

approve it. Make sure that line items in the spreadsheet are referenced back to your maintenance plan.

A typical capital equipment replacement budget should run 10 to 15 percent of your total investment in equipment. If new purchases are to replace equipment that should be rotated out because of age, then show backup records to support your case.

Most golf courses budget for continual improvements to the course over time. These capital projects should be well thought out and planned for with a complete cost analysis provided. The better job of planning you do is directly proportional to the number of improvements you sell to your owners.

The more knowledgeable you are of your business, the better your chances of success. The budget process is a part of that knowledge you need.

By Gary T. Grigg, CGCS, MG
Royal Poinciana GC.

Budget Book Makes It Easy to Defend Your Programs

I have been putting together a "budget book" at the Falls CC for sometime now. I find it gives me an easy-to-understand format to present our needs to the Greens Committee and finance committee. If I've done my homework on the book diligently, I find that I have a relatively easy time answering questions. If cuts to the budget are proposed, it is pretty simple for the committees to look at what work or program reductions they are willing to live with and defend to the members. I hope the following information will help you prepare and present your budget for approval.

Budget Time Line

January—During this month I review all of my past expenditures. This infor-

mation comes from my purchase order book and the programs I have followed in the past eight months. Our budget year runs from May through April of the following year. I get a complete line-item expense report from the club's controller to help me with this procedure.

I also work with our Greens Committee chairman to put together long-range capital improvements during this month so that there will be enough capital funds in the club to cover these expenses. By the end of the month, I'll have a draft copy of the line items and payroll expenses giving a proposed bottom line.

February—By the first week of February, I'll have a complete budget book with explanations of line items and detailed descriptions of our fertilizer and chemical programs.

My greens chairman and I meet with the Budget/Finance Committee early in this month. The greens chairman urges acceptance of the budget while I explain



*El Toro,
Zoymia*

We got it!

- Easy to mow
- Cold Tolerant
- Dark green color
- Shade or Sun (great for shady golf tee's)
- No. 1 in Drought Tolerance
- Disease Resistant

1-800-273-8608

Tel: (770) 832-8608

Member of:
GGCSA
ASPA
GA Sod
Producers Assoc.



"El Toro" Licensed by University of California

ALMAR
Quality Nutrients for TurfGrass

- Foliar Nutrients
- Fluid Fertilizer for Fertigation - Bulk
- Nature Safe Constructed Organic Fertilizer
- Synergy

Stuart Cohen
East
(561) 762-6380

Russ Varney
West
(813) 610-1112

P.O. Box 290415, Tampa, FL 33687
(800) 900-6444



details and justification for specific line item expenses if questioned. My book is so detailed that members on the Budget/Finance Committee have a hard time justifying any significant cuts from the proposed budget. Some items are tweaked, but there are very few major changes.

February & March – Budgets from all areas of the club are compiled and the income to cover these proposed expenses is reviewed. From this point it is the responsibility of the Finance Committee to come back to each department head and discuss any income shortfalls that can't support the budgeted expenses. Depending on the outcome of this review, final changes are made to each budget.

The budgets are presented by the Finance Committee along with their recommendations to the Board of Directors. Final discussions are held and presentations made to the membership in April. At this point everything has been basically approved.

Highlights of the 1998-99 Budget Book

This year's book is a 22-page document including a cover page and Table of Contents. I will present summaries of some of the sections to give you an idea of what is included.

• Table of Contents

1 Summary of the Golf Course Budget by Accounts.

Lists each account by accounting code number and amount budgeted. (Payroll: Salaries & wages, Payroll taxes, Group insurance, Employee meals. Direct Expenses: Telephone, Professional fees, Dues & conferences, Employee ads, Permits, Uniforms, Auto expense, Repair & Maintenance accounts: Irrigation, Equipment, Cart paths, Buildings, Preventive. Consumables: Fertilizers, Chemicals, Fuels & Oils, Sand, soil and drainage, Flowers and landscaping. Supplies: Golf Course, Shop, Office, Service. Others: Small tools and equipment, Miscellaneous, Security, Equipment rental, Electricity—Buildings, Water & sewer, Trash removal, Electricity—Pumps, Outside contractors.

2 Golf Course Maintenance Payroll –

Detail of Staff.

Lists staff members salaries, wages and proposed increases.

3-6 Detail of Line-Item Accounts for Proposed Golf Course Maintenance Budget.

Gives itemized details of proposed expenses in the line-item accounts listed above i.e., GCSAA dues \$250 (superintendent), Seminars (2 @ \$110), etc. for each account.

7 Chemical Quantities and Pricing.

Breaks out each chemical by name, amount and price.

8-9 Golf Course Yearly Fertilizer Program with Quantities and Pricing.

Breaks out in chart form by month formulation, amount and cost of each product used on specific acreage for greens, tees & green slopes, fairways & roughs and trap lips.

10 Total Golf Course Fertilizer Program Summary with Pricing.

Summarizes above chart by each area of the course listing products with tonnage and prices.

11-12 Proposed Clubhouse Grounds/Falls/Entrance Maintenance Budget w/Payroll Details and Budget Summary.

Itemizes payroll and supplies expenses for these specific landscaping areas.

13 Summary and Comparison of 1997-98 and 1998-99 Golf Course Maintenance Budgets by Line Items.

Shows 1997-98 actual expenses for each line item and compares them to 1998-99 budget.

14 Summary and Comparison of 1997-98 and 1998-99 Club Grounds Budgets by Line Items.

Same as above for the landscape area budget.

15 Summary of Capital Improvements and Capital Equipment.

Lists capital improvement projects and capital equipment requests and estimated costs. Capital Improvements: Computerize/retrofit irrigation system, Repair/re-tile maintenance buildings No. 2, No. 3 and No. 4, Renovate/redesign building No. 4, Drainage of driving range fairway (Right half). Capital Equipment: Terra Topper top dresser, Diesel Triplex Greens mower, Walking Greens mower, Honda

ATV vehicle, Commercial boom sprayer, Salsco Electric Greens roller (includes trade-in), Small power equipment—edgers, trimmers and blowers, etc.

16-17 Individual Explanations of Capital Improvements for 1998-99.

Detailed justifications for the proposed projects.

18 Individual Explanations of Capital Expenditures for 1988-99.

Brief explanation of name and age of equipment being replaced and detailed explanation of reasons/benefits of new equipment purchases.

19 Long-Range Three-Year Equipment Purchase and Project Planning.

Projects timing and costs of future equipment purchases and capital improvements for the club.

20 Additional Personnel Request.

Detailed justification for a part time office assistant for golf course maintenance.

Duties include Answering phone and taking messages, Monitor and record daily fuel consumption, Call in orders for repair parts/supplies requested by superintendent, assistant superintendent and mechanics, Make parts/supplies runs to the store when necessary, Handle/receive deliveries, Input data into computer for mechanics, repair parts, PM work, etc., Input data into computer/account books for superintendent – billing personnel information, purchase orders, etc., Make up purchase requests when asked by superintendent or mechanics, Organize files and literature, Keep shop and offices clean and organized.

SCOTT PEARSON, CGCS
The Falls Country Club

Developing Maintenance Objectives

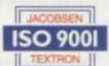
Successful country clubs do not happen by accident. USGA agronomists visit more than 200 golf courses of all sizes, shapes and budgets annually and they note that the most successful clubs, regardless of budget, are (1) owned and operated by people who design long-range planning and maintenance objec-



The first name in fairway mowers is about to get lots of second looks.

From the company that created the first revolution in fairway mowers, here's the second: the 34-hp LF-3400™ and 38-hp LF-3800™. They're built to deliver great looks – and the superior quality of cut you expect from Jacobsen. You get 2- or 4-wheel drive, mowing speeds of up to 7.5 mph and your choice of 5" or 7" reels with our patented FlashAttach™ reel-mount system. Together, they make a powerful, easy-to-operate, easy-to-maintain fairway mower. Not to mention mowing history. For your own second

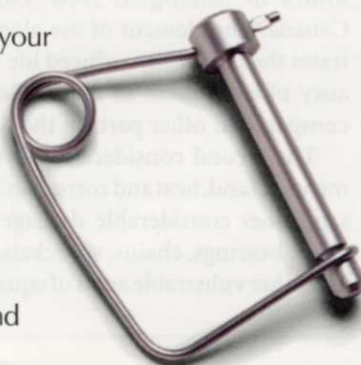
look, visit your Jacobsen distributor today. For leasing and financing information, visit our Web site or call **1-800-722-TURF**.



THE PROFESSIONAL'S CHOICE ON TURF



800-727-JAKE www.jacobsen.textron.com



Tresca
TAMPA - (813) 621-3077
ORLANDO - (407) 291-1717
JACKSONVILLE - (904) 448-8070



tives, and (2) operated and enjoyed by club management, membership and golf course superintendents who work together effectively.

To maximize the dollars spent on the golf course, USGA agronomists recommend that every course have a long-range plan and maintenance objective. The following steps are helpful in developing maintenance objectives:

1. Establish an open conversation among club management, the board and the superintendent and define expectations for the golf course. Decide which areas of the course deserve priority attention; for example, the health of a course's putting greens is generally more important than that of the fairways, while the fairways are more important than the putting green surrounds. Discuss the level of conditioning that is expected for each of the playing areas. There will be differences in opinion, but compromises should be offered until all parties arrive at an agreement.

2. Develop an agronomic program to meet these objectives. Remember the superintendent and USGA Green Section are excellent informational resources.

3. Ensure that funding and staff can meet your chosen objectives. If the existing budget will allow complete implementation of your agronomic plan, the club is on the road to success. If not,

consider reallocating resources from lower priority areas, changing the budget or staff size, or reducing the level of expectations to meet those objectives.

4. Implement and closely follow the plan. This ensures that the budget will be spent as efficiently as possible. Priorities will be well defined and inefficient use of resources will drop dramatically. Continue to involve the membership in your maintenance objectives as you carry out the program. A defined long-range plan and maintenance goals will provide continuity and help demonstrate the progress being made on the golf course.

CHRIS HARTWIGER

USGA Green Section
Southeastern/Florida Region

Credit: *Through the Green*, January/February 1998

Evaluating Golf Course Equipment for South Florida

The uniqueness of golf course operations in South Florida is often misunderstood when evaluating turf maintenance equipment. It is a fact that no other part of the United States places the severe demands on turf equipment like the golf course operations in South Florida. The following considerations are often overlooked in evaluating the initial purchase, replacement and maintenance of turf equipment

First, consider the required daily time of use of machines such as mowers, utility vehicles and tractors. These units will be used in South Florida 1,000 to 1,600 hours per year as compared to 760 to 1,200 hours in Georgia and Texas, 400 to 650 hours in Ohio and Illinois, 300 to 600 hours in Michigan, New York and Canada. The element of use alone illustrates the drastically reduced life expectancy of equipment in South Florida as compared to other parts of the country.

The second consideration is the elements of sand, heat and corrosion. Florida sand does considerable damage to engines, bearings, chains, sprockets, blades and other vulnerable areas of equipment.

Compounding the problem is the extreme heat and humidity machines are exposed to during the summer causing special difficulty in air-cooled engines. The humid, salt air causes extensive corrosion damage on exposed metal components.

Another consideration that places demands on equipment is the bermudagrass used almost exclusively on South Florida golf courses. Bermudagrass requires constant de-thatching and aerating for best playing conditions and appearance, placing a burden on specialized equipment designed for these procedures.

A final consideration that is often overlooked is the time available for preventive maintenance. In the Northern states, the winter season allows time for complete inspection and rebuilding of equipment, preventing damage to major components.

The winter simply does not allow time for South Florida courses to do any major rebuilding because of the continued demand for attention by the golf course.

Courses that receive maximum life and efficiency from their equipment have a conscientious and detailed preventive maintenance program for replacing filters and oil, cleaning, lubricating and adjusting equipment. The superintendent has correctly found time to implement these daily procedures to assure maximum benefit and life from the equipment.

If all of the above factors are properly considered, the realistic expected life of equipment in South Florida is as follows:

- Greens, tees, apron mowers, 3 to 4 years.
- Fairway mowers, 4 to 6 years.
- Tractors, 4 to 6 years
- Utility vehicles, 4 to 5 years.
- Specialty equipment (aerators, de-thatchers, sprayers and sweepers), 5 to 6 years.

Several variables are involved in the life span of a piece of equipment, but the above schedule has proven to be reliable for anticipating extensive repairs to equipment.

A realistic depreciation schedule of equipment would be even faster than the

FAIRY RING PREVENTION



NOW A REALITY!

IAQUATROLS

PRIMER[®]
Matrix Flow Soil Surfactant



+ ProStar[®]
FUNGICIDE

For more information call
1-800-257-7797



AgrEvo[®]

IAQUATROLS[®]
Formulating For Effectiveness



95 Chestnut Ridge Road
Montvale, NJ 07645
201-307-9700

5 North Olney Ave.
Cherry Hill, NJ 08003 USA
1-609-751-0309 • 1-800-257-7797
FAX: 1-609-751-3859



above schedule. The unique and demanding elements of a South Florida golf course operation requires a thorough evaluation of turf equipment and a proper comparison to operations in other parts of the United States. Budgets, depreciation schedules and time of equipment replacement should reflect these considerations.

David DeBra,
DeBra Turf Equipment, Inc.

Editor's Note: This article was gleaned from the Florida Green archives. The information remains timely and constructive when discussing budgets with your club. Fundamental and sound information are always the building blocks in the budget process.

Submitting Proposals to Management

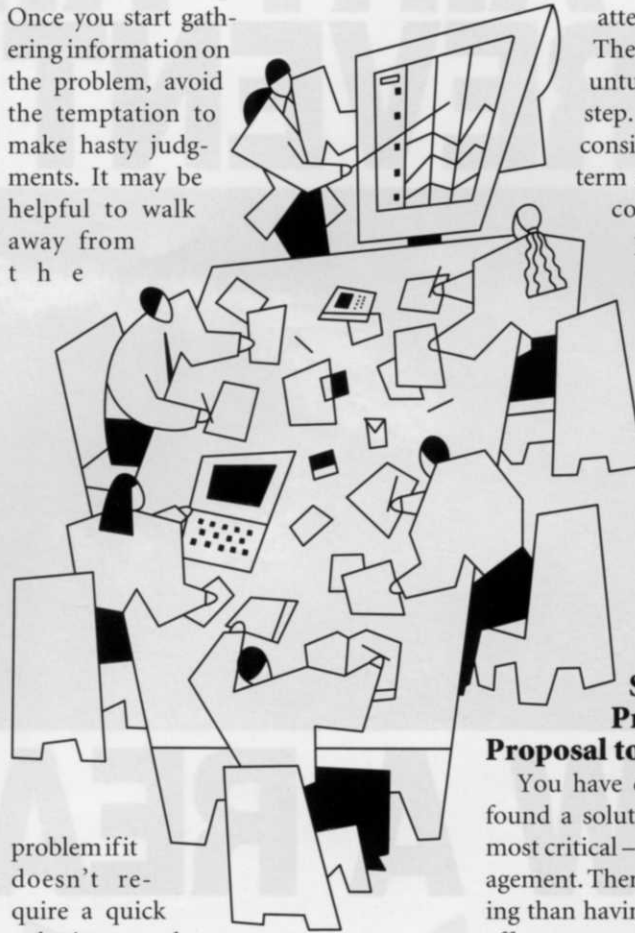
Maintaining today's modern golf course is no easy task. The expectations for course conditioning placed on the superintendent and his or her staff is extremely demanding. Occasionally, unexpected situations occur that hinder the normal day-to-day operations such as the severe flooding problems that affected numerous courses this past winter in central Florida. In addition, many superintendents were also having to deal with greens that suffered from stress and overseeding that failed due to the wrath of El Niño.

When unexpected situations occur, the superintendent may have to deal with a general manager or green committee before any work is started. This is especially true if the situation involves exceeding budget allowances. The purpose of this article is to assist the superintendent in presenting problems and solutions to management in an organized and effective manner.

STEP ONE - Define the Problem

It is impossible to fix a problem if you do not know what is broken. This first step is crucial to the process as a whole.

Once you start gathering information on the problem, avoid the temptation to make hasty judgments. It may be helpful to walk away from the



problem if it doesn't require a quick solution and think about possible solutions overnight. The next time you look at the problem you may notice something that you missed in your first examination.

One helpful tool that many managers fail to utilize is asking their employees for possible solutions to a problem. This process is called brainstorming. This process involves informing your employees of the problem and asking for their input for a solution. This is also an effective tool for building morale among your employees. Brainstorming does not have to take place in a formal setting but can be done even while you are making your rounds of the course in the morning. Remember that lack of communication is a major reason for job dissatisfaction.

STEP TWO - Compile Data

Once you are certain that you have found the problem, it is time to compile all the data for a possible solution. This is crucial step that should be given as much

attention to detail as possible. The adage "leave no stone unturned" is applicable in this step. Factors that you want to consider are costs, labor, long-term savings versus short-term costs, environmental impacts, local, state and federal regulations and ordinances, in-house repairs versus contractors. This list will be dictated by your particular situation. Remember to be thorough in your computations. The more answers you can provide to management, the more competent you will look in their eyes.

STEP THREE - Present Your Proposal to Management

You have defined the problem and found a solution. The final step is the most critical – selling your ideas to management. There is nothing more frustrating than having all your hard work and effort go to waste because you failed to properly prepare.

It may be helpful to think of yourself as an attorney going to court to defend a client. Each golf course is different in its superintendent/management hierarchy. It might be as simple as the superintendent and owner discussing business matters over lunch or as complicated as a superintendent having to deal with several layers of management. Whatever your situation is, the preparation should be the same.

In her book, *Elements of Argument*, Annette T. Rottenberg identifies five key areas to help you with selling your idea to management. Make your proposal clear. All terms of the proposal should be precisely defined.

If necessary, establish the need for a change. Sometimes a problem does not exist but a need for change is in order. The old saying, "this is the way we have always done it" comes into play. As a superintendent, you should always be looking for ways to constantly improve

Big Worm Problem.

There's Nothing Better on Worms Than SCIMITAR®.

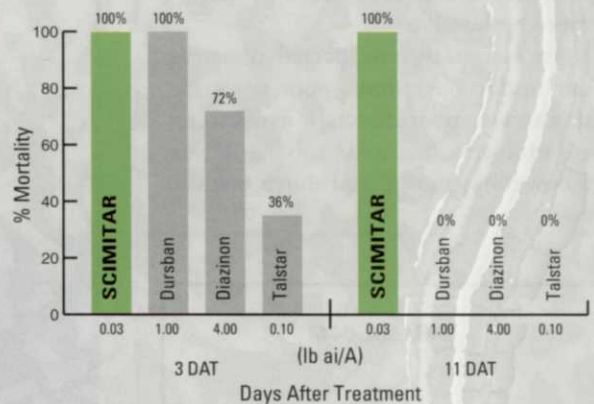
For big worm problems, SCIMITAR is an exceptional addition to your turf pest management program because it:

- Controls sod webworms, armyworms and cutworms
- Delivers fast knockdown and extended residual
- Provides outstanding performance at low use rates
- Is available in two convenient formulations—wetable powder & capsule suspension
- Is easy on the environment
- Has application flexibility

For big worm problems in turf, nothing is better than SCIMITAR.

For more information, contact your authorized Zeneca Distributor, or call Zeneca Professional Products Toll Free at 1-888-617-7690.
www.zenecaprofprod.com

Residual Control of Fall Armyworm on Common Bermudagrass



Source: J. Reinart, Texas A&M University, Dallas, TX, 1996.

Scimitar
INSECTICIDE

ZENECA Professional Products

Always read and follow label directions carefully. SCIMITAR and Diazinon are restricted use pesticides. SCIMITAR® is a registered trademark of a Zeneca Group Company. Diazinon® is a trademark of Novartis Corporation. Dursban® is a trademark of Dow AgroSciences. Talstar® is a trademark of FMC Corporation. © 1998. Zeneca Inc. Zeneca Professional Products is a business of Zeneca Inc.



your course. Even subtle changes can make a huge difference in the way your customers perceive your course. People often resist change so expect resistance.

Consider the opposing arguments. Give this area some careful thought. The time spent thinking of the questions you will be asked — and their answers — will be time well spent. This exercise is like playing chess. Always anticipate your opponent's move.

Discuss the benefits of your solutions. It will be helpful to understand your manager's preferences on certain issues. Is your general manager's main concern costs? If so, explain the cost savings over the short-term and long-term. Is the main concern of your green committee chairman the playability of the course? If so, demonstrate how your solution will make for a better playing surface.

Support your proposal with solid data. The preparation time spent in data collection will show itself here. Remember to leave no stone unturned. Are your estimates for contract labor the total costs or are there hidden charges? The more thorough you are in this department, the more credible you'll appear in management's eyes. In addition, you should also consider common-sense reasons, which may be more persuasive.

In summary, unexpected disasters, day-to-day operations, poor construction and member expectations often create problems that need solving. If you follow the steps outlined above, you will

be better prepared to present your solutions to management.

*Rick Banks,
Palisades GC*

Editor's Note: Richard Banks is the spray technician at the Palisades GC in Central Florida. Encouraged by his boss, Dan Winters, he is preparing for a career as a superintendent.

SMITHCO

SALES AND SERVICE

KILPATRICK TURF EQUIPMENT

7700 High Ridge Road ■ Boynton Beach, FL 33462
Telephone: 561-533-1481 ■ Fax: 561-533-1518

TIECO/GULF COAST

540 W. Michigan Avenue ■ Pensacola, FL 32505
Telephone: 904-434-5475 ■ Fax: 904-434-2786

TRESCA INDUSTRIES

4827 Phillips Highway ■ Jacksonville, FL 32247
Telephone: 904-448-8070 ■ Fax: 904-448-2725
3930 N. Orange Blossom Trail ■ Orlando, FL 32804
Telephone: 407-291-1717 ■ Fax: 407-297-6166
6025 Highway #301 ■ Tampa, FL 33610
Telephone: 813-621-3077 ■ Fax: 813-620-0303



Aquagenix
Land - Water Technologies

Services Include

Lake Management
Right-of-Way Vegetation Control
Wetlands Planting and Maintenance
Exotics Control
Mechanical Harvesting
Industrial/Agricultural/Vegetation Management

For a FREE evaluation, call

1-800-832-5253

Visit our website at www.aquagenix.com



Serving Sunbelt States Since 1974

(305) 581-0444

SPREAD-RITE, INC.

CUSTOM SPREADING
FERTILIZER • DOLOMITE • ARAGONITE

LAMAR SAPP

6001 S.W. 19th STREET
PLANTATION, FL 33317
MOBILE: (407) 479-9417

INTRODUCING **SUPER STAR** The Future Of Bunker Maintenance



EXCLUSIVE, HIGH 9-INCH CLEARANCE
FOR EASY BUNKER ACCESS AND EXIT



EXCLUSIVE "STEP-THROUGH" CHASSIS
AND TILT WHEEL FOR OPERATOR COMFORT



EXCLUSIVE, PATENTED "SPEED BOSS"
AUTOMATICALLY LIMITS FINISH SPEED

The new and most advanced sand maintenance system,
bringing superiority in ergonomics, finish and bunker play.

ALWAYS OUT FRONT
SMITHCO
WAYNE, PENNSYLVANIA 19087
www.smithco.com



INTRODUCING SUPER STAR

Super Tips

Getting Out of the Rain Does Not Require the Ritz Carlton

Have you ever heard the saying, “All I need is a roof over my head”? Well, Doug Abbuhl, golf course superintendent at Seminole Golf Club in Tallahassee, took this saying literally when he installed several “temporary” vinyl-roofed structures to act as shelters on his golf course.

Doug, who is currently serving as the president of the Coastal Plains Chapter of the FGCSA, was faced with a problem at his course four years ago: The existing shelters at Seminole were old, wooden lean-to’s that had deteriorated over the years and were unsightly. More importantly, there were fast becoming unsafe, a condition which could create a liability for the course.

Seminole Golf Club, which serves as the home course for the Florida State University golf team, was originally a nine-hole course constructed in the 1960s. Ten years later, an additional nine holes was added and it currently serves as an affordable public golf course for the students of FSU and others in Tallahassee. It even doubles as a cross-country course for several collegiate events and local road races for the residents of Tallahassee. The majority of the time, when it is serving as a golf course, the green fees are relatively low. Therefore, Doug’s expenditures are somewhat limited. For this reason, expensive, modern shelters were not an option at Seminole and Doug had to get creative.

After some research, Doug found an affordable, attractive structure. The structures that Doug installed at Seminole Golf Club each consist of a very strong, clear span (no center poles) frame of galvanized steel and a cover of industrial-grade, reinforced vinyl fabric. Assembly is quick and easy with no welding or drilling necessary and the shelters are fairly mobile. A foundation, concrete footer or slab is also not needed. Instead, auger-type ground anchors hold the structure in place. The structures are considered temporary, although most are installed and remain indefinitely. As “temporary structures” they don’t usu-



This “clear span” designed structure of galvanized steel and reinforced vinyl has proven to be an inexpensive and efficient solution to Seminole CC’s rain shelter problems. Photo by Darren Davis.



These simple shelter structures can be dressed up with landscaping or club logos, or you may elect to sell advertising space to defray the cost of the shelters. Photo by Darren Davis.

ally require a building permit, nor will they increase property taxes.

One warning that Doug has is, “After the structures are installed be sure a lightning expert is consulted to assure the structures are safe for golfers to occupy if a storm rolls in.” Another tip relates to the cleaning of the fabric, “If mold forms on the fabric, the shelters can be cleaned quickly and easily with a light solution of bleach and water,” explained Doug. He adds, “The structures can be dressed up a little by adding landscape to the outside and spreading gravel inside, on the floor of the structure. Doug had his Club’s logo (A

big Seminole Indian head) embossed on the side of most of the structures at his course. However, Doug also suggested, “You could sell the space on the sides of the structure to an advertiser to help offset the purchase price.”

Doug has been the golf course superintendent at Seminole Golf Club for six years. Prior to that Doug was the assistant superintendent at Golden Eagle Country Club also in Tallahassee.

DARREN J. DAVIS
Golf Course Superintendent
Olde Florida Golf Club