It turns out that this assignment has more nostalgia surrounding it than I had ever imagined. I knew of course that Jim Goins’s course was located in Pembroke Pines, where I had begun my official foray into golf-course maintenance in 1970, but not until I started doing the final research into the location did I realize how closely Hollybrook was to my past.

The Hollybrook Golf and Tennis Club is about two miles south of the Pembroke Lakes Golf Club, where I worked during that club’s final stages of construction, grow-in and first year of operation. As it turns out, Hollybrook was under construction and opened about the same time. I probably passed by it on Douglas Road every day and never knew it.

I can attest to Goins’s history of the area when he says, “Back then this area of Pembroke Pines was on the western edge of civilization and consisted of farms and grass lands. The only thing that stopped more westward development was the Everglades Wildlife Refuge another six miles down the road.”
had to rake out hoof prints in the greensmix before horse stable just south of the golf course site. We tion is the straight rows of Australian pine trees that tige of the agricultural heritage of Hollybrook's loca- and golf courses now live in harmony. Another ves- and after we sprigged the course. Equestrian centers and after we sprigged the course. Equestrian centers and any reminders along the entrance road to the clubhouse. But 33 years ago the developers of the Hollybrook property had visions of building a hotel and golf resort. For whatever reasons the resort concept didn’t succeed. Instead, a residential village of privately owned condominiums took shape around the six-story main building now called The Towers. The developer operated the property for 15 years until the homeowners association, with its governing board of directors, took over operation of the property. There are six phases or sections including the Towers and representatives elected from these areas comprise the 25-person board of directors. Goins reports to the general manager who reports to the board, and he also works with the green committee which acts in an advisory capacity to the board. Like most clubs, they hold monthly committee meetings where Goins reports on maintenance operations and projects and keeps the committee updated on progress. He also writes a monthly maintenance article for the association newsletter to let the members know what’s going on out on the course. With the course now urbanized and situ- ated midway between the beach and the Everglades, I asked Goins about the wildlife population and any habitat programs. He said, “We have joined the Audubon Cooperative Sanctuary Program and have begun work on the first step to becoming a certified sanctuary. We don’t have a lot of natural areas due to the size of our property, but we do have one fairly large out-of-play area behind the shop where we are removing the invasive exotic plants and installing native plants that will create a habitat that transitions from upland plants to a marshy environment by the lake. “When I did the wildlife inventory for the ACSP registration we documented the presence of foxes, raccoons, oppossums, egrets, coots, mallards, wood storks, ospreys, red-tailed hawks, and the usual inventory of songbirds. Since we began installing aquatic plants around the edges of our lakes, I have really seen the wildlife activity and population increase. The plants provide habitat and cover for smaller critters like fish, frogs, snails, etc and then the larger animals feed on them and also use the plantings as a cover and food source for the vegetarian types.” While wildlife can really benefit and thrive from a golf-course setting in an urban area, the main purpose of any golf course is to serve the golfers and Hollybrook’s members are Goins’s primary clients. Residents of Hollybrook have access to the golf course by virtue of ownership in the property. They pay a nominal cart fee per round, but no greens fee. It is a private course and the only outside play is a few charity events that are approved by the board, usually because some members are involved. The Memorial West Hospital Benefit Tournament is one of biggest events of the year and has provided generous donations to the hospital over the years.

Each golf course we visit has its unique history, mode of operation, personalities and expectations, but the one thing all golf courses and superintendents have in common is the challenge and responsibility of providing the best playing conditions possible under the given set of circumstances. Hollybrook is certainly no different in that regard. Goins says, “The underlying soil is a mixture of mucky and sandy areas. Remember this was old farm land. Basically the course drains well under moderate rainfall, but when we get big storms, we have natural low areas on the course on holes 5, 6 and 15 that become impassable. There is no easy solution for drainage in those low spots unless we moved a lot of dirt to raise the overall elevation to direct the water to a lake or pond.”

"Since our heaviest play is in the winter when it’s drier, the impact has not been great enough to warrant the expense of the necessary construction. Around 60 percent of our members are seasonal, but we have 40 percent who are year-round residents, so we do our best to ensure the good playing conditions all year.” To accomplish that goal Goins submits a punch list of projects to the board each year and they decide which projects they’d like him to tackle to keep making improvements to the course. He likes the board to set the priorities so they can get member buy-in for the master plan.

Goins partially solved another low-area problem on the 13th hole by creating a marsh and installing a wooden boardwalk/bridge. Goins said, "The area wasn’t intended to be a water hazard, but there was no place to drain the excess water. We tried to maintain it as a turf area, but it stayed too soft and muddy to be successful, so we adapted, used our imagination and solved the problem.”

Six years ago Goins’s new general
manager, Jeff Roarke, helped make his job easier by helping to promote installation of a new irrigation system. And just three years ago, the greens and tees were renovated to make the course more player friendly and, more importantly, more grass-growing friendly. The USGA-spec greens were rebuilt and reshaped by Steve Nugent in 2001. Nugent also acts as a consultant on course projects.

The last turf challenge facing Goins is the off-type grasses in the fairways and roughs. Says Goins, "When we have cold winters like this last one, the older strains of grass don't hold up. They either go totally dormant and thin out or just wear out from the traffic. The greens and tees are new, but the fairways are still 33 years old and have three or four different grass varieties out there. When our seasonal members come down after the holidays to warm, sunny Florida they often don't understand how that one hard freeze can knock back some of the grasses. They expect green and all of a sudden they see brown, tan and purple, and they want to know why. They also want the ball to sit up, but when it gets cold the turf isn't growing and the grass blades lie down, making for tighter lies. The lie might be a little tougher, but you get more roll on your shots, so there is a trade off."

Now that the ground has been reworked to make turf management practices more effective, Goins faces those intangible challenges that make keeping playing conditions in tip-top shape while dealing with the world we live in. Specifically, operating within noise ordinances and finding and keeping good workers on the staff.

Goins said, "I'd say labor is our biggest challenge. We have a good solid core of people, but when people move on or retire, it is getting harder to find hard-working, responsible people to fill the ranks. We do work a six-day schedule, but we also provide pretty good benefits with health insurance, holiday pay, paid vacations and a fairly competitive wage rate."

"As far as the local noise ordinance goes, we aren't the only golf course or business that has to work around that restriction. Fortunately for us, the PGA course is not as close to the residential area, so we can start our rou-

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times at 6:30 a.m. away from the condos until 7 a.m. and then swing by the first tee and get ahead of play. The Par 3 course is a different story and it's off limits early, so we usually don't work on it until we have finished our first jobs on the big course.

"The Par 3 course is very short and almost serves more as a park than a heavily used golf course. It is an irons course with small greens. The course winds through the village phases and the buildings and trees produce a lot of shade which is not conducive to healthy bermudagrass; we do lots of re-sodding of bare spots. The irrigation system on the short course is shared with the condo grounds, which makes for some low-pressure situations. We are looking at re-engineering that system. There is also a lot of encroachment by the roots of all the trees into the greens and bunkers. There is some thought to converting the Par 3 course into a formal park or walking trails, but that is just an option for future consideration."

Meanwhile back on the regulation course, Goins and company conduct the usual turf maintenance routines geared to growing healthy turf and providing good playing conditions. His staff must move out smartly in the morning since the club usually has a double (1- and 10-tee) start on most days to accommodate 9-hole and 18-hole players, with the 9-holers teeing off the back 9.

Double starts usually mean having to send duplicate crews off both sides to stay ahead of play: Two cup-cutters, two greens-mowers, two tee-mowers, two bunker-rakers, two fairway-mowers (three days a week), and one on each of the nines. Then there is the rough mower and the trim mower. Throw in two mechanics, a spray technician, an irrigation technician and the superintendent and his assistant making the rounds checking the work progress and course conditions and you use up a 16-person staff.

The rest of the day is spent on projects, large-scale mowing of roughs, landscaping, and preparing the Par 3 course. All these are manageable routine tasks, but there's no room for error. Absentees, no shows, and vacations, along with storm-damage cleanup, cut into productivity. The aerification, top dressing and verticutting...
Superintendent Facts

Jim Goins, CGCS

Originally from: Cleveland, Tenn; Moved to South Florida in 1972.
Family: Cathy, wife of 20 years and two Siberian huskies, Phantom and Shyann.
Education: Broward Community College and UF/IFAS Turfgrass Management courses.
Mentors: My father taught me to do the best job I could and take pride in all that I did. Richard Lemmel took a chance and hired me as his head mechanic at Boca Rio, and then he guided me in the right direction to fulfill my desire to become a superintendent. David Court - a true gentleman and one of the nicest people in the industry. Last but not least, my wife Cathy. She has always believed in me and stood by me.
Entry into the business: In 1983 I began working for the Wadsworth Golf Construction Company on the Boca Rio project. When the job was completed, Richard Lemmel offered me the head mechanic position. I became his assistant when we moved to the Royal Palm Y&CC, after a few more years of training I took the superintendent's position at Wynmoor.
Goals/Advice: I attained my goal to become a CGCS in 2000. Now my sights are set on becoming a Master Greenkeeper in BIGGA. My advice: Pay attention to the small things that others see. Treat others with respect - like you'd want to be treated. Be supportive of other superintendents, especially when speaking to their members.
Memorable moments: That's easy. The most beautiful day in my life. My wedding day, December 24, 1982.
Hobbies/Interests: My classic car is my first hobby - there's always something to do. I also enjoy woodworking, spending time with my wife and playing golf.

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Fun Facts

Here are some things you may not know about our cover story superintendent:

- The last good movie I saw: Titanic.
- I stay home to watch: American Musclecar, U of Tennessee football or Lady Vols basketball.
- The book I've been reading: Mopar Musclecar.
- Favorite meal: filet mignon, pecan pie and anything chocolate.
- Favorite performers: Elvis Presley, Céline Dion and Shania Twain.
- Prized possession: My grandfather's pocket-watch.
- Personal heroes: My father, a model of loyalty and hard work.
- Nobody knows that: I'm afraid of heights, but love to go on roller coasters.
- If I could do it over: I would have taken the assistant superintendent job offer from David Court.
- I'd give anything to meet: Pat Summit, U. of Tennessee's Lady Vols basketball coach.
- My fantasy is: To win the lottery and retire.
- The one thing I can't stand is: People who think they know everything.
- My most irrational act: Too many to list.
- My most humbling experience: Not being able to say goodbye to my dad when he passed away.
- The words that best describe me: I want everything to be perfect.

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Jim Goins, CGCS shows off an African tulip tree in full bloom. Photo by Joel Jackson.

programs also have to be worked into the maintenance schedule. So priorities and expectations have to be taken in the context of the weather and the workforce.

As for seasonal cultural practices, Goins uses both solid- and hollow-tine aerification procedures on the greens, tees and fairways. He says, "We start out in the spring around May with the hollow-tine aerifiers before the rainy season sets in, then later on we switch to solid...
tines to avoid having muddy cores to clean up. After the thunderstorm season going into fall, we make another pass with the hollow tines to get ready for our heavier play in the fall and winter.

The mention of winter generated a question on overseeding. Goins said, "We used to overseed the greens and tees each winter, but we never did the fairways and rough. With the new greens and mild winters in 2001, we backed off but after this coldest winter in a long time, we will be overseeding again next year to protect the putting surfaces and to give us a growing (rather than dormant) surface to manage during the winter months."

The all-important verticutting and topdressing program at Hollybrook also follows a seasonal pattern beginning in May with a vigorous verticutting and followed every three or four weeks with light verticutting during the warm growing season. Goins uses both belt-drive and spinner-type topdressers ideally every two weeks to manage the thatch and keep the putting surfaces smooth. The spinner-type Dakota spreader can cover most greens in two passes on a light setting.

Goins has seen a lot of improvements in Hollybrook as he approaches almost a decade of service to the club. Like many superintendents he found his way to being a GCSAA Certified Golf Course Superintendent through hard work, practical on-the-job training and continuing classroom education. After breaking into the business as a mechanic with the Wadsworth Golf Construction company on the Boca Rio project in 1983, superintendent Richard Lemmel persuaded Goins to stay on as his head mechanic.

One rainy day in Lemmel's office, Lemmel asked Goins what his goals and ambitions were in the industry and Goins answered, "Someday I want your job!" After Lemmel understood Goins meant a career as a superintendent and not his particular job, he helped Goins get on track with turf and ornamental classes at Broward Community College and at the University of Florida Research and Education Center in Ft. Lauderdale. Goins added, "Richard told me way back then that the most frustrating
part of a superintendent’s job will be dealing with people and he was right. At first I thought he meant dealing with the expectations of the members, but he really meant dealing with your employees as the number-one challenge. If you can master that, then the staff will help you satisfy the golfers.”

Goins admits to being a perfectionist - a trait common to many superintendents, but he adds, “To be successful in this business you need to pay attention to the small details and to treat others with respect, the way you would like to be treated, and to be supportive of other superintendents.”

Goins has tried to walk the talk first through his on-course work and by giving back to his profession through his service to the South Florida GCSCA, the Florida GCSCA and Golf Course Superintendents Association of America. He is a past president of the South Florida chapter and has served on the board and committees of the state and national associations.

Because of his leadership and service to his profession Goins and Hollybrook were selected to be the cover story of this issue. Congratulations Jim and thanks for the trip down memory lane in my old Pembroke Pines stomping grounds where I got my start in the business.

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Bunkers: 47 raked 5 times per week with Toro Sand Pro and Cushman Groom Master.
Native areas: 1-acre project behind maintenance shop installing transition material from upland to marsh.
Waterways/Lakes: 13 lakes, total 25 acres. Lake management is contracted out.
Total staff including superintendent: 16 full time, 40 hours per week, no budgeted overtime.
Leadership: Mike Wilson, assistant superintendent; Juan Olive, head mechanic; Paul Libonati, assistant mechanic; Ken Crick, irrigation technician.
Communications: Minimum of monthly GCM staff and safety meetings; monthly Green Committee meetings; monthly club newsletter articles.