

Accurate records can save you money

by Jerry Claussen

A superintendent keeps his costs and labor down by detailing time spent on each job

Accurate records on golf course maintenance work are a must at a well-managed club today.

The course superintendent who knows what jobs were done and how much time was spent on each, has control of his job, his budget and his men.

The superintendent without these facts can only make educated guesses and rely on his memory. Sometimes this isn't enough for a club board or employer.

"When you're spending other people's money, you have to know where it's going and why," says Ken Voorhies, superintendent at Columbine CC, Littleton, Colo., host to the 1967 PGA Championship.

Ken helps his club compile a master "Grounds Labor Distribution" chart (see chart I, page 32) which shows just how much crew time was spent on 50 different job categories. This latest annual report compares fiscal 1967 (through last October) with fiscal 1966. The system has been in effect for seven years.

He points out these advantages in keeping such records:

- "It is a fast bookkeeping system for the grounds department. When our year ends Oct. 31, my budget beginning Nov. 1 is ready in detail.

- "Our new budget can be planned accurately, almost to the dollar. Except for variations in weather, we know what work must be done, how much and when.

- "About 90% of maintenance work is routine each season. But man-hours and costs on the other 10% would be hard to figure if we didn't have past records to guide us in planning.

- "Hiring seasonal help at the right time for the right jobs is always difficult. This way we know exactly how many men we'll need, and for what purposes, in any given month or week.

- "We use our daily time cards and two-week time sheets as checks against how much time a man has worked and been paid for. If any question arises from an employee or government agency, it's right there.

- "If any member or officer wants to talk about saving money, or doing a better job of, say, raking traps, we can talk exactly where we must cut or add time and money.

- "Best of all, I have never had an argument with the board

about the grounds budget under this system. My chairman lays it out in black and white for them, and they know what it costs."

Ken emphasizes that keeping records doesn't put the maintenance program in a straitjacket. Quite the contrary. It merely shows what has happened before, so is a guide.

"I remember in 1966," he recalls, "I watched the time spent on trap maintenance especially close. It added up to more than 2,000 hours, or about \$4,000. This was too much. So we tried to be more careful in 1967, and saved almost 300 hours in this category."

Here's how the record system at Columbine CC works (see charts II, III, pages 32,33):

Each grounds crew member uses a regular clock-punched time card. When he punches in at the end of a day, he writes on the back, the date, category of job by number he was doing, and hours spent.

The next morning the superintendent transfers this information to a master sheet. By hours and job, it summarizes the work of one employee for two weeks.

Every two weeks is the pay period at Columbine CC. At the end of that time, Ken adds the man's time, verifies the number of hours and pay scale with his signature, and turns the sheet in to the club bookkeeper.

She uses the sheet to issue checks, make tax and other necessary records, adds the hours to a running summary sheet for the

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COLUMBINE COUNTRY CLUB
 GROUNDS LABOR DISTRIBUTION—1966—1967 200 ACRES

WORK NO. DESCRIPTION

WORK NO. DESCRIPTION	Nov. 66		Dec. 66		Jan. 67		Feb. 67		Mar. 67		Apr. 67		May 67		June 67		July 67		Aug. 67		Sept. 67		Oct. 67		Total			
	Hrs.	Hrs.	Hrs.	Hrs.	Hrs.	Hrs.	Hrs.	Hrs.	Hrs.	Hrs.	Hrs.	Hrs.	Hrs.	Hrs.	Hrs.	Hrs.	Hrs.	Hrs.	Hrs.	Hrs.	Hrs.	Hrs.	Hrs.	Hrs.	Hrs.	Hrs.	Hrs.	
11 Watering	170	55	6	69	38	0	0	33	77	93	475.5	540.5	935.5	743	1026	174.5	1284	1074	956	1307.5	635	703.5	431	201	6034	5594.5		
12 Mowing Greens	53	16	11.5	0	0	0	0	0	0	23.5	31	81.5	65	303	164	341.5	295.5	381.5	256.5	344	344	190	166.5	93	46	1824.5	1392.5	
13 Mowing Fairways	19	0	0	0	0	0	0	0	0	0	42.5	38	185	114.5	143.5	256.5	248.5	108	143	186	127	124.5	39	60	928	887.5		
14 Mowing Rough	3	0	0	0	0	0	0	0	0	0	47	128.5	224.5	180.5	241	278	297	222	239	328	189	154	80	152.5	1320.5	1443.5		
15 Mowing Tees	6	0	0	0	0	0	0	0	0	0	26.5	37	79.5	114	101.5	154	248.5	257	89	131	132.5	110	41.5	67	20.5	876	739	
16 Mowing Bunkers	7	0	0	0	0	0	0	0	0	0	30.5	19	71	7	90.5	66	195.5	41	137	232.5	20	15	8	14	559.5	395		
17 Raking Traps	171	0	9.5	0	31	0	0	0	0	43.5	23	77	108.5	368	206	280.5	484.5	243	379	426	195	174	3	22.5	2042	1764.5		
18 Repairing Ball Marks	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	101
19 Fertilizing	3	12	0	24	121	19	0	32	0	146.5	41.5	125	25	8	25	34.5	19	28	24	28.5	52	1	0	1	310.5	347		
20 Cutting Weeds by Hand	0	0	0	0	0	0	0	0	0	0	0	2.5	13	6	136.5	105	140	70	122	20.5	4	7	0	0	415.5	211		
21 Cutting Weeds by Machine	0	0	0	0	0	0	0	0	0	0	0	55.5	99	35.5	272	416.5	205.5	65	179.5	149	63	7.5	0	0	819	729		
22 Weed Spraying	0	0	6.5	0	0	0	0	0	0	8	0	0	0	0	91	0	0	0	5.5	0	0	0	0	0	0	41.5	101.5	
23 Cleaning Ditches	0	0	73.5	0	0	0	0	0	0	0	8	0	0	0	0	0	0	0	0	0	0	0	0	0	0	97.5	73.5	
24 Tree Work & Planting	125.5	0	0	0	62	0	0	142	10	39	38.5	4	20	15	66	3	8.5	13	12	8	0	102	0	0	326	342.5		
25 Clubhouse	3	8	40	0	6	0	0	24	0	0	22	5	0	33	32	2.5	14.5	10	146.5	0	92	81	2	198.5	323			
26 Yard Work	0	22	0	8	0	0	0	0	0	0	0	0	0	0	1	0	6	13	0	3	60	0	12	1	87	47		
27 Shop Work	15	58	56	10	4	31	225	8	77	13	155	12	8	21	0	28.5	14	4.5	0	1	58	4.5	11	1	623	192.5		
28 Clean Up Work	10	50.5	2	0	8	80	0	2	9	11.5	0	10	0	5	7.5	97	129.5	116.5	18	68.5	13	8	0	4	197	453		
29 Cleaning Snow	1	6	7	0	15.5	41	70	12	0	0	20	4	0	0	0	0	0	0	0	0	0	0	0	0	0	120.5	63	
30 Skating Rink	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
31 Seeding	0	0	0	0	0	0	0	0	0	0	1	6	2	16	2	22	10	26	0	12	0	10	0	0	16	92	31	
32 Sodding	18	0	0	0	0	0	0	0	0	39	0	0	39	60	253	70.5	156	25.5	215	29.5	22	50.5	10	69	787.5	537		
33 Changing Cups, Ball Boxes, Towels and Markers	38	19	2	0	11	4	16	5	47	9.5	46.5	31	76	55.5	61	207.5	42	159	83.5	123.5	58	44.5	21	30.5	531	689		
35 Raking Leaves	5.5	36	0	0	0	0	0	0	38	4	0	4	0	0	0	0	85.5	6	0	0	0	0	74	58.5	123.5	188.5		
36 Top Dressing	0	0	0	0	0	0	0	0	0	0	145	17	67.5	23	7	0	39.5	107.5	107.5	146.5	35	46.5	0	0	440.5	194.5		
37 Grinding Top Dressing	4	8	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4	8		
38 Aerifying	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	198	64.5	21	105.5	56	0	537.5	368.5		
39 Capital Improvement	0	0	0	0	0	0	0	0	0	0	288.5	182.5	4	8	0	0	0	0	0	36	0	0	0	0	0	36	0	
40 Filling Lateral & Seeding	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	14	0	11	0	0	0	0	0	71.5	21		
41 Tennis Courts	0	0	0	0	0	0	0	0	0	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Homeowners	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
42 Cart Paths	63	39	29	38	14	6	4	6	105	23	48.5	60	19	12.5	43	64	46.5	14.5	106.5	18	3.5	12	68	8.5	550	301.5		
43 Leased Carts	121	155.5	96.5	110	73	87.5	18	118.5	194	208	272.5	272.5	364	333	329	367.5	311	307.5	354	413	341	365.5	245	345.5	2719	3088.5		
44 Repair Water System	26	46	61	0	134	0	185	20	158.5	10	156	23	137.5	16.5	46.5	74	64	61	58	37.5	27	40.5	9	6	1057.5	334.5		
45 Water Pump Repairs	0	0	0	0	0	0	0	0	0	0	10	0	0	0	10	0	4.5	0	0	0	1	9.5	7	0	32.5	9.5		
47 Painting	6	37	0	14	0	16	36.5	8	6	0	7	0	0	0	16	56	23.5	27.5	0	0	0	0	0	1	95	159.5		
48 Fire Place Wood	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
49 Closing Valves, Water System	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
50 Hose & Sprinklers	0	0	27	25	0	0	0	0	0	0	15	0	0	0	3	0	0	5	2	0	0	4	0	10	32	59		
51 Spraying Greens and Fairways	0	0	13	0	0	0	0	0	0	0	0	0	0	0	31	14	16	33	26	0	11	2.5	6	0	62.5	90		
52 Christmas Lighting	39	0	0	8	8	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	47	8	
53 Cleaning Streets	0	0	16	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
54 Miscellaneous	0	0	41	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	41	8	
55 Town of Columbine Valley	28	0	33	0	0	0	0	0	0	0	28	0	0	0	0	0	0	0	16	0	0	0	0	0	0	105	0	
56 Snow Removal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
57 Patrol	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
58 School	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Vacations	46	0	29	0	144	48	0	16	0	34	0	35	0	112	0	297	0	166	0	272	0	67	0	185	0	1369		
Code 66	855.5	693.5	588.5	450	608.5	408.5	623	254.5	1150	644	2087.5	1873.5	3330	2350	4254.5	4473	5021.5	3362.5	4530	4176.5	2309.5	2187.5	1643	1306.5	27041	22179		

Total Hours
 Code 66—1967 BREKDOWN
 #1 Way House 208
 #2 Drinking Fountain 14
 New Water System 56
 Turn off water—Homeowners 50
 15-16 Waterline Repairs 8
 #4 Pipe 1
 #2 Tee 78
 #5 Bridge 5

GROUNDS DEPARTMENT PERIOD: 12-31-66 to 12-31-67

DATE: March 68

EMPLOYEE	ACCOUNT NUMBER	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35
18																										
19																										
20																										
22	4																									
25																										
26	3																									
27	9																									
28																										

Chart I above lists the type of job and the hours spent on each for every month in '66 and '67. Superintendent Ken Voorhies coordinates his record system as follows: Chart II, at left, is a master sheet that contains the employee's name and a two week work period. The actual date is at the left, and the job code number at the top. If a worker has a four under code #12 and to the right of a 22, it means he worked four hours, on the 22nd of the month on job #12, which, checking chart I, is mowing greens.

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month and year, and turns the record back to Ken. He keeps the sheets in a master book so he can instantly review any past maintenance work.

The club office also issues monthly statements to officers, manager Don Eloie, golf professional Tony Novitsky and Ken containing a running account on budget, course maintenance expenses, golf shop income and expense, golf car and green fees income, etc.

The master grounds labor distribution chart shows that regular maintenance work in 1967 required 22,179 man hours, against 27,041 for 1966. Extra work in preparing for and cleaning up after the PGA Championship, however, added 8,744 hours.

The numbered job categories begin with watering; include separate lines for mowing of greens, fairways, roughs, tees and bunkers; and continue down through minor work such as water pump repairs, cutting fireplace wood, and night patrol.

The five largest regular categories last year were: watering, 5,594.5 hours; caring for club-leased golf cars, 3,088.5; raking traps, 1,764.5; mowing roughs, 1,443.5; and mowing greens, 1,392.5.

Interpreting the figures, watering requires about 25% of maintenance hours. There are four night watermen in summer.

Mowing of all kinds fills about 22% of the time and budget.

You can tell what having golf cars on the course is costing Colum-

bine's maintenance budget. Jobs #42 and #43, "Cart Paths" and "Leased Carts," shown in the accompany chart I, added up to 3,390 hours, or about \$6,780, in 1967.

Finally, the board and Ken Voorhies can see these facts in the running totals:

- June demands more man hours on the course than any other month; 4,473 hours in 1967 or one-fifth of the year's total.

- Although two-thirds of the fiscal year is over in June, half the grounds labor budget remains to be spent.

- The month-by-month totals show that aerifying of greens is being done twice annually, in April and August-September.

The chart includes among the 50 categories, vacation time, which totaled 384 hours for full-time men last year. A "Code 67" includes miscellaneous capital improvements.

"This system is really just a form of communications, which every club probably should improve," adds Ken.

"We have the board on our side, here. If any complaint about the golf course comes to us through the golf shop, Tony and I and the appropriate committee member get together and try to solve it before it comes to the board," he reports.

Columbine CC is about ten years old, has 530 members. It is part of a residential development, incorporated as Columbine Valley. Ken and the crew care for 200 acres, including residential streets and the municipal water system. The 18-hole course is flat, but well covered with trees, and has about 70 traps and water on ten holes.

The grounds budget for 1967-68 is \$87,120, including about \$60,000 for labor. □

NAME <u>Mike Frayer</u> NO. _____		Date	Code	Total Hours
PAY PERIOD ENDING <u>8-15-66</u>				
R.T. HOURS	RATE	AMOUNT	F.I.C.A.	NUMBER OF EXEMPTIONS
O.T. HOURS	RATE	AMOUNT	FED. W.T.	TOTAL EARNINGS
HOURS		AMOUNT	CITY/STATE W.T.	TOTAL DEDUCTION
			STATE U.C.	BALANCE DUE
BONDS				
<u>1 PM AM 6:57</u>				
DAILY TOTALS				
R.T. Hours O.T.				
M	PM	3:31		
*TU	AM	6:56		
*TU	PM	3:14		
W	AM	6:55		
W	PM	3:34		
*TH	AM	6:52		
*TH	PM	3:26		
FR	AM	6:55		
*FR	PM	3:26		
*SA	AM	5:54		
SA	AM	8:23		
*SU	AM	5:55		
SU	AM	9:11		
*M	AM	6:52		
M	PM	3:15		
W	AM	6:55		
W	PM	3:27		
*TH	AM	6:55		
TH	PM	3:27		
*FR	AM	6:55		
FR	AM	11:43		
*SA	AM	5:55		
*SA	AM	8:26		
SU	AM	5:55		
*SU	AM	8:00		
M	AM	6:57		
*M	PM	3:24		
<u>1480p</u>				

Chart III, at left, shows front and back sides of worker's punch card. Front side has man's name, time he started each day (this remains constant in some cases) and the time he finished. Other side has breakdown similar to charts I, II on opposite page. Listed is a column for date worked, job code (type of work done) and total hours worked.