayed occasionally. There should be turf treatment for worms and grubs. Herbicides for grass and weed-control programs are other factors to be considered. This is a never-ending job. Those are the main essentials which must come into your budget.

DR. FERGUSON: The green committee chairman must stand between the superintendent and the members of the club. This is another of the important functions.

MR. HALLE: I would like to know about handling complaints.

MR. CHAPMAN: The chairman should receive any complaints and handle them through his committee. The Green Committee should contain a continuing nucleus of men possibly not Board members,

who have an appreciation of maintenance problems or who are willing to learn, and who will undertake to serve indefinitely. While such committeemen would serve under the chairman and at his pleasure, they could be reappointed by succeeding chairmen and supply the know-how that an inexperienced chairman is bound to lack. I know instances where that procedure works with satisfaction to all concerned. Such committeemen, how-

ever, are usually willing to serve continuously only if spared the unpleasantness of dealing with complaints from members. The chairman, being a member of the club's governing board, should be the one to stand between the membership and both the other committee members and the superintendent. He definitely should assume the responsibility of receiving and dealing with complaints.

## Relationship between Green Committee and Superintendent

*Panel discussion moderated by A. M. Radko, Eastern Director, USGA Green Section Rear Adm. John S. Phillips, USN (Ret.) Chairman, Green Committee, Army Navy Country Club, Arlington, Va.*

*Malcolm E. Stone, Chairman, Green Committee, Rhode Island Country Club, W. Barrington, R. I.*

*Edward J. Casey, Superintendent, Baltusrol Golf Club, Springfield, N. J.*

*Eberhard R. Steineger, Superintendent, Pine Valley Golf Club, Clementon, N. J.*

*William H. Bengeyfield, Western Director, USGA Green Section.*

*David H. Halle, Chairman, Green Committee, Suburban Club, Pikesville, Md.*

MR. RADKO: Four very important officials of any club are the chairman of the green committee, the manager, the professional and the golf course superintendent. The pro and the chairman talk the same language where golf is concerned. The manager and the chairman also find common ground in business talk. But there is something of a "turf language" barrier when it comes to the relationship between the superintendent and the chairman.

This is further complicated by the fact that just about the time they begin to understand each other, the chairman relinquishes his position to his successor. And

so it is usually with these major disadvantages that the superintendent and the chairman of the green committee attempt to fulfill their important assignments. Of course, there are other pressing problems, and these are now to be discussed by the panel.

MR. HALLE (enacting the role of a newly appointed chairman of a green committee): Would you define the duties of the superintendent? To whom is he responsible?

ADM. PHILLIPS: The superintendent must be responsible for everything on the property that grows. He should be responsible for the shrubbery, plants and trees. He must maintain the course, greens, tees and fairways. He should take orders from only one person. The natural person is the green committee chairman.

MR. HALLE: How does the green committee chairman go about hiring his staff?

MR. CASEY: The difficulty in hiring arises from the job's unattractiveness. The wage level is below average. There are no fringe benefits. Sixty per cent of the labor can be assured of only nine months work. There is no pension plan. Throughout the

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The book "Turf Management," sponsored by the United States Golf Association and edited by Prof. H. B. Musser, is a complete and authoritative guide in the practical development of golf-course turfs.

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