



Ken Voorhies

Ken Voorhies At Columbine CC
Finds Directors Appreciate

Budget Control

BUDGETS may make or break a golf course superintendent. Few professionals are subject to more pressure for more favors from clientele than are superintendents. Seldom does a day of the season pass that some good, solid club member does not offer a suggestion for betterment of the course.

A firm budget and the information at hand to put a dollar cost on any maintenance item or course change can solve a lot of problems which involve improvements. Ideas or notions, as the case may be, can be placed in perspective. Solid suggestions, with the proper dollar cost, can be submitted to the greens committee or directors for consideration. Committing these to action then becomes a matter of extra funds, or limiting of some current item to fit them into the existing budget.

For Ken Voorhies, 10-year veteran superintendent at Columbine Country Club, Denver, Colorado, a routine record system

has been the answer. His budget for the coming year can be firmed up within hours, using the past season's records as a base. Most important, Columbine directors appreciate an accurate accounting of funds, broken down by the job. Further, they know that estimates of improvement costs or changes in maintenance will prove reliable.

Records Are Routine

Of particular interest is the fact that Columbine's superintendent has been able to develop such a system without becoming a slave to records, a timekeeper or an accountant. He uses a time clock system and some simple forms on which he records daily work. These daily work records are totaled by pay periods monthly and then by season. The end result is a dollar cost and an hour figure for each job and for each type of maintenance or course change.

Columbine is one of the top 20 courses which is still operated

under a budget of less than \$100,000 annually. This includes no tournaments, no capital improvements, no new construction. When these are planned as is the case practically every year, past time records show what cost these will entail, almost to the dollar. For example, the recent PGA tournament held at Columbine required 8744 extra hours of labor for grounds and maintenance crews. This was in addition to the regular 24,000-hour yearly workload for the course. Normal labor rates for the area are now about \$2 per hour. Simple multiplication pinpoints costs, for extras or regular work.

The time card is used in conjunction with a time clock. Men punch in and out. However, the time card contains a chart for date, job code, and total hours spent during the day for each type of job.

Jobs Are Numbered

Job codes are simply numbers which are used to speed up the



CCC bookkeeper, Mrs. Mildred Longsine, aids in tabulating records for monthly reports to club officers, and for budget use.



An employee, Oliver Hutchinson, punches time card at Columbine CC maintenance office. Card includes form for specifying date, jobs, and time.

record system. Codes begin with watering which is No. 11, mowing greens is No. 12, mowing fairway, No. 13, etc. These records are utilized in making final monthly and yearly totals, allowing easy comparisons of variations by year and season. The Columbine Club's fiscal year is Nov. 1 through October 31. Once October hours are posted, a detailed report is prepared and this is used to set up a budget for the new year. This is practically automatic since detailed work and cost records are easily available. Plans for the new year have already been discussed with directors and cost estimates made which then become a part of the proposed budget for the new year.

Records also work to facilitate changes or operational improvements. Voorhies, who checks his course by golf cart four times daily during the playing season, says maintenance can be studied with records in hand. This per-

Labor distribution for Columbine Country Club is tabulated for 1967. Voorhies uses his monthly totals to lace season's work in perspective for evaluation. Note that he can ascertain precisely the hours and types of work done in connection with the 1967 PGA tournament at Columbine.

COLUMBINE COUNTRY CLUB GROUNDS LABOR DISTRIBUTION—1967 200 ACRES

WORK NO. DESCRIPTION	Nov. 67 Hrs.	Dec. 67 Hrs.	Jan. 67 Hrs.	Feb. 67 Hrs.	Mar. 67 Hrs.	Apr. 67 Hrs.	May 67 Hrs.	June 67 Hrs.	July 67 Hrs.	Aug. 67 Hrs.	Sept. 67 Hrs.	Oct. 67 Hrs.	Total 67 Hrs.
11 Watering	55	69	0	33	93	540.5	743	774.5	1074	1307.5	703.5	201	5594.5
12 Mowing Greens	16	0	0	0	31	65	164	295.5	256.5	344	166.5	46	1392.5
13 Mowing Fairways	0	0	0	0	0	38	114.5	256.5	108	186	124.5	60	887.5
14 Mowing Rough	0	0	0	0	0	128.5	180.5	278	222	328	154	152.5	1443.5
15 Mowing Tees	0	0	0	0	26.5	79	101.5	248.5	89	132.5	41.5	20.5	739
16 Mowing Bunkers	0	0	0	0	0	19.5	7	66	41	232.5	15	14	395
17 Raking Traps	0	0	0	0	23	108.5	206	561.5	243	426	174	22.5	1764.5
18 Repairing Ball Marks	0	0	0	0	0	0	0	0	93	8	0	0	101
19 Fertilizing	12	24	19	32	146.5	12.5	8	34.5	28	28.5	1	1	347
20 Cutting Weeds by Hand	0	0	0	0	0	2.5	6	105	70	20.5	7	0	211
21 Cutting Weeds by Machine	0	0	0	0	0	55.5	35.5	416.5	65	149	7.5	0	729
22 Weed Spraying	0	0	0	0	0	5	0	91	5.5	0	0	0	101.5
23 Cleaning Ditches	0	0	0	0	8	0	0	46	3	16.5	0	0	73.5
24 Tree Work & Planting	125.5	0	62	0	10	38.5	20	66	8.5	12	0	0	342.5
25 Clubhouse	8	0	6	0	0	22	0	32	14.5	146.5	92	2	323
26 Yard Work	22	8	0	0	0	0	0	0	13	3	0	1	47
27 Shop Work	58	10	31	8	13	12	21	28.5	4.5	1	4.5	1	192.5
28 Clean Up Work	50.5	0	80	2	11.5	10	5	97	116.5	68.5	8	4	453
29 Cleaning Snow	6	0	41	12	0	4	0	0	0	0	0	0	63
30 Skating Rink	0	0	0	0	0	0	0	0	0	0	0	0	0
31 Seeding	0	0	0	0	1	2	2	10	0	0	0	16	31
32 Sodding	0	0	0	0	0	39	253	70.5	25.5	29.5	50.5	69	537
33 Changing Cups, Ball Boxes, Towels and Markers	19	0	4	5	9.5	31	55.5	207.5	159	123.5	44.5	30.5	689
35 Raking Leaves	36	0	0	0	4	4	0	0	85.5	0	0	58.5	188.5
36 Top Dressing	0	0	0	0	0	17	23	0	107.5	146.5	46.5	0	194.5
37 Grinding Top Dressing	8	0	0	0	0	0	0	0	0	0	0	0	8
38 Aerifying	0	0	8	0	0	182.5	8	0	0	64.5	105.5	0	368.5
39 Capital Improvement	0	0	0	0	0	0	0	0	0	0	0	0	0
40 Filling Laterals & Seeding	0	0	0	0	17	3	0	1	0	0	0	0	21
41 Tennis Courts Homeowners	0	0	0	2	0	0	0	0	0	10	0	0	12
42 Cart Paths	39	38	6	6	23	60	12.5	64	14.5	18	12	8.5	301.5
43 Private Carts	155.5	110	87.5	118.5	208	272.5	333	367.5	307.5	413	369.5	345.5	3088.5
44 Repair Water System	46	0	0	20	10	23	16.5	74	61	37.5	40.5	6	334.5
45 Water Pump Repairs	0	0	0	0	0	0	0	0	0	0	9.5	0	9.5
47 Painting	37	14	16	8	0	0	0	56	27.5	0	0	1	159.5
48 Fire Place Wood	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
50 Hose & Sprinklers	0	25	0	0	0	15	0	0	5	0	4	10	59
51 Spraying Greens and Fairways	0	0	0	0	0	31	16	26	11	6	0	0	90
52 Christmas Lighting	0	8	0	0	0	0	0	0	0	0	0	0	8

(Continued in next column)

WORK NO. DESCRIPTION	Nov. 67 Hrs.	Dec. 67 Hrs.	Jan. 67 Hrs.	Feb. 67 Hrs.	Mar. 67 Hrs.	Apr. 67 Hrs.	May 67 Hrs.	June 67 Hrs.	July 67 Hrs.	Aug. 67 Hrs.	Sept. 67 Hrs.	Oct. 67 Hrs.	Total 67 Hrs.
53 Cleaning Streets	0	0	0	0	0	0	0	0	0	0	0	0	0
54 Miscellaneous	0	0	0	0	9	40.5	12.5	199.5	103.5	47.5	5	43	460.5
55 Town of Columbine Valley	0	0	0	0	0	8	0	0	0	0	0	0	8
56 Snow Removal	0	0	0	0	0	0	0	0	0	0	0	0	0
57 Patrol	0	0	0	0	0	4	6	0	0	1	0	0	11
58 School	0	0	0	8	0	0	0	0	0	8	0	0	16
Vacations		144	48									192	384
Total Hours	693.5	450	408.5	254.5	644	1873.5	2350	4473	3362.5	4176.5	2187.5	1305.5	22179

Code—1967 BREAKDOWN

1/2 Way House	208	24											
#2 Drinking Fountain	14	8											
New Water System	56	16											
Turn Off Water—Homeowners	50												
15-16 Waterline Repairs				8	14			8					
#4 Pipe								1					
#2 Tee								78	5				
#5 Bridge									37				

PGA—BREAKDOWN

New Traps	38					6	26						
Driving Range	39						87.5	8					
Steps				62									
Parking				8	24		33.5		64				
Yardage		8											
Trees				16					2				
Wagon Bridge					70.5								
Walk Bridge					16								
Stakes						3	24.5						
Hazard Markers							7						
Snow Fence									264.5				
T.V. Cable									9				

CLEAN UP AFTER PGA —BREAKDOWN

Scoreboard													31
Trenches													227.5
Sodding													48.5
Posts													78
Tearing out Green #2													14.5
Total Hours	328	125	8	94	124.5	130	152.5	381.5					399.5 1743
													TOTAL HOURS 23922.5
													PGA Labor 8744
													TOTAL HOURS 32666.5

man can service 20 carts per day.

The current system of record keeping was started in 1959. It was felt that it would be valuable as a public relations tool with the Board of Directors and would facilitate the mammoth rebuilding and improvement job believed to be necessary on Columbine's 18-hole course. Pinpointing costs and spreading improvements over a period of years have developed what is now a well planned and challenging course. It was selected for the '67 PGA tournament, which incidentally had been planned for the previous year but was stymied by the mammoth Denver flood of 1965.

Turf quality is important in the thinking of Columbine's Golf Course superintendent and he has become a specialist in turf care. A regular program, with heavy outlays for fertilizer and chemicals, is carefully followed. This is one reason for seeking a watering system which will help put the right amount of water on with more efficient timing.

Records, Voorhies believes, are the basis for developing an overall management system. Being able to predict unusual expenditures gives the superintendent a status with club officials which aids in developing programs which are mandatory if a course is to show progress in terms of improvement and satisfaction to those who use it.

mits charting moves for new efficiencies. Noting that trap maintenance was running more than 2000 hours every season, the operation was checked closely for a time and 300 hours per season were cut off this type maintenance.

Besides hourly work records, monthly statements are furnished to Club officers on maintenance costs, golf shop profit, golf cart income, and green fees.

Currently, records on watering costs are helping to show the validity of a new automatic watering system. The proposed system, which is estimated to cost almost one-quarter million dollars will cut 30 percent off water use. It can be shown that the system will amortize itself over a long period. The plan includes radio receivers or channels for each station, with a probability of several hundred channels. Columbine is fortunate in having telephone and electricity avail-

able on each hole, which makes such a plan feasible without being unduly high in cost.

Interesting on the Columbine Course are hard-surfaced (some gravel and some asphalt) cart paths. No one is allowed to stray off these trails. The 70 carts thus do not damage turf. These carts are washed and waxed twice weekly with a jet-spray. One

GROUPS DEPARTMENT PERIOD _____ DATE _____

EMPLOYEE	ACCOUNT NUMBER	SUPERVISOR'S SIGNATURE																															
		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 HOURS _____

Master sheets, such as this specimen, are used by Voorhies for keeping records by jobs performed during each pay period. Employees are paid twice monthly. Note that job code numbers pinpoint the type of work done and the date and time spent for each employee.