

## GEOFF COGGAN, CGCS, MG



**Originally from:** Mansfield, Nottinghamshire, England. Home of the legendary Robin Hood

**Family:** Married to Lynne Hundley, daughter Sarah 11 who lives outside Atlanta.

**Education:** Nottinghamshire College of Agriculture, City & Guilds in amenity horticulture. (3 years); Lancashire College of Agriculture and Horticulture, BTEC National Diploma in horticulture, major sports turf Management (3 years); 1987 Ransomes Top Student Award.

**Employment history:** Fine Fare Trainee Garden Centre Manager; Mansfield District Council Parks; Johns Island Club, Vero Beach, Intern; Inverry C.C., Lauderhill, laborer/spray tech/supervisor/assistant superintendent; The Great Outdoors superintendent/manager

**Professional affiliation and awards:** GCSAA, FGCSA (president), FTGA, British and International Greenkeeper Association (BIGGA). 1996 CGCS; 2000 Master Greenkeeper. Served on Central Florida GCSA board since 1993, president 1997/99 and FGCSA board since 1996.

**Mentors:** My parents for giving me the encouragement and support when I needed it. John Hacker with PSD Agronomy in England. John was the head of turfgrass program at Myerscough (LCAH). Ben Andrews head of Horticulture who believed in me and encouraged me to refocus at a time when things weren't exactly going well. Tim Hiers who gave me my first job here in the States and whom I'm sure may have had one or two misgivings at the time. Bob Klitz who was truly a mentor to me and set me on the way to becoming a competent and accomplished superintendent. Larry McDaniel who was my GM here at The Great Outdoors, and has helped me in my new role as GM. Jim Swann, Jack Eckerd's stepson who has supported in my endeavors financially and by giving me the room and authority to manage the operation.

**Goals:** Someday I would like to move to a higher profile course that will push me further and allow me to realize my full potential. I hope to start a consulting operation down the road. I constantly strive to produce

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... continued from page 21

the best I can whether it's on the course or on the management side. I don't enjoy being still. There are always things to be done, and be done right. Having said that, thanks to my wife, I do see that there is more to life than work. It's one thing being focused on things but losing sight of the people around you is not the way to go. **Advice:** My advice to prospective superintendents is to value your family and friends. Really listen when others speak. Share thoughts and ideas with others. Do not worry about what everyone else is doing but perform your job to the best of your abilities.

**Memorable moments:** Checking the GCSAA Certification Exam results board with my former boss David Oliver at the GCSAA Conference and Show and successfully passing the first time. I was very proud of myself then. Most painful moment was shattering my right arm trying to rollerblade in the kitchen. Most embarrassing moment was explaining what happened to the nurses.

**Hobbies and interests:** Tennis, soccer, rollerblading (never again!)

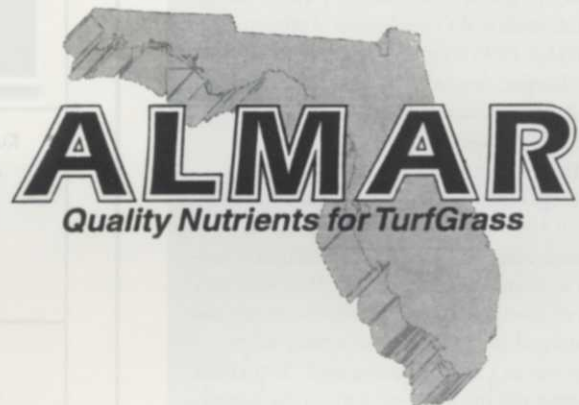
**Here are some things you might not know about our cover story superintendent.**

1. Car: 2001 Pontiac Grand Prix GT
2. The last good movie I saw: What Women Want
3. I stay home to watch: Football – Soccer to you!
4. The book I've been reading: Don't have time after reading all the trade magazines.
5. Favorite meal: Filet mignon,
6. Favorite performers: Michael Caine, Monty Python, The Beatles
7. Prized possession: Sense of humor
8. Personal heroes: Winston Churchill
9. Nobody knows that I: Am not in line to the throne.
10. I'm better than anyone else when it comes to: Locating local English and Irish pubs.
11. If I could do it over: I'm actually quite happy. No need to do it over.
12. I'd give anything to meet: Michael Palin
13. My fantasy is: Owning a luxury boat
14. The one thing I can't stand: People who sue others at the drop of a hat
15. If I could change one thing about myself: I would like to get back some of the brain cells I lost in college.
16. My most irrational act: Rollerblading on linoleum
17. My most humbling experience: Having to explain my broken arm. See #16
18. The words that best describe me: One of a kind



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# GREAT OUTDOORS RESORT

**Location:** Titusville

**Ownership:** Jack Eckerd

**Playing policy:** Semi-private

**18 Holes:** Blue 6542 yards, par 71; Course/Slope Ratings: Blue 72/128, White 70.2/126, Gold 68.3/119, Red 69/114

**Designed by:** Ron Garl; opened in 1988.

**Management:** Club manager/superintendent, Geoffrey H. Coggan CGCS, MG; pro shop manager, Lori Jones; assistant golf professional Mike Owen.

**Major Renovations/Ongoing Projects:** Completion of program to replace all irrigation

pedestals with new Toro pedestals complete with hydraulic valve banks. Tee leveling and enlargement on holes 9 and 12.

**Total acreage under maintenance:** 80 acres turf

**Greens:** Average size: 5700 sq. ft., total 2.5 acres, Tifdwarf. Height of cut: 5/32" Overseeding: 80/20 blend of Lolium perenne (Perennial Ryegrass)/Poa trivialis @ 25lbs/1000 sq. ft. Green speed goals: "Smooth and consistent. They probably roll at about 8 but numbers aren't important to the members. Enjoyment is the goal."

**Tees:** 2.5 acres of Tifway 419 Bermuda. HOC: 1/2". Overseeding: Lolium perenne @ 20lbs/M

**Fairways:** 23 acres of Tifway 419 Bermuda. HOC: 1/2". Overseeding: Lolium perenne 370lbs/A.

**Roughs:** 44 acres of 419 Bermuda. HOC: 1.25". Overseeding: Type and rate - Lolium perenne 270lbs/A

**Bunkers:** 18 bunkers with #20 sand. Hand rake two greens bunkers. Mechanically rake all others with Toro Sand Pro 5000 with standard tines and flaps. Three sandy waste areas.

**Waterways/Lakes:** 19 Lakes covering 44 acres maintained on a monthly program with contractor. Cost shared 50/50 with the Community Services Association



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# GREAT OUTDOORS RESORT

**Irrigation:** Water Source - Effluent from City of Titusville, and our own waste water treatment facility, stored in a 13-acre reservoir.

**Equipment:** PSI pump station 50 & 20 hp. Operating pressure 95 psi at station. Toro Osmac controller. Most heads now Toro 750 (original heads 680's), hydraulic valve in head. 357 heads total.

Fertigation system was originally installed but taken out of service in 1990 since course system also serves residential irrigation.

**Total staff including superintendent:** 14 full time and 10 part time. Golf Course (12), Pro-shop (5), Cart attendants, rangers, etc (7). Average weekly budgeted hours: straight 40, overtime 6.

**Student interns:** In the past we have employed an Ohio State International Exchange Program student.

**Leadership:** Assistant Superintendent Alan Jackson; Mechanic Phil Dascole; Pest Control Technician Walter Kincaid; Irrigation Technician - Open; Administrative assistant Ginger Wright; Pro Shop Manager Lori Jones.

**Special circumstances:** The course was built adjacent to the St Johns River and features a number of designated wetland areas. The soil is predominantly a heavy clay/fine sand mixture. The water table is very high and salt problems have been the number one problem. When I first started here, the pH ranged between 3.5 to 7.9 and the base saturation of sodium was an average of 33% on fairways. Percolation rates are poor and additional perforated pipe drainage and swales have been installed to assist.

**Communications:** Attend Men's or Ladies Golf Association by invitation, about two each season. Advisory board with 2-3 members

from each association meets with me regularly through the season. We deal with a consensus of the members rather than everyone with their own agendas. I invite them down to our break room. Provide them with coffee, juice, bagels, etc. and have a good discussion. I have meetings with all employees or individual crews as needed, but every two months the employees choose an employee of the month who then receives a \$50 gift certificate. Their picture is posted in the clubhouse. I also enclose memos with paychecks as I see fit. The members all receive a state-of-the-course address along with their new dues rate structure in the fall.

**Cultural/Fertility/IPM programs:** We try to incorporate four or five aerifications of greens each year, three on fairways and tees and twice in the roughs. Verticutting of greens is done bi-weekly and the entire course twice per year. Greens top dressing is monthly on average. Greens fertility is between 12 and 18 lbs N/year. The entire course is fertilized every nine weeks, and the tees receive additional fertilizer applications. Chipco choice has been applied alternating annually between tees and fairway and the roughs. The heavy soil composition I believe helps as we have not had any cricket problems in these areas since. Our biggest problem is grubs, not because of the damage they do, but from the scavenging of the armadillos, possums and sandhill cranes.

**Equipment Inventory:** Toro 3100 triplexes for greens and tees. Timed replacement with Jacobsen Greensking 4-Plus mowers. Jacobsen LF-128 for fairways. Toro gang unit for the roughs.



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course which still sported some bare fairways two years after grow-in.

About the time Coggan got the course looking presentable, CCA lost the management contract, but the owners liked what he had done to the course and asked him to stay on. Making a leap of faith, Coggan accepted the offer. Eleven years later, he is the general manager of golf operations, a Certified Golf Course Superintendent, a Master Greenkeeper and the new president of one of the largest golf course superintendent associations in the country.

Of all the two dozen or so superintendents in the U.S. that have become Master Greenkeepers with the British and International Greenkeepers Association, understanding Coggan's motivation is the perhaps the easiest given his heritage and Coggan admits his roots had a big part in deciding to pursue the MG classification. He was spurred to take action after a three day visit to the Great Outdoors by fellow superintendent and noted con-

sultant Terry Buchen, CGCS, MG. Buchen had been among some of the early Americans to attain MG status.

Buchen was hired by the Homeowners Association to do due diligence on the golf course operations as they considered buying it from the developer. During the intensive Q and A sessions with Buchen, Coggan had to dig deep into his background and training and recall all those classical reasons for doing the things we do almost subconsciously on the course because we sometimes get dulled by the day to day routine and political shenanigans that creep into the daily grind.

Having to reexamine his motives and methods energized Coggan and with a little encouragement from Buchen, he embarked on the course of study leading to the Master Greenkeeper examination.

Coggan says of the MG exam, "It is a totally different ball of wax than from the multiple choice format of the CGCS exam although it is also six hours long.

"There are two parts to the exam and only six questions total. The first part is only one question. They give you a scenario and you have to respond to the conditions that are presented. Your answer requires you to show the analytical thinking process and the application and justification of the solutions you propose to deal with the problems presented. You have to provide a great deal of detail to explain yourself because you must cover all the bases as the grading process is quite subjective."

"The second part was made up of five essay questions that all required going into a great deal of detail to fully answer all aspects of the questions. The toughest part was that most of the questions dealt with aspects of cool season grasses naturally, and I had to really think back to my days in England to put myself in the proper frame of mind for the answers. Some of the questions were generic in nature, but most were heavy into cool season turf problems. I failed part two the first time, but passed

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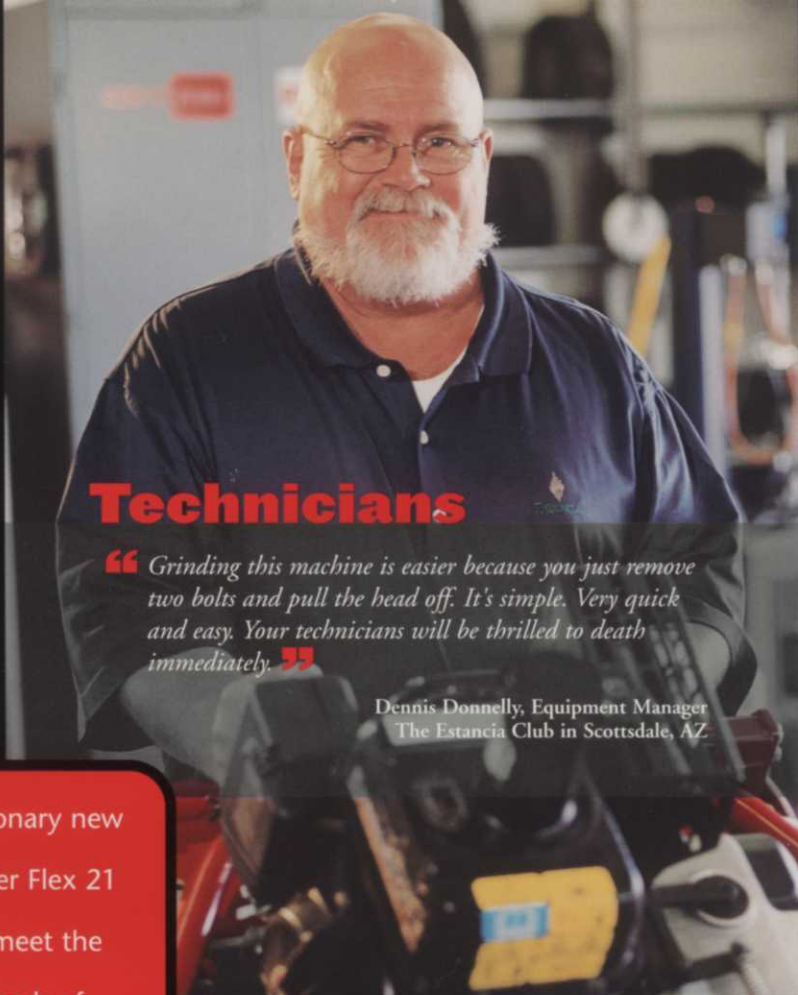
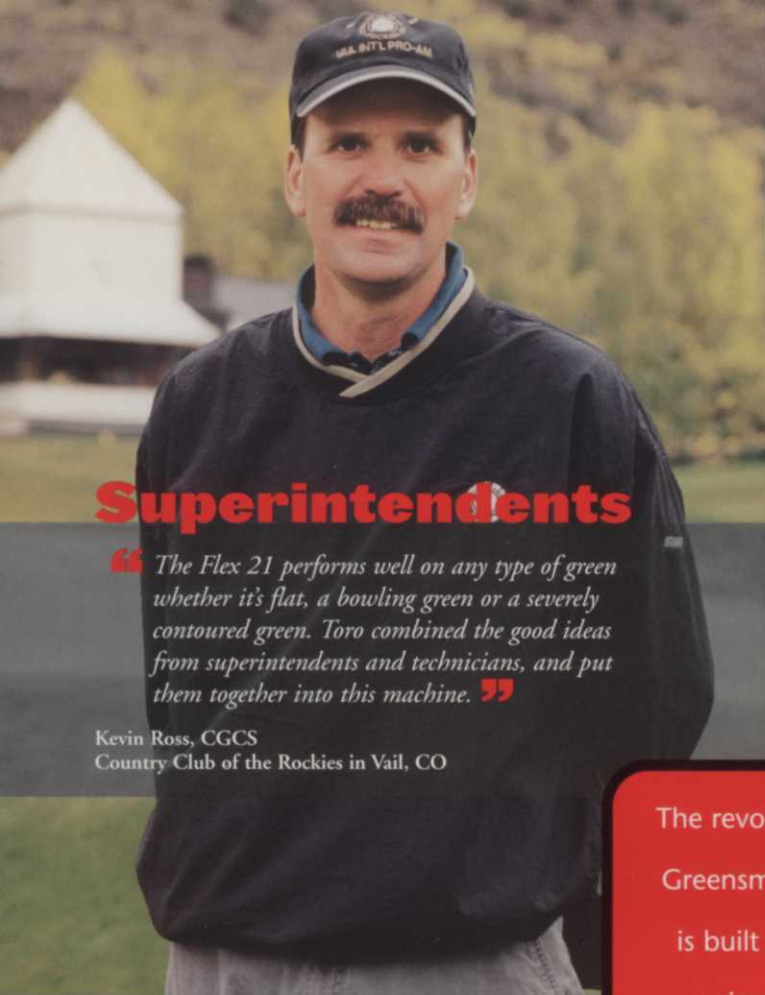
present...

# Toro® Greensmaster® Flex 21

Introducing the

*A revolutionary new way to get better looking, better playing greens.*





## Superintendents

*“ The Flex 21 performs well on any type of green whether it’s flat, a bowling green or a severely contoured green. Toro combined the good ideas from superintendents and technicians, and put them together into this machine. ”*

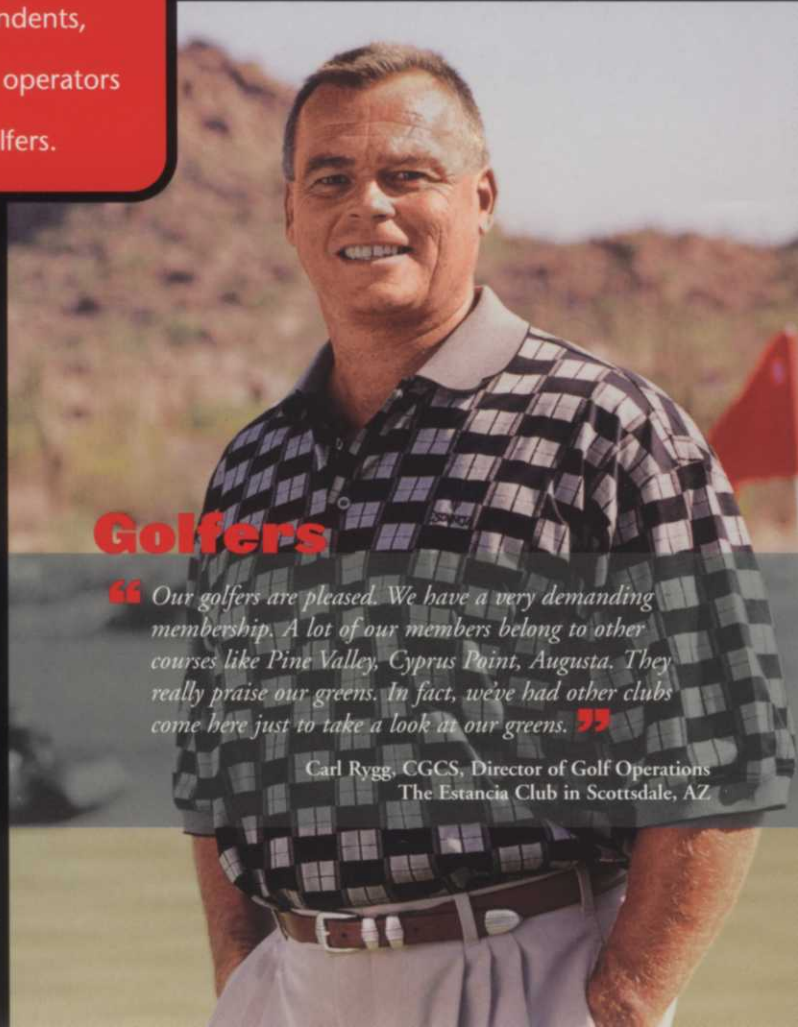
Kevin Ross, CGCS  
Country Club of the Rockies in Vail, CO

## Technicians

*“ Grinding this machine is easier because you just remove two bolts and pull the head off. It’s simple. Very quick and easy. Your technicians will be thrilled to death immediately. ”*

Dennis Donnelly, Equipment Manager  
The Estancia Club in Scottsdale, AZ

The revolutionary new Greensmaster Flex 21 is built to meet the unique needs of superintendents, technicians, operators and golfers.



## Operators

*“ It’s simple for my operators to understand how to run the Greensmaster Flex 21, which in turn makes it easy to train operators because it’s a very user-friendly machine. ”*

Allan Pulaski, Director of Golf Course and Grounds Maintenance  
The Landings Club in Savannah, GA

## Golfers

*“ Our golfers are pleased. We have a very demanding membership. A lot of our members belong to other courses like Pine Valley, Cyprus Point, Augusta. They really praise our greens. In fact, we’ve had other clubs come here just to take a look at our greens. ”*

Carl Rygg, CGCS, Director of Golf Operations  
The Estancia Club in Scottsdale, AZ

# You asked for it



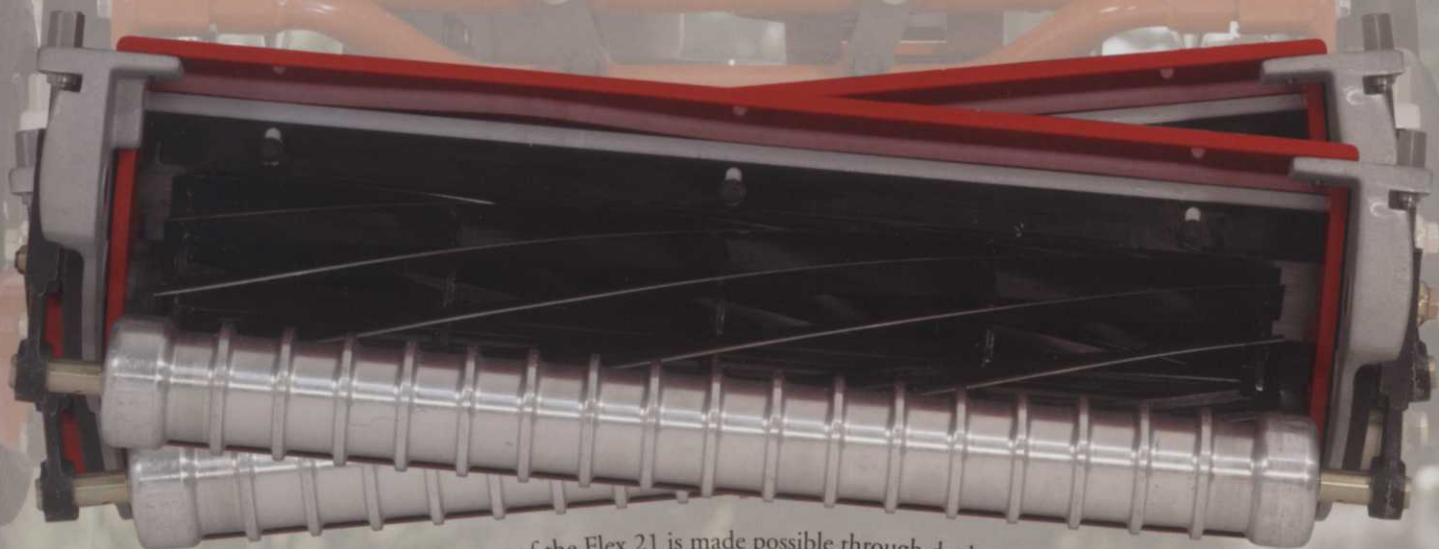
The new Toro® Greensmaster® Flex 21 delivers better looking, better playing greens. Designed to perform on any green, even the most severely undulated putting surfaces, the Flex 21 virtually eliminates the fear of scalping, allowing you to cut lower than you ever

dared before. Its revolutionary flexible cutting unit excels on traditional bent and bermuda, as well as on new ultra dwarf grasses including the Penn A & G Series, TifEagle, and Champion. Take a look at the features that deliver a more predictable, faster and truer ball roll.

- ✓ **Independent traction unit and flexible 21" cutting unit** closely follows undulations, virtually eliminating scalping
- ✓ **Innovative design and constant bedknife attitude** allows a remarkable  $\frac{1}{16}$ " height of cut
- ✓ **New single lever, dual function control** makes it easy to engage the traction and reel drive with a twist of the wrist
- ✓ **Grass basket attaches to the traction unit**, not the cutting reel, to distribute weight evenly over two rollers rather than one, reducing gouges or ridges on your greens
- ✓ **Simple two-bolt connection** allows for quick removal of the cutting unit for grinding or changing units for topdressing
- ✓ **Unique traction drum** tapers at the outer edges to alleviate overlap marking on the cutting path
- ✓ **No grease zerks, plus multi-lip seals and a new gear box** keeps grease off the green and sets new standards in ease of maintenance
- ✓ **An extruded aluminum, cutting unit frame** offers strength, rigidity and creates the industry's shortest footprint with a mere 8.75" between rollers – reducing scalping



# Here it is! Greens

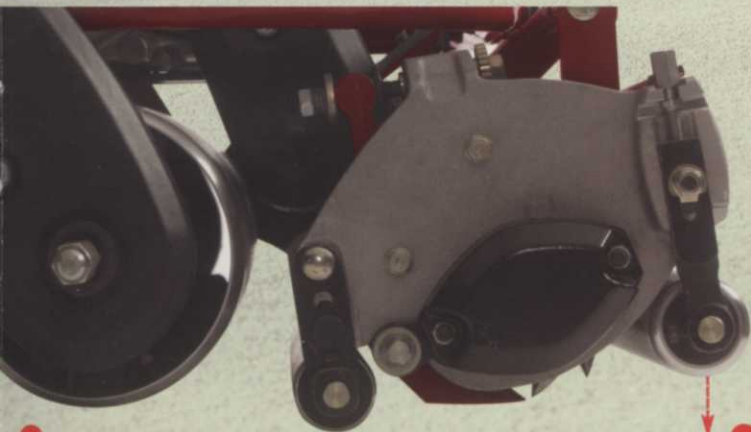


The revolutionary movement of the Flex 21 is made possible through dual axis suspension and flexible drive shaft couplers. The individual traction and cutting units are attached at two center pivot points so the cutting head can pivot forward and back, and side to side around the bedknife centerline.

Flexible drive shaft couplers allow the cutting unit to flex on the center axis.

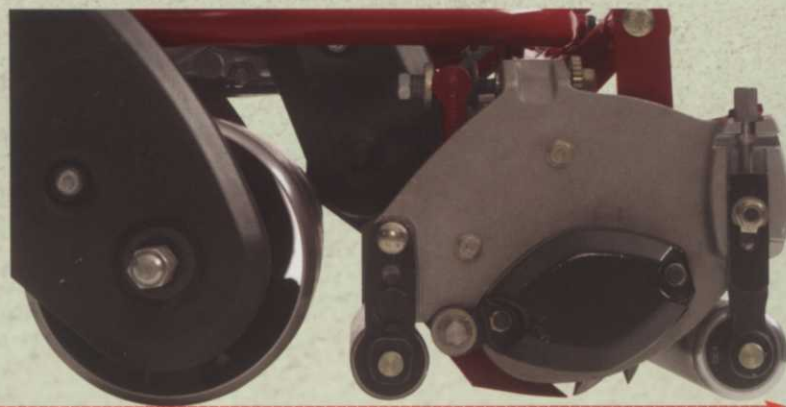


A dual-function lever controls both the traction and reel. Plus a new clutch design makes it easy to engage the reel with a simple twist of the wrist.

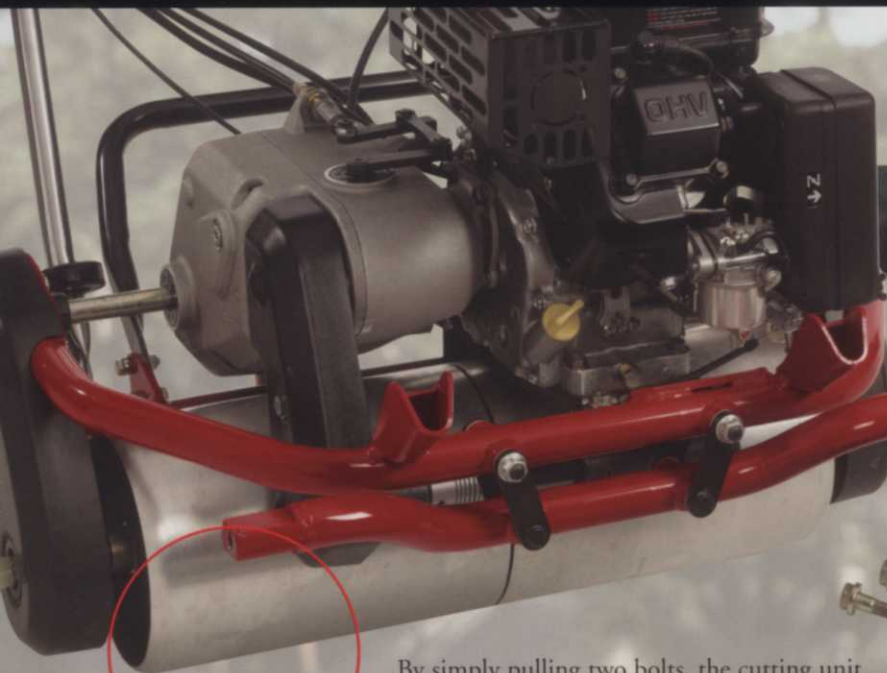


The cutting unit sets down softly back roller first, then front, like an airplane landing, to prevent gouging.

The unique positioning of two rollers tucked closer to the reel and rear drum means you're far less likely to mark an undulating green.



# master Flex 21



The reel-to-bedknife  
adjusts with a simple click.

By simply pulling two bolts, the cutting unit  
is easily removed and ready for grinding, or  
to swap cutting units for topdressing.



A new gearbox and clutch design lets you  
free-wheel around the shop and take on or  
off trailers with ease. Sealed bearings with  
multi-lip seals mean no greasing. Ever.  
Which also means no grease on your greens.

Tapered drum alleviates edge  
loading and virtually eliminates  
overlap markings.



# The Greensmaster® Flex 21 meets the needs of:

## Superintendents

- Cut lower
- Even cut on undulations
- Less mechanical marking

## Technicians

- Easy and quick to maintain
- Versatile
- Holds critical adjustments better

## Operators

- Easy to use
- Easy to train
- Worry-free operation

## Golfers

- Faster greens
- Truer ball roll
- Predictable putting

## Greensmaster® Flex 21 Specifications (model 04021)

Engine	Kawasaki®, 4-cycle, 3.7 hp (2.7 kW), air-cooled OHV engine, 3600 rpm. Displacement: 7.57 cu in. (124 cc). Cast iron cylinder sleeve. Electronic ignition. Maximum noise suppression muffler, 83 dB(A) at operator's ear.
Fuel Capacity	2.64 quarts (2.5 liters) regular grade unleaded gasoline.
Gear Box	<b>Traction Drive:</b> Integral gearbox assembly directly mounted to the engine. The traction drive consists of a constant mesh planetary gear reduction incorporating a wet bath band-type clutch and brake driving a Peerless® differential assembly integrated into the gearbox assembly. Positive drive belt to traction drum. <b>Implement Drive:</b> Consistent mesh gear driven countershaft with integral cone wet clutch. Drive shaft consists of two stainless-steel beam couplings for angular misalignment combined with a molybdenum disulfide nylon extension member to accommodate axial movement. Positive drive belt to reel.
Ground Speed	Mowing speed: 1.3-3.5 mph (2.1-5.6 km/h). Transport speed (maximum): 5.3 mph (8.5 km/h).
Traction Drum	Dual cast aluminum, 7.5" (19 cm) diameter, tapered on outer 1/3 of length.
Controls	Engine mounted: on/off switch, recoil starter, choke. Handle mounted: throttle lever, dual function traction/reel control lever, service/park brake lever. Safety devices: neutral interlock system, servicing/park brake, enclosed drive system.
Handle	Loop style, 1" (2.5 cm) diameter with easy-pull pin height adjustment, operator selected.
Transport Tires/ Kickstand	Two quick detachable pneumatic tires; 3 x 3.25-6" (8.25 cm) tread width. Kickstand standard equipment.
Reel Construction	5" (12.7 cm) diameter, 11 blades (high-strength, low-alloy steel, through hardened, impact resistant).
Suspension	Semi-floating cutting unit separable from drive unit, pivoting around reel centerline (pitch axis) and pivoting around bedknife centerline side-to-side (roll axis).
Width of Cut	21" (53.3 cm).
Height of Cut	1/16-19/64" (1.5-7.5 mm).
Clip Frequency	11-Blade/Standard: .16 (4.1 mm), 11-blade w/clip kit: .14" or .21" (3.5 mm or 6.4 mm).
Cutting Unit Construction	Extruded aluminum mainframe with cast aluminum side plates.
Cutting Unit Service/Adjustments	Cutting unit detachable from traction unit, dual screw adjustments to reel. Front roller height of cut adjustment with rear roller eccentric leveling. Sealed reel bearings utilizing multi-lip canister seals.
Bedknife	Bedknife is high carbon through-hardened steel. Tournament bedknife standard.
Grass Basket	Molded polyethylene with integrated graphics highlighting overlap guidelines, vented for high-efficiency collection.
Rollers	Front Roller: Aluminum Wiehle® 2.5" (6.35 cm) diameter with sealed bearings and multi-lip seals standard. Rear Roller: Aluminum full roller 2" (5.1 cm) diameter with sealed bearings and multi-lip seals standard.
Dry Weight	238 lbs. (108 kg) with aluminum Wiehle roller, kickstand and grass basket (without transport tires and groomer).
Warranty	Two year limited warranty. Refer to the Operator's Manual for further details.

Products depicted in this brochure are for demonstration purposes only. Actual products offered for sale may vary.

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**TORO**



it three months later on reexamination.”

Coggan is now among those few superintendents who are wearing two hats or at least a different hat—the one that says general manager on the nameplate. It is an eye-opening experience that can almost be schizophrenic at times.

For those contemplating a career move to a general manager position Coggan had these comments, “I didn’t seek out this position, but as a team player trying to do my best in my own area I paid attention to detail. I learned that lesson from staff meetings when other managers couldn’t explain certain monthly expenses in their own departments.”

“I made sure I could explain my budget variances in a business-like manner each month, and I paid attention to the monthly statements of the other departments as well to see how the whole operation was doing. I wasn’t being nosy, just interested in the overall health of our company. I guess my diligence paid off when it came time to do some reorganizing. They gave me an opportunity to move up.

Coggan says, “As the superintendent you see things that you want to do to make improvements to the golf course. As the general manager you have to calculate the return on the investment of those improvements. You have to balance where the revenues will come from against the expenses you have budgeted. You begin to appreciate the total business plan when sitting in the GM’s chair. On the other hand, you can see the folly of making unrealistic demands on the maintenance department as well.”

Coggan knows the maintenance phase very well as he has tended the golf course for over a decade’s worth of growth and maturity, which has included modifying the original design occasionally to accommodate the development of some of the home sites. The resort is now approaching total build-out and Coggan won’t miss adjusting the property lines and their impact to the adjacent golf holes.

The resort lies on the eastern flank of the St. John’s River basin where S.R. 50 intersects I-95 just west of Titusville. Much of the property

# SEED

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remains pristine riverine wilderness dotted with moss-covered oaks and clusters of sabal palms and southern pines with thickets of holly, wax myrtle and palmettos. The golf course is a links layout that starts at the first tee and doesn't come back to the clubhouse until the 18th green.

One of the most appealing aspects of his tenure at The Great Outdoors is Coggan's never-ending amazement and appreciation for the natural beauty of the site and the steps taken by the resort to manage and enhance its place in the old Florida landscape.

Coggan says, "At many golf courses the superintendent has to take the lead in environmental awareness and promoting programs like the Audubon Cooperative Sanctuary. At the Great Outdoors, the resort maintains over two miles of nature trails and nature walks are conducted by request.

"The resort has established a fisheries and wildlife program of habitat management, stocking, forage management and supplementary feeding-pro-

ducing an angling paradise and an excellent turkey-management program. The resident bald eagles are protected and monitored by the Florida Department of Natural Resources. They can be seen swooping down to snatch a bite of lunch from the lakes from time to time.

"No hunting is allowed, but the resort has become a bird-watcher's paradise, of which 300 species have been identified. Fishing enthusiasts take to the resort's 22 lakes in pursuit of the fighting largemouth bass on a catch-and-release basis. Other stocked species like black crappie, bluegill, perch and catfish are fair game for the frying pan.

"The Great Outdoors Resort is a rather unique RV property in its total scope and operation. This isn't a place where anybody pulling a pop-up camper can stop for the night. The RV rigs that pull in here run into the six figures, and most of the people here are residents, even if they are only here for the winter season.

"I have seen the home sites develop from a simple slab and utility

shed set-up in the beginning all the way to free-standing homes with huge carports for parking the RVs. Regardless of the configuration of the site, RV people remain some of the friendliest in the world and have been a great bunch to work with over the years. Maybe it's the common bond of wanderlust and road warrior camaraderie.

"Since I report to the resort ownership, we don't have a green committee per se, but the golf members do have an advisory committee that meets with me several times a year to discuss possible course or operational improvements. We work with them to address their concerns and to provide them with the best service possible."

When things get a bit hectic or revenues are lagging below projections, Coggan thinks about his old chums back in Mansfield most of whom never moved more than a few miles from their birthplace. He thinks about the world of opportunities they missed exploring and he is thankful he came to America to give it a go.

Cheers Geoff.

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