

## TIME CARD—SAN FRANCISCO GOLF CLUB

Green No. ....							
Area .....							
Month .....							
Day	Sulfur (lb)	Pelting Green Fertilizer (lb)	Arsenate (lb)	Top-d. (cu yd)	Water (hrs)	Brown patch	pH Readings
Forward							REMARKS
1							
2							
3							
4							
5							
6							
7							
8							
9							
10							
11							
12							
13							
14							
15							
16							
17							
18							
19							
20							
21							
22							
23							
24							
25							
26							
27							
28							
29							
30							
31							
Total							
Total for Mo.							
Brt. Forward							
Total for Yr.							

		DATE							TOTAL HOURS
		SUN	TUES	WED	THURS	FRI	SAT	SUN	
GREENS	MOWING								
	WEEDING								
	FERTILIZING								
	TOP DRESSING								
	WATERING								
SAND TRAPS	PATCHING								
	CLEANING UP								
	RAKING								
TEES	WEEDING								
	MOWING								
	TOP DRESSING								
	FERTILIZING								
	WATERING								
FAIRWAYS	CLEANING UP								
	MOWING								
	WATERING								
ROUGH	FERTILIZING								
	MOWING								
	WEEDING								
	CLEANING UP								
	SHOP								
TOP SOIL									
GEN. UTILITY									
REMARKS									
TOTAL HOURS									

SIGNED \_\_\_\_\_

Close watch is kept on the budget which is before the superintendent in a month-by-month form. Through constant supervision and study maintenance cost for the first 7 months of 1933 were reduced \$5,000 from the corresponding months in 1932. A saving of \$5,162 was made in 1932 compared with the 1931 maintenance budget. Although the month-by-month basis of budgeting is dependent on weather and some other variable conditions, the San Francisco GC course executives find that it is practical in assisting them to a closer watch over expenses than is possible with a lumped annual budget.

Two forms have been found especially helpful in business operation of the course. Each man on the staff has a time card which is filed in a shop rack. When he comes in, his work is entered on an hourly basis and properly segregated. Superintendent Paulson collects these cards each evening and gets from them an accurate picture of the work each man has done during the day.

The monthly report card is kept for each green. Work done on each green is noted day by day so a history of the green is constantly available for the superintendent's study and reference.

## Card System Aids in Labor Control

OPERATION of a golf course as a business has been responsible for the outstanding success of the maintenance at the San Francisco GC, where Dixwell Davenport, green-chairman and George Paulson, superintendent, demonstrate a valuable balance of executive and operating functions.

Superintendent Paulson has his own office in which there is a filing cabinet used as working equipment instead of display furniture, soil testing apparatus, a practical library and other facilities for busi-like management of the course. The team of chairman and superintendent keeps in constant touch with the agricultural departments of the California universities to pick up information of possible usefulness in bettering the condition of the course and applying the budget fund efficiently.