IN THIS ISSUE

FEATURES

COVER STORY
16 EXAMINING BUDGETS
The impact of 2009 cuts and the ramifications for 2010.

Budgeting
21 STARTING FROM SCRATCH
The best way to study costs is to develop the zero-based budget, and thereby justify each cost center. A look at golf course management through zero-based budgeting.

Case Study
24 GROUND ZERO
A zero-based approach keeps Estero Country Club’s maintenance budget “lean and mean.”

Irrigation
26 PINPOINTING DEFICIENCIES
Irrigation audits reveal superintendents may need to change nozzles, adjust throw and hand-water to improve uniformity.

Product focus:
Wildlife control
31 PEST PREVENTION
A South Carolina golf course discovers a product that turns deer away from its foliage.

COLUMNS

8 Design concepts
Jeffrey D. Brauer:
Moving and shaping

10 Irrigation issues
Erik Christiansen:
Boost performance with minimal resources

14 The Monroe Doctrine
Monroe Miller:
The National

34 Parting shots
Pat Jones:
2010: A golf odyssey

DEPARTMENTS

6 Teeing off
Mike Zawacki:
Shared Sacrifice

12 Consumer research

32 Travels with Terry
Equipment ideas

33 Classifieds/Ad index