



NEWS LETTER

From the writings of Benjamin Franklin:

One today is worth two tomorrows.
The things which hurt, instruct.
Drive thy business, or it will drive thee.
Write injuries in dust, benefits in marble.
He that would catch fish must venture his bait.
Many a man thinks he is buying pleasure, when he is
really selling himself a slave to it.
A wise man will desire no more than what he can get
justly, use soberly, distribute cheerfully, and
leave contentedly.

OCTOBER

1936

This NEWSLETTER is published monthly by the Greenkeepers Club of New England, and sent free to its members and their Green's Chairmen. Subscription price ten cents a copy, or a dollar a year.

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October, 1936

Vol. 8, No. 10

COST FACTS

by Guy C. West

Cost records as applied to work done on a golf course are of value to the greenkeeper for many reasons; but, cost records by themselves are of no value unless they are analyzed and used. If there are no records, there is no definite idea of costs. Cost records should represent the greenkeeper; they should be represented to the Greens Committee by the Greenkeeper as his records, with his remarks and his recommendations.

Probably the greatest value of cost records is in their giving the cost keeper a chance to compare, (not his costs with those on some other course), his own costs from year to year. To enable the greenkeeper to thus compare costs, the various items should be unchanged year by year, so that comparisons may be similar. Units should be established, to give suitable comparisons.

In keeping labor costs, the first step is to separate all strictly maintenance work from new construction. Separate cost figures should be kept for all new construction items, such as the building of a new green, remodeling a trap, or even enlarging a tee. New construction should cover any item not strictly maintenance; but, if the greenkeeper so desires, he may include under his maintenance figures, certain items which, while not strictly maintenance, are not really new construction either, but rather a sort of middle ground, and often termed "renovation". Renovation is usually kept as a separate item under maintenance, and will include the improvement of an existing part of the course, without actual physical change. In some systems, renovation items are

carried as sub-items under main items of maintenance.

The costs of maintenance of various practice areas should be kept separate from the costs on actual golf course. If this is done, and all new construction items have also been kept separate, at the end of the year the actual cost of maintenance of golf course may easily be seen. It is of real interest and help to have this figure to compare yearly, and with which to compute the maintenance cost per round, if the number of rounds per year is known.

The keeping of cost records makes the Greenkeeper of more value to his club, he can talk more intelligently of his work, he can plan better, he can give estimates as asked by his committee, he can form a budget and follow it. He should hence command a higher salary. Keeping cost records raises the dignity and standard of the Greenkeeper; it is a definite step toward management.

A motto for each Greenkeeper should be "Keep costs faithfully and use the results".

Cost keeping of all work done by the greenkeeper's staff is often of help in presenting points, not only to the Greens Committee, but also to other club committees as well. Most Greenkeepers have as part of their duties, the care of other game areas, maintenance of lawns, trees, shrubbery plantings, etc., and many items which have to do with club house operation, such as removal of wastes, often various repair work around the club house. The cost of all these various items should be known. We know of one greenkeeper, who, thru cost keeping, was able to show the Executive Committee of his club that the greens staff did nearly a thousand dollars worth of labor on various items coming under club house service. This was surprising information, and resulted in a much different feeling among all concerned. Too often it is stated that the golf course, usually the main care of the greenkeeper and his staff, costs so many thousands of dollars, when a real analysis of figures, found by diligent cost keeping, will prove that the actual maintenance cost of the golf course was only 60-80% of the money spent under direction of the greenkeeper. Such facts are well worth knowing and pointing out to any club's officials.

Cost keeping usually educates the greenkeeper to note and record keeping. The keeper of costs usually keeps other records which help him with his work. A daily diary of all that is done

on the course will be of interest if kept faithfully. Records kept of all fertilizing, composting, and chemical treatments for each green will do away with guess work. Acidity readings of each green at start and end of season may be noted on the cards used for such records, with notes on condition of greens at various times during the season.

A record should be kept by the greenkeeper of the purchase of all equipment and supplies, and he should approve all bills of his department before they are paid by the club treasurer. He can then get his records for material costs to use with his figures for labor which he has from his payrolls. These figures, analyzed, are the basis from which he can report monthly to the Greens Committee.

Such monthly reports from the greenkeeper to his Greens Committee should give the monthly cost for labor, also materials, (to include equipment and supplies), and also the cost to date for these items in that fiscal year. A detailed list of costs for both labor and materials for the month should also be given, the labor being broken down as it is in the cost system. Notes on the work done during the month, with costs of any items not shown, with comments should also be a part of this report. This report also furnishes the best place for the greenkeeper to go on record in regard to anything under discussion. Recommendations are easily made a part of such reports. The greenkeeper, keeping a copy of such reports for several years, has a mine of knowledge of his work during that period, and has a basis wherefrom he can draw up a budget.

Cost systems for golf course cost keeping are many in number. Among those better known are the Murray and Westchester systems. Many greenkeepers have their own systems. A system evolved by the writer in 1922 from systems then in use on various park systems thru the country is in use here and there. Any system is good if it is easy to use and if it gives the desired information. A standardized system for all courses is not practical, due to the vast difference in courses. Various clubs have varied systems of bookkeeping, and often cost work on the course is tied in with the club bookkeeping. Then, too, greenkeepers vary in their ability and in their desire to keep costs; where one greenkeeper glories in being able to show how much it cost to mow,

to weed, to water, to topdress, and all the other maintenance items of perhaps his greens, many others will be more easily satisfied with the total maintenance costs of their greens.

A study of costs at this time is liable to cause grief, unless the unsettled condition of golf clubs is wisely considered. Because of too few men on many courses, many greenkeepers have taken over some of the work formerly done by greensmen as well as their own. This condition is unhealthy, and altho such greenkeepers have often kept up their former maintenance standards despite cuts and should be commended for their work, such a condition often is not shown in the costs reports. Any cost study attempted at present should be made over a five year period at least, and with all facts in mind.

The use of more and better equipment does not always mean lower costs. Possibly it may mean a better standard, or that the operation done with the equipment is done more times. The change from a five gang hook-up for mowing fairways to a seven gang will show a saving in mowing time, but the time may not be saved, as what may result is that the fairways will be mowed an extra time per week, taking up the time saved, but resulting in a better standard of maintenance.

Before buying new equipment or before new construction, think over the possible "hidden costs" which may be involved. The addition of a fairway watering system may be well worth while, but it must be remembered that it will mean a greater expense for water per season in many cases, it will mean more mowings per season, and more fertilizer cost. The addition of a new trap to a course may not cost much for construction, but its maintenance while it is used is the hidden cost to investigate before construction. It is significant that Pres. Charles E. Mason of the Mass. Golf Assoc. recently addressed a letter to the president of all member clubs urging them to have all unused traps on their courses filled, as one means of keeping maintenance costs down. Too often in the past have newly elected green chairman, anxious to leave their "monuments" on their courses, had some new construction carried on which left its full quota of large hidden costs for the future.

There are many ways that costs are of help to the greenkeeper, it is his job to convince his green chairman of their worth. As he does this there is bound

to occur a much better cooperation and understanding between them, which will certainly help all concerned to better efforts.

The natural and efficient conclusion to a good cost analysis system that has been kept intelligently by a greenkeeper is a budget. The results obtained from keeping cost analysis figures should prepare the greenkeeper for budget making, furnishing him with a large amount of information necessary for forming his budget.

In drawing up a budget for approval by the Directors or Finance Committee of the club, the greenkeeper must remember to ask for all the money needed for his department for efficient maintenance. He should point out in plain understandable language that cutting this budget means a drop in the standard of maintenance. He must be sure that all parts of his budget are clear, and explanatory.

A proposed budget should be divided to show labor and proposed equipment and supplies, and also estimated costs of any new improvements or changes on the course or on other items under supervision of the greenkeeper. The cost of golf course, other game areas, club house grounds, and other items should be kept separate in the budget. An item for annual appropriation of a build-up fund for the purchase as needed of major equipment is a well-worth while inclusion. An item for depreciation of machinery and equipment makes the proposed budget more business-like.

If the greenkeeper feels that a raise is due him, and that the club can afford the raise, this raise can be included in the budget.

The proposed budget should be presented the Greens Committee with sufficient notes and data that it may be easily understood by this committee, who act as a go-between the greenkeeper and the Directors. A meeting of the greenkeeper and the Directors is the best method by which he can explain his budget.

The proposed budget should allow an item for contingencies, or be somewhat elastic, as golf course maintenance deals with so many uncontrollable factors. A greenkeeper, in drawing up his proposed budget, might take the average cost over a five year period to reach an estimate, and then conditions might be unfavorable and cause this figure to be much less than is really needed. Have a contingency item in the budget.

Following adoption of his budget by the Directors or the Finance committee, the greenkeeper can proceed in a business-like manner with his plans for the year.

We are noting this season a revival of golf among the clubs of the country. More and more clubs are reporting larger membership lists. More and more people are starting the game. Many clubs are raising their dues, replacing, in part at least, reductions of the past few years.

This trend toward more golf will demand and is indeed already demanding a better standard of maintenance than has been the case in many clubs the past few years.

The cost of maintaining many a golf course of late has been cut so drastically that the eventual cost to replace the former standard of maintenance will be prohibitive. The courses which have been let go will need more than mere cutting the rank growth; in many cases the sod must be turned and reseeded. Those which have neglected the weed problem will in many cases need practically rebuilding and reseeding.

Those courses which have neglected fertilization will need an extensive renovation program with large expenses for seed, fertilizer and labor.

Those courses which have neglected to replace their worn-out or obsolete equipment will have a heavy bill for replacement for better maintenance. Those that have bought the ultimate in machinery and have neglected the "personal touch" in their maintenance program will find much hand work necessary to bring up the maintenance standard as desired.

A few years ago, courses were wont to use too much seed. Several agencies, notably the Green Section, warned clubs of this practice. The trend of late has been too much the other extreme. Seed dealers report a marked drop in seed consumption by golf clubs—perhaps a warning is necessary that this drop has gone too far, and that many clubs are not using enough seed in their maintenance programs.

Those clubs that see the light now and plan for the immediate future are the ones that will be successful. The time to plan is now—to begin to raise the standard now—to be ready for the demand which is already here of the increasing army of golfers.

(Note: Part of this article is reprinted from The Turf Survey).

OCTOBER MEETING

The October meeting was held on the 5th at the Charles River Country Club, Newton Centre, Mass. A greenkeeper-greens chairman four-ball tournament was held, with the following results:

R. M. Gardiner, The Country Club, and Edward Olson, Segregansett, 68; H. A. Wentworth, Brae Burn, and Guy West, Fall River, 72; J. H. Ritchie and Frank Wilson, Charles River, 72; Harry Crossley and Nick Bruno, Norfolk, 73.

Greenkeepers medal play tournament—A. H. Barney, 87—69.

At a short business meeting, the following were elected to membership: Guilford R. Johnson, Jr. of Reservation G. C., Harold E. Hawes of Paskamansett G. C., and Thomas F. Burke of Amesbury C. C.

Following dinner, President Farrant and Frank Wilson explained the new project along experimental lines that the Greenkeepers Club is now planning. Greetings were expressed by Pres. Greene of Charles River, Treas. Harold Pierce of the Country Club, Pres.-elect Badger of the M. G. A. and Pres. H. A. Wentworth of the N. E. Golf Assoc.

Professor Ray M. Koon, Director of the Waltham Field Station, reviewed briefly the history of the development of this branch of the State Experiment Station, pointing out the geographic advantage in having such an institution located in the center of a dense population. He stated that with 75 per cent of the population of Massachusetts east of the Worcester County Line, it was only reasonable to expect that the Waltham Field Station should have expanded its activities so rapidly to include service to florists, nurserymen, market gardeners, fruit growers, home gardeners, and others. Moreover, it is only inevitable that in the near future the Field Station will embrace certain other services which the public may demand. He voiced a very enthusiastic expression in favor of the plan which is being projected by the Greenkeepers to establish at Waltham a research laboratory, field plots, and an intimate information service for those who are interested in fine grasses, turf maintenance, and the many problems pertaining thereto.

He stated that the Greenkeepers, keenly aware and deeply appreciative of the helpful work which Professor Dickinson has done at Amherst, realize at

the same time the great convenience of having the opportunity of consulting personally with members of a trained research staff within a few minutes' drive of their respective golf courses.

In the first issue of *Golfdom*, in Feb., 1927, there was printed an article addressed to Greens Chairmen. A good deal of this article is still applicable and we are pleased to again call it to your attention. In the belief that a better understanding by the chairman of the many and diverse duties of the greenkeeper will lead to better cooperation between them, we ask you to read this reprint.

GREENS JOB DEMANDS STUDY

Do greens chairmen realize and give serious thought to the vast responsibility placed in their hands and are they accepting that responsibility?

When you, Mr. Greens Chairman, were appointed to your office you accepted as it were the trusteeship or individual management of the property,

When a country club seeks the services of a greenkeeper it is faced with the tedious task of investigating the records and references of numerous applicants, many of whom lack the proper qualifications.

Our Employment Committee offers a happy solution to this problem by placing the country club in contact thru written application or personal interview, with men whose qualifications fit them for the particular position to be filled.

Guy C. West, Chr.

insuring its proper care to three hundred or four hundred owners of that property. The turf on your golf course which cost the club something like \$75,000.00, if yours is an 18-hole course of the first class, was placed in your hands to nourish and superintend and care for during the term of your office. In accepting the position you assumed the responsibility of maintaining that turf in perfect condition while you held your office.

Let us suppose you personally were hiring an individual to look after one of your \$75,000.00 properties. Would you demand that he know something about the nature of that property? Since you have assumed the responsibility of supervising the care of the golf course turf, is it unreasonable for your four hundred members to ask that you attempt to learn, if you do not already know, the details as well as the fundamentals pertaining to the work of nursing that property?

What You're to Know

Would you mind asking yourself:
What do I know about—

- | | |
|---|-----------------|
| Quack grass? | Clay soil? |
| Brown patch and its cure? | Lowlands? |
| Sour soil? | Drainage? |
| Fungus? | Slopes? |
| Crab grass? | Hard Pan? |
| Chick weed? | Native grasses? |
| Plantains? | Fertilizers? |
| Dandelion? | Mowers? |
| Ants? | Rollers? |
| Worms? | Tractors? |
| Grubs? | Plant life? |
| Good soil? | Trees? |
| Poor soil? | Garden flowers? |
| Sandy soil? | Shrubbery? |
| Grass seed—amount to plant? | |
| Type seed for various soils? | |
| Seeds best suited for tees? | |
| Most economical grasses for greens? | |
| Fundamentals in producing dense turf? | |
| Cost of preparing seed bed? | |
| Reasonable time required to mow a green? | |
| Reasonable cost to mow 18 fairways? | |
| Number of men required to properly maintain 18-hole course? | |
| Cost of mowing the rough once? | |

Approximate number of times necessary to mow rough?

How often should fairways be mowed?

When should greens be watered and how?

When to exterminate worms from green and how?

Cost per green to remove worms?

When are fertilizers necessary?

What kind of fertilizer is best suited to soil on my particular golf course?

What causes winter kill and how can it be eliminated?

What is a reasonable amount of grass seed necessary each year for re-seeding tees, greens and bad spots on fairways?

Which is the best seed to buy—the cheapest or most expensive?

How much does it cost to prepare seed bed in ratio to cost of seed?

Why are light hollow rollers used on tees and putting greens?

These and many other questions will arise as time goes on and you will find many articles of interest in this magazine devoted in its entirety to the betterment of golf courses while working for economy and efficiency on the part of the employees.

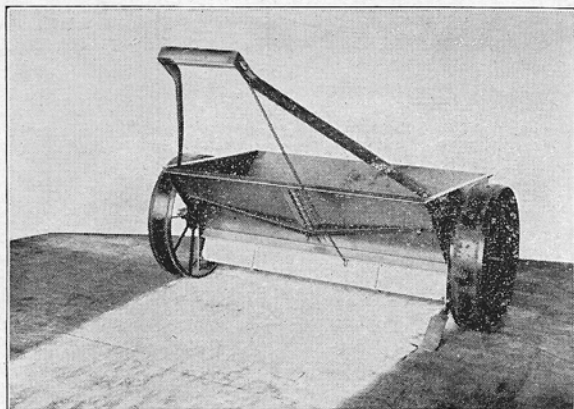
The point is, Mr. Greens Chairman, that the more you know about your particular duties, the more interesting they will become and the more efficiency you will find instilled by your suggestions to the greenkeeper. You have the capacity and undoubtedly have the time since you accepted the responsibility, to thoroughly master the greenskeeping profession and the greenkeepers are willing to help you if you will but take the interest in it. It is our intention to give this information without the use of technical or Latin names; every article will be readable and understandable to all green keepers and they will be most interesting to those greens chairmen who really want to know something about the duties they assumed.

Ask Yourself

Turf on the putting green originally cost, or would cost, approximately \$1,000.00 to reproduce. If you have eighteen of them you have \$18,000.00 invested in your care in the greens alone and your fairways are just as important, if you but knew it, as are your fine putting greens.

What kind of grass do you have on

THE SPREADER YOU HAVE BEEN SEEKING



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Hopper Capacity 3 cubic ft.	Feed Roller only	3 in. above ground
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Regardless of what kind of material you are using on your Golf Greens, Fairways, Lawns, etc., to obtain the desired results, the materials must be applied evenly in the recommended amounts.

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Whether you are seeding, fertilizing or top dressing the ALL PURPOSE SPREADER will meet your most exacting demands. Grass seed can be applied as light as 3 lbs. per 1000 square ft.—ideal for sowing Bent seed on Golf Greens. Top dressing can be applied as heavy as desired.

The ALL PURPOSE SPREADER is not just a few pieces of tin stuck together but is built for heavy duty with the precision of fine workmanship and has such features as triple roll agitation—no packing of material—full width feed—no clogging—accurate quantity control insuring proper application—and other excellent features.

The ALL PURPOSE SPREADER will handle the following materials with equal success, as well as any others of similar nature:—Grass Seeds, Fertilizer, Sulphate of Ammonia, Arsenate of Lead, Ground Lime, Bichloride of Mercury, Semesan, Barbak 211 & XX, Milorganite, Sand, Calomel, Calo-Clor, Humus, Nu-Green, Cottonseed Meal, Bone Meal, Vigoro, Mowrah Meal, Agrico and TOP DRESSING FOR GREENS, FAIRWAYS, LAWNS.

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your fairways? Are your fairways becoming thicker or thinner each year? Is your rough kept clean and about four inches long or is it mowed once-in-a-while and always looks ragged? Are your members thoroughly satisfied, and what is more interesting, are you personally satisfied with the results of your efforts to produce a better course? Why do you use a heavy roller in the springtime? Do you know the value of using a light hollow roller continuously? And, why should you not cut young grass until it has grown two inches high or more?

Good articles on greenskeeping are found few and far between but the practical knowledge on greenskeeping is obtainable from hundreds of greenskeepers who have devoted fifteen to twenty-five years of their lives in this work and it is our intention to give you this data as fast as we can obtain it.

We should be pleased to hear from you if you care to have us ask for information on particular subjects.

FALL SEEDING

Playing Along with Nature as Guide

Too many well meaning people unknowingly tend to buck Nature by sowing grass seed at a time of year when the factors of temperature, soil condition, and rain-fall are decidedly their opponents. Necessity and demand are realized, however, in definite cases; but the high percentage of failures and slow development of areas seeded in the spring and early summer forces one to acknowledge that the gamble is not a favorable one.

There are several major reasons, besides the fact that fall is Nature's time for seeding, why the best results in turf are always obtained at this time of year.

Throughout the summer months our annual and perennial weed host has thrived while turf grasses were more or less dormant. During the latter part of August (after August 20th) the desirable grasses begin to recover and take a new lease on life. Temperature at this time plays a major part, for our basic grasses are most virulent when moist, cool weather conditions prevail. Although the weeds derive similar bene-

fits, they are true cowards whenever there is competition. Their period of supremacy is over in early September, and most of the annuals die in the first frost.

The period for fall seeding varies rather materially in various sections of the United States. In the New England States, which are our immediate consideration, there are two distinct sections. The Coastal region, lying as far inland as 50 miles through Maine and New Hampshire, graduating to 100 miles from northern Massachusetts to northern Connecticut, and returning to a point about 50 miles inland near Kent, Connecticut, differs from the Inland region of New England by nearly three weeks. The optimum range for the Coastal region lies between August 20th and October 15th. The Inland region may be sown to grass seed as early as August 5th, but no later than September 15th to insure the best results. Long Island also lies within the Coastal range.

A brief discussion on seed selection may be of value at this point, for grass seeds are only valuable in exact proportion to the results obtained from their use. Basic grasses are those of permanent sod-forming character, and include Colonial bent, Kentucky blue grass, Chewing's New Zealand red fescue and Velvet bent. All named are slow in establishing themselves and therefore require the aid and protection of faster growing types which serve their purpose and disappear. The best Nurse grasses, in order of their importance, are Red Top, Domestic rye grass, English rye grass and Italian rye grass. Special purpose grasses, a third type, include Fine-leaved fescue and Rough-stalked meadow grass which are particularly adapted to shade; Canada blue grass for poor clay soils; and Seaside bent grass for putting green turf if desired. Filler grasses are to be avoided because they seldom enhance the appearance of a lawn mixture and are only present to add bulk to an inferior formulae or to lower the price. No reliable seedhouse enjoys the reputation of selling Filler grasses in their mixtures. Among these are, Timothy, Meadow Fescue, Crested Dog's Tail and Orchard grass.

Look about before deciding on the basis for any mixture. If the soil is of a good silt or clay loam texture, Kentucky blue grass is likely to be indigenous to the land. Should adjacent areas prove this fact, the wise purchaser will play along with Nature. Colonial bent



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is outstandingly the best basic turf grass throughout the Coastal region of New England and does exceedingly well on good loam and fertile sandy soils inland. It has been found to be fair on poorer soils where drought and summer heat are most severe. Cheewing's red fescue is well adapted to poor sandy soils because of being a low feeder and requiring less water than any other basic grass. Its deep extensive root system provides ample food for proper growth. Do not confuse this fine wirey textured turf grass with the tufty, blue-green, bunch grass known as Sheep's fescue. The latter is often an adulterant in European red fescue and has no place in a truly fine turf area. It should never be sown alone, however, but with a nurse grass.

Since Nurse grasses are requisites of all good grass seed mixtures, always select them in relation to the service they will give. English rye grass may be called a biennial or semi-perennial, and therefore may be used to best advantage on terraces and extremely sandy loams where Cheewing's red fescue and Colonial bent grass are slowest to respond. The other Nurse grasses named are, with the exception of Red Top, usually annuals under mowing maintenance, and are of more or less equal value. Here it may seem best to allow price to be the governing factor. When Red Top and the ryes are used individually as nurses a minimum of 25%, by weight, insures real protection for the basic grasses.

In conclusion be reminded that turf is produced by Nature with the help of man. Play her game fairly, with good judgment, and you will win for yourself her cooperation and the healthy, virilent greensward desired.

—Turf Topics.

The Ideal Mower Sales & Service, 111 Cypress Street, Brookline, Massachusetts are pleased to announce that Mr. Percival S. Brown, formerly of Hovey & Company, Boston, Massachusetts, is now affiliated with our organization, having complete charge of the seed and fertilizer department.

Before his association with Hovey & Company, Mr. Brown was service representative for Carter's Tested Seeds, and later, manager of T. W. Emerson's Golf Department for a period of ten years.

Mr. Brown is thoroughly familiar with all types of grasses used on golf courses and lawns and he will be glad to give his personal attention to any turf problem which you may have, considering a privilege, any opportunity you may afford him of being of service to you.

We consider ourselves extremely fortunate in having been able to secure the services of a man with Mr. Brown's efficiency and enviable reputation. His name is a familiar one on nearly every golf course in New England, and we sincerely hope that his many friends and customers will extend to him a welcome in his new capacity.

“Courage without common sense is power without purpose.”

“Hitch your wagon to a star—but watch the road.”

“Class no man as a failure until you see him quit.”

“Learn to manage men and you'll have hit the shortest trail to big-time leadership.”

“Machines follow rules. Men interpret them.”

“So long as you can laugh you're in the running.”

“Whether you like him or not, the fellow who **sells** is a salesman.”

“Scratch the strong finisher deeply enough and you're likely to find a prompt starter.”

“The substitute for work has not been found.”

A tree is a nobler object than a prince in his coronation robes.—*Pope*.

The poetry of earth is never dead.
—*Keats*.

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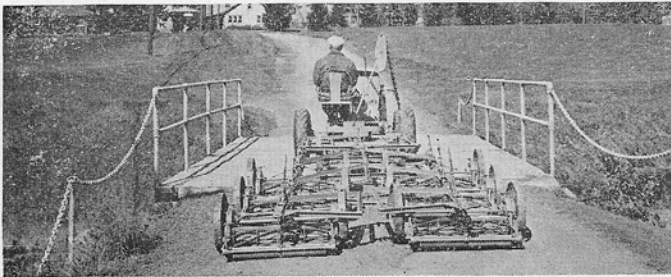
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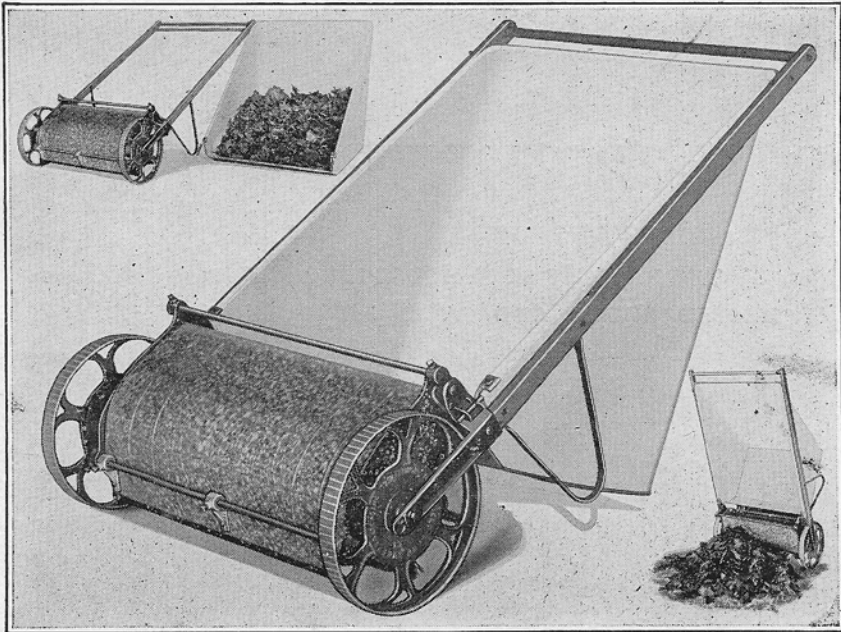
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