Located east of Goodlette-Frank Road in Naples, the Royal Poinciana Golf Club has spent nearly four decades perfecting an operationing system that relies on having the right people doing the right jobs. As superintendent Matt Taylor, CGCS put it, “When you are interested in something, you may only do it when it is convenient. When you are committed to something, you don’t make excuses, you only strive for results.”

I found out quickly while visiting Royal Poinciana this past spring, that Taylor has a clear vision of what he wants to accomplish and how to go about it. I was very interested in his perspectives on balancing work, family and volunteer association work since I thought he must be nuts to be the vice president of the Florida GCSA and the President of the Florida Turfgrass Association at the same time. Taylor’s answer was simple, but not without substance.

When I asked him how he was managing to oversee a golf club the same time juggle family and volunteer service he simply said,
Royal Poinciana Golf Club

Location: Naples
Ownership: Member owned.
Playing Policy: Private
Number of Holes: 36 – Cypress: 6,536 yards, Par 72, Rating/Slope: 71.9/126; Pines: 6,465 yards, Par 72, Rating/Slope: 72/129
Designed & Constructed by: Dave Wallace.
Opened: 1969
Management Team: Club Manager: Rod Kolesnik; Club President: Robert Nichols; Green Chairman: John Campbell; Director of Golf Operations: Jim Tureskis; Head Golf Professional: Bil Bergsma; Director of Golf Course Operations: Matt Taylor, CGCS
Property: Total acres - 360. Under maintenance - 231. 110 per 18 holes, 5 each of bahiagrass and St. Augustinegrass, 1 acre Tifway 419 clubhouse grounds. No overseeding.
Greens: Champion; Avg. 5,000 sq. ft. HOC .100 - .125 in.;
Fairways: Cypress – Certified Tifway 419; HOC.500 in; 32 acres. Pines – GN-1 Bermuda; HOC.500 in; 33 acres.
Roughs: Cypress – Certified Tifway 419 (53 acres); Pines – Ormond variety (60 acres). HOC both courses .75 in. summer – 1.5 in. winter.
Bunkers: Cypress (49) & Pines (57). Sand type - 37M.
Waste or Native Areas: 52 acres. Pine straw, 20 acres cordgrass and other native grass beds, 4 acres of marshes.
Irrigation Source: City of Naples reclaimed water. PSI pump stations. 3,500 sprinklers. Toro Osmac and Network 8000 control systems.
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“You have to surround yourself with good people.” I know that’s a timeworn management cliche, but Taylor has followed it to a tee and is reaping the rewards. Taylor’s words reminded me of one of Walt Disney’s motivational slogans, “You can design and build the finest theme park in the world, but it takes people to run it.”

We hadn’t gone far into the interview before he began extolling the virtues of his people. Many of them apparently think Taylor must be the real deal, because they have changed jobs to remain part of his team and have worked for him for six to ten-plus years. Taylor confessed, “Those who know me can attest that our administrative assistant, Jean Mears, is the glue that holds our operation together.” Mears had worked with Taylor at Bonita Bay East in the 1990s. She re-enlisted with her old boss for another tour of duty in 2001.

The story was similar for the other key staff members: Scott Hornish, superintendent, Pines Course; Charles Montgomery, assistant superintendent, Cypress Course; second assistants Richard Lash (Pines) and Kirsten Conover (Cypress). While Conover is a relative newbie at one and a half years, she has an M.S. in biology and heads the Audubon Cooperative Sanctuary Program. Finding the right people for the right jobs, it never fails to be the best formula for success.

Then there’s Kenneth McCalister, the IPM/landscape supervisor, and Noel Chandler, the equipment manager, and Rex Laffin who concentrates on the green- and tee-mower maintenance. Laffin has been with Taylor since 1994. Another veteran is Hector Hernandez who worked with Taylor at Collier Reserve installing irrigation during construction back in 1995. He also rejoined Taylor in 2001.

Taylor turned down three job offers when he was ready to graduate from assistant at Collier’s Reserve to his first head superintendent position, because they just weren’t the right fit for his goals and vision.

Taylor’s vision was not the result of an overnight revelation or moment of clarity. He regrets not pounding the books more in high school, so his grades prevented him from waltzing

57 Varieties

A few of the 57 bunkers on the Pines Course. With underlying rock formations bunker drainage and consistency can be a challenge. Hole No. 2, 400 yard, par 4. Photo by Daniel Zelazek.
Matt Taylor, CGCS

From: Alexandria, Va. Moved to Naples in 1972

Family: Wife Tracy; Daughter Allison (17); Sons Jordan (13) and Ashton (6)

Education: AS Golf Course Operations & AA Business, Lake City Community College.


Professional Affiliations: Member of EGCSA, FGCSA, GCSAA, FTGA, USGA. Currently vice president FGCSA and president of FTGA. Past president EGCSA 2001-02; EGCSA board of directors since 1997.

Awards: 1999 GCSAA Environmental Steward Award Private Courses - Bonita Bay East.

Hobbies: Coaching my daughter’s softball teams and my sons’ baseball teams. Hunting, fishing, riding four-wheelers. Spending time with the family.

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into the University of Florida. Funny how his parents were right after all, he says.

But he did dabble part time in landscape work and after a brief flirtation with the Culinary Institute in Hyde Park, NY, Taylor did have a revelation when he started figuring out those nighttime and weekend work schedules. That didn’t seem like a good fit with raising a family, so he went to work instead for Wayne Griffith at Green Way Landscaping in Naples.

As Taylor recalls, “I owe a lot to Wayne for showing me how to work hard and get the job done no matter what obstacles get in the way. He has remained a good friend to this day.

“While working on landscape at Imperial Lakes I met the superintendent, Jerry Redden, and my interest in golf course work was born. After working for Jerry for a couple of years I enrolled in the Lake City program. Upon graduation I started working for Tim Hiers, CGCS at Collier’s Reserve. Tim’s reputation as a consummate professional is well known. His attention to detail, organization and pursuit of education and always doing the right thing were not lost on me. I learned a lot about dealing with people and the environmental side of our business from him.

“I learned as much from J. Mark Black, CGCS about turf management, course detailing and overall operations management from him. It’s not easy working for someone who strives for

Harmony with Location

First, show up early. Work hard and get the job done right the first time. No complaining or whining. Second, do not tell people how good you are. They will figure it out on their own.

With native trees like cypress, pines and palms in the background on and native rock used for lake bank stabilization Royal Poinciana reflects its harmony with its location. Cypress Hole No. 7, 500 yard, par 5. Note owl stand at far right. Photo by Daniel Zelazek.
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perfection sometimes, but I would not change that time for anything. What both of these gentlemen have meant to my career, words here cannot adequately describe.

“We are the sum total of our experiences and I would be remiss if I did not salute the following people who also contributed to my growth and development: Tom Burrows, Roy Bates, Steve Durand, Jan Beljan, Robert Bittner, Charlie Campbell, John Teller, Bill Gamble, David Graham and Charlie McMullen.”

Taylor said his work philosophy evolved from lessons learned from those mentors and others. He said, “First, show up early. Work hard and get the job done right the first time. No complaining or whining. Second, do not tell people how good you are. They will figure it out on their own. When managing people in our business you must be firm but fair and always stick to what you know is right.

“My advice to those seeking a profession in greenkeeping is that you must always remember that at the end of the day, no matter what happens at your operation good or bad, you will be held accountable and responsible. Personally, I recommend that you find a balance among work, family and your life needs. Enjoy your children while they are young. They grow up way too fast and the next thing you know they are applying for college.”

Beyond the teamwork of his key staffers Taylor also works on getting recognition and rewards for the entire crew. Whenever Taylor gets an “Atta Boy” note or comment on course conditions or project work, he posts them on the crew bulletin board. He also uses product purchase points to acquire prizes for giveaways at crew parties which include a big Christmas party and an annual bowling party. Then there’s the Pepsi Party from the drink machine proceeds. The Royal Poinciana membership also shows their appreciation by approving bonuses at Christmas and Easter.

Taylor knows that communication to his staff is important to get the necessary tasks done, but he also knows that
he must communicate up the chain of command and to the membership. So besides the five-minute maintenance-management mini-meeting each morning before daily job assignments, Taylor attends weekly manager meetings where pertinent information is compiled into a report for the club officials.

Taylor meets weekly on Mondays during the golf season with his green chairman in what they call “Quality Time with Your Greenkeeper.” They review course conditions, maintenance schedules, financials, project progress and planning. Taylor says he generally has some oral or e-mail contact daily. It may be only a few minutes, but it ensures a comfort level on what’s happening on the course.

Taylor added, “I have had the good fortune of having two excellent chair-

You see so much more at 2-3 miles per hour. Plus the exercise is good for my health and reducing stress. Most any course can look good at 15-20 mph from a golf cart.
USGA Agronomist John Foy (kneeling) checks green root zone during his annual Turf Advisory Service visit to Royal Poinciana. Green Chairman John Campbell (standing far right) and Matt Taylor (far left) and the rest of the senior maintenance staff listen to Foy's comments. Photo by Joel Jackson.