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engaged the committee in an exercise to develop communications strategies. His presentation focused on the concept of "Audience - Purpose - Message" in crafting effective communications. By analyzing who the target is (audience) and why it is being delivered (purpose), the communication (message) is more likely to achieve desired results.

### Facility-Directed Communication

A new model of communication flow and content was presented. Rather than directing all communication through to the superintendent, opening a direct communication channel to the entire team of facility decision-makers is proposed. This strategy will be more effective in positioning the superintendent as expert and in delivering solutions to help the golf facility achieve success.

Finally, all communication will accompany effective communication tools for the member superintendent, and will be sensitive to the actual employment relationship. Virtually all GCSAA committees and task groups will provide input in the development and execution of facility-directed solutions and communications that address the value drivers of the facility (what matters most to the facility as a business).

The discussion revealed several possible new key business drivers for facility success:

- Consider legacy – is it part of competitive advantage?
- Reputation and branding – knowledge of business and economic conditions
- Community image of golf club
- Conditioning

Not all golf facilities have the same drivers

### Key Messages

Following are the key messages GCSAA should communicate to facility decision makers:

GCSAA members:

- Use resources efficiently and effectively (no facility wants to waste money)
- Build strong relationships with peers to achieve goals
- Follow good hiring practices to achieve goals – especially critical in risk management
- Have a high level of integrity
- Understand future issues to protect assets
- Create the best experience on the course
- See the whole picture of facility management
- Gain and maintain customer loyalty
- Provide a solid return on investment

- Develop a national network of peers for problem solving
- Are professional, educated, good communicators, and astute businesspeople
- Collaborate with all golf allies
- Make the golf course more competitive
- Assume the responsibility for the most important asset

### Medium and Most Effective Methods

These are the most effective methods to reach facility decision makers:

- Email (superintendents [because of spam issues] will forward to key decision makers)
- Trade magazines – Golf Digest is the #1 golf magazine
- Engage highly recognizable golf spokesperson
- Use a strong campaign and tagline (ex. Got Milk? campaign)
- Leader Board, NewsWeekly – useful to communicate with management
- Actively seek third party validation (NGCOA and other golf organizations)
- Golf Industry Show
- Printed materials
- Half day seminar with owners

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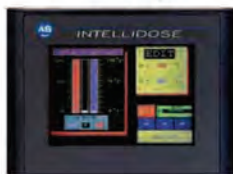
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## Evaluating a Name Change for GCSAA

Would we be more effective in achieving the association's goals and objectives with a different name?

The committee listened to a presentation on why organizations change their names and the internal and external influencers that may indicate an opportunity for GCSAA to advance a name change. The committee discussed the pros and cons of changing the association's name. They took a straw poll to determine the level of support from the committee on this initiative, which was 14 for it and two against it.

### Reasons why a name change makes sense

- Helps position members for management positions at facilities – broaden scope of our profession
- Current name hard to pronounce – hard to remember – too long
- Higher prestige, respect, status
- Easier to define job/tasks
- Means to market better
- Easy to transition to an international organization

- Adds value to the profession
- It's time because the job has changed
- Titles are moving away from association name
- Aligns closer with the magazine
- Current name is ambiguous /archaic
- Push from external audience (industry partners, for example) for change
- Timing - affiliation agreement

### Reasons why a name change doesn't make sense

- 50-year tradition
- Confusion of a name change
- Cost
- Lack of an alternative
- Timing (new governance, PDI, EIFG)
- Loss of momentum
- Inconsistency of chapters
- Lack of perceived need
- Brand equity issues
- Loss of association support (internal), member support
- Loss of support with allied associations
- Competitive association may form
- If it fails, the process and leadership is questioned

### Suggested names

- Golf Course Managers Association (8 votes) – pros included GCM fits better, is about people
- Golf Course Management Association (8 votes) – pros included no confusion with CMAA, aligns with the magazine, descriptive of what we do, more accommodating for multiple titles

### Outside perspective

- Need more explanation of why a well-established association would consider changing its name
- There is a lot of brand equity in the current name and it may be lost with a name change

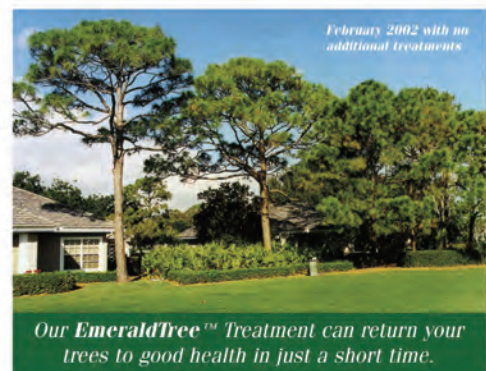
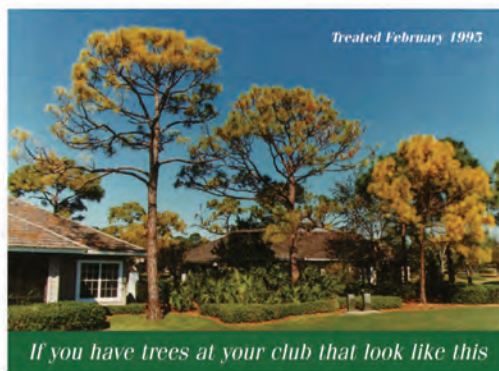
### Member perspective

- Keep the same logo to help with continuity and recognition
- Golf course manager is much easier for external audiences to understand the profession, unlike "superintendent"
- Members of the association will continue to carry titles that are comfortable to them, despite what the organization is called
- The membership will want to know why a name change is being considered

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**How do we engage our members to support a name change?**

- Provide a limited, clear choice (one new option or stay with the same name)
- Provide factual information so that members can make an informed choice
- Give it to the delegates with enough advance time to communicate back to others
- Give members solid reasons why we need a change
- Remind members that this is an ongoing process
- Our members already know that the association is considering a name change
- Keep it "in the news" so members don't feel blindsided
- In the end, members will have the final say through the voting process

**Chapter representatives' feedback**

Would a name change be an issue with chapters?

- It may not be an issue for those chapters that already have "managers" in their chapter name
- Requiring chapters to conform to the association's name would face much resistance
- Chapters may want to keep some individuality and independence.
- There are ways to be affiliated, but not lose all sense of independence
- Chapters may feel "strong enough" to survive alone without the national association
- Phase-in may be acceptable
- Must convince chapters the importance of aligning with the national association for branding, etc.
- If chapters want to change their names to match the national association, now is a good time because affiliation agreements are up for renewal within the next year

**Environmental Institute for Golf (EIFG) Presentation**

GCSAA Director of Environmental Programs Greg Lyman and Director of Development Teri Harris shared the EIFG communications strategies in "fundraising" and "friendraising" activities. The concept of Audience-Purpose-Message was employed in crafting communications to reach targeted audiences. A graphic illustration of the communication plan will accompany the outcomes. As The Institute continues to deliver communications and implement programs, the Strategic Communications Committee will be engaged to provide guidance.

**Growth of the Game Initiative**

GCSAA is an active participant in the

golf industry's initiative commonly referred to as Golf 20/20. The objective of the venture is to increase participation and retention of golfers by the year 2020. GCSAA CEO Steve Mona sits on the Golf 20/20 executive board. He provided the committee an overview of the initiative and outlined GCSAA's contributions to date. The committee then engaged in a discussion to ascertain how members might be able to participate in growth of the game.

**What can the facility do to increase rounds played?**

- Infrastructure issues – waive business fees
- Cut fees or add value
- Free food incentives with rounds of golf played
- Coupons for discounted prices or free stuff
- Day care/camps for kids
- Leagues
- Business women focused – special deals – teaching game
- Free lessons and caddy instruction
- Beginner's clinic – adults & children
- Late evenings – beginners
- Club etiquette for kids – free with parents
- Club etiquette classes/seminars for everyone
- Establish caddy programs and training
- Offer late evening/afternoon hours of free golf to beginners
- Make course more playable for average/beginner golfers

**Feedback**

- Golf is too hard, too expensive
- Retrofitting is challenging and expensive
- There is pressure to have competitive fast greens, but these are not playable for beginners
- Having the best greens is a marketing edge for courses and superintendents are competing against each other
- Are we trying to grow the game at the high-end courses or the low-end courses? Each will need different strategies.

**How do GCSAA and its members play a role in Golf 20/20?**

- Communicate that members make courses more playable
- Develop BMPs for making the course beginner-friendly
- Assist facility leadership in adopting the BMPs
- Support regional efforts to grow the game
- Provide matching grants to retrofit school property
- Bring the game to schools – create a few small greens on grounds
- We must participate in this program

**Methyl Bromide Update**

**Golf Courses Allowed 'Critical Use' of MeBr**

*By T. J. Swaford*

*(Editor's Note: The headline-grabbing news of the phasing-out of methyl bromide by 2005 does not carefully report or explain how the mandated reduction in production will actually affect turf production or future soil fumigation uses for regrassing. This update from Hendrix & Dail should put all the rumors to rest.)*

Methyl bromide is and will be available for future use on golf courses and athletic fields. Regardless of the negative rumors regarding the availability and use restrictions, methyl bromide will be available to the golf industry well into the foreseeable future. The Montreal Protocol simply regulates the production of methyl bromide; it does not dictate the use!

Currently there are three exemptions to production allowed by the Montreal Protocol. They are emergency use, critical use, and quarantine and pre shipment (QPS). The GCSAA has filed a critical use exemption on behalf of golf courses throughout the United States. This will allow for production of exempted methyl bromide to be used on golf courses starting Jan. 1, 2005.

Methyl bromide that is used on turf farms within the guidelines of the QPS program qualifies as exempt usage. In other words clean planting stock grown on fumigated soil will be available to the golf course superintendent.

**Methyl Bromide Facts:**

- Methyl bromide is available for golf course use now and into the foreseeable future
- Montreal Protocol only limits the production of methyl bromide, not the use
- Methyl bromide use on golf courses is not banned either now or in the future
- GCSAA has filed a critical use exemption for golf courses
- Many turf farms are using QPS methyl bromide, thus assuring a clean supply of planting stock.
- There is no single alternative fumigant, chemical, or other technology that can readily substitute methyl bromide in efficacy, low cost, ease of use, wide availability, and worker safety.

Please visit [www.hendrixanddail.com](http://www.hendrixanddail.com) for current industry updates. For additional information regarding the availability, use, or status of methyl bromide please contact Hendrix and Dail, Inc. at 800-726-5215.



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2004 Legislative Session Recap

**Session Was Successful But Battles Never End**

*By Mike Goldie*

The 2004 Legislative Session was supposed to be a quiet session as are most election-year sessions. The great majority of election-year sessions are just that — full of promises, no taxes, no real controversial issues and no extended or special sessions — full of sound and thunder and not much substance.



However what was "supposed" to be, wasn't to be for one reason: Speaker John Byrd's campaign for the U.S. Senate. In search of an issue to separate him from a crowded primary field, the speaker decided to repeal the telecommunications rate re-balancing bill of 2003. The governor and the senate opposed the speaker's plan. The speaker was undeterred by their opposition, and with threats to block members' bills and their appropriations, he was successful in passing the repeal in the House. Members who voted against the repeal, were removed from committees, their bills were not heard in committees and their appropriation projects stripped from the appropriation bill.

The speaker's obsession with the repeal colored the two chambers' negotiations with all legislation including the budget. In the end, the budget was passed but a great deal of legislation failed because of the speaker's insistence on the repeal of the phone rate legislation.

On a more positive note, the association's legislative agenda was an overall success.

**Water**

The only major water bill that passed, HB 293, has been in the process for several years. Sen. Paula Dockery (R-15, Lakeland), per our meeting prior to the session, removed golf courses from several sections of the bill including requiring metering of reserve/reclaimed water and volume-based charges for reuse/reclaimed water. The bill does provide for local governments to include water use in their

***The great majority of election-year sessions are just that - full of promises, no taxes, no real controversial issues and no extended or special sessions - full of sound and thunder and not much substance.***

comprehensive plans and provides some incentives for the use of reuse/reclaimed water.

**Research Funding**

Overall university budgets received an increase from 2003 levels. Program components, such as IFAS, while not receiving enough funding to cover the shortfalls of the last few years, did hold the line for this year. Senator Ken Pruitt (R-28 Port St. Lucie) did, as he told us in our pre-session meeting, keep the IFAS budget intact for FY 2004-05. The governor did end up vetoing several IFAS add-on projects that were not incorporated into the budget.

**Property Taxes**

CS/SB2444 was the Department of Revenue's legislative package for 2004. The PGA of America amended the bill to provide that when development rights have been restricted or conservation restrictions have been covenanted for land used for an outdoor-recreation purpose (golf course), normal use and maintenance of the land shall not be restricted. Therefore if a public or semi-private course was granted a conservation easement, the normal operation of the golf course could not be restricted.

*Editor's note: Mike has lined up four key senators and representatives to champion and support legislative language in next year's IFAS budget that will seek to provide matching funds for all the money raised and donated by the FGCSA and others for turfgrass research. Mike is crafting the language over the summer so that it has statewide appeal and is not a "pet project" of a single legislator and seen as a pork barrel measure, which it isn't. At the same time, thanks to a contact of Vice President Joe Pantaleo, we are also pursuing federal grant money to support turfgrass research in Florida.*



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*Rick Wahl – Golf Course Superintendent  
Belleair Country Club*



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CASE STUDY

# Camp Creek Golf Club Pesticide Storage and Mix/Load Center

By Larry Livingston, CGCS

## PROJECT DESCRIPTION

The project is a Pesticide Rinse Water Reuse System at the Camp Creek Golf Club in Panama City. The pesticide mix/load area is adjacent to a wetland. We wanted to eliminate the possibility of pesticide rinse water contaminating the wetland or the groundwater associated with it. We wanted a mix/load facility that was functional yet easy to maintain and use.

Before this system was constructed, the golf course did not exist. This system was built during construction of the course. After implementing the project, we had a mix/load area that was simple and easy to use, manage and maintain. Best of all, it pre-

vented potential pesticide mix/load rinse water from contaminating the groundwater or adjacent wetland.

## Goals

- Create a pesticide mix/load area that would accommodate two sprayers.
- Create safety factors that rinse water contamination would not occur if a part of the system was compromised.
- Be able to dispense an exact amount of make-up and/or rinse water.
- Position spray tank fill hoses so that they were convenient to use but out of the way when not used.
- Prevent sand, dirt, etc., from getting into the rinse water holding tank.

- Be able to easily monitor the sumps so that leakage could be observed.
- Prevent pesticide residual from absorbing into the concrete floor.
- Have safety equipment readily available and accessible.
- Be able to completely contain any pesticide spill that might occur in this system.
- Monitor for fire and theft.

## Implementation & Maintenance

The pesticide rinse water reuse system is designed to contain all the rinse water that is generated during a pesticide mix/load operation so that environmental contamination does not occur. It is designed to be efficient to operate, easy to maintain, and simple to monitor for leakage. I designed a similar system at another golf club a few years ago. I took the best from that design and incorporated improvements into the new design. Quality control during construction is essential to make sure the system is installed exactly as planned. The narrative below, along with the attached pictures, gives a complete description of the system operation.

The Pesticide Rinse Water Reuse Area is in a 30- by 30-foot roofed area consisting of an 8-foot-8-inch by 30-foot pesticide storage room and a 21- by 30-foot mix/load area. Two double chain-link lockable gates are used to secure the area. The floor is made of concrete with a 36-mil chemical-resistant liner underneath. The walls are concrete-filled concrete block. The floors in the mix/load area and the pesticide storage room are coated with a chemical-resistant and waterproof paint. The floor in the mix/load area is sloped so that water drains to a sump located in the middle of the area. The floor in the pesticide storage room is level with an 8-inch solid concrete lip around the floor that is sealed as well. This area will contain 1,158 gallons of liquid. There is no drain in the floor of the pesticide storage room. Safety signs are posted in a number of places in the area.

At the wall opposite the gates in the mix/load area are the controls for adding potable or reuse water to the spray tank, a hook for an apron, a sink, a stainless steel table, a stainless steel shelf above the table, a safety equipment storage cabinet, an emergency shower/eye wash station, and the door to the



*This is the main mix/load area. The concrete floor has a 36-mil chemical-resistant liner underneath and is sealed on top with chemical-resistant epoxy paint. The red grate covers the primary sump. A stainless steel mixing table, sink, eye wash and shower are some of the safety features. The recycled rinsate water is stored in a 500 gallon tank to the left. Photo by Larry Livingston, CGCS.*

*Inset: Timer and controls on the totalizer unit allows for adding recycled rinsate water and fresh water when mixing chemicals. Photo by Larry Livingston, CGCS.*



pesticide storage room. Between the table and the shelf is a clipboard for the Pesticide Application Sheet. At the wall to the right of the gates are two stainless steel shelves that are used for storage of smaller sprayers. The wall to the left of the gates consists of concrete block and chain-link fence.

The mix/load area can accommodate two sprayers. The sprayers are filled by connecting either a green hose (potable water) or a red hose (recycled rinse water) to the sprayer. An anti-siphon connector valve is mounted to the spray tank to prevent pesticide contamination of the potable water. On the ends of both the green and red hoses is a valve, which is in the off position when the hose is connected to the tank. The valve below the anti-siphon connector is opened. The appropriate totalizer located on the wall is set at zero. The water is turned on (a timer is used for the rinse water) and the valve at the end of the hose where it is connected to the sprayer tank is turned on. The totalizer is monitored as water is dispensed into the spray tank. Once the desired amount of water is dispensed, the valve at the end of the hose connected to the spray tank is turned off, the water is turned off, the valve below the anti-siphon connector is turned off and the hose is removed from the connector and hung up.

Rinse water that falls to the floor during the mix/load operation flows to a plastic grate located in the center of the floor. This is the primary sump. The function of this sump is to allow the heavy contaminants (soil, sand, etc.) to fall out of suspension. Rinse water moves from this sump to the secondary sump that is under an aluminum cover located next to the red grate.

The primary sump consists of a stainless steel liner that has been constructed and installed so that there is an air space between the bottom of the sump and the concrete floor of the sump. This air gap is monitored to check for water leaking past the stainless steel containment. The concrete portion of the sump has been sealed with a chemical-resistant material. Rinse water moves from the primary sump to the

secondary sump via gravity through a pipe connecting the two. The fitting at the primary sump has a 90-degree elbow oriented downward so that sand, dirt, etc., will not be able to get into the secondary sump.

Once the rinse water reaches the secondary sump it is stored in a plastic drum. An automatic submersible pump is used to pump the rinse water from the plastic drum to a 500-gallon holding tank. The concrete portion of the sump has been sealed with a chemical-resistant material. A leak from the plastic container can easily be seen by looking at the sealed concrete floor in the secondary sump.

Rinse water from the secondary sump is pumped through a filter and into a 500-gallon holding tank. The holding tank is located in a sealed containment area. The rinse water is held here until needed for future spray operations. When needed, the rinse water is pumped from the holding tank by a centrifugal pump. It is controlled by a timer located on the wall. A totalizer is used to meter the amount of rinse water dispensed. A water hose with potable water is used for washing down the floor, etc.

Pesticides are stored in the pesticide storage room. This room is adjacent to the mix/load area and has a metal door that locks automatically when closed. Inside the room are metal shelves used for pesticide storage. An exhaust fan and explosion-proof lights are located in this room. The pesticide storage room is monitored for fire and theft via a 24-hour security system.

The maintenance for this area consists of routine cleaning, inspecting the sumps for leakage, cleaning the filter at the 500-gallon storage tank, monitoring the level of rinse water in the storage tank, checking the operation of the emergency shower/eye wash, monitoring pesticide inventory.

### Results

We are very pleased with the results of this mix/load area. It has allowed us to easily and safely mix and apply the pesticides needed for the maintenance

of the course. We know that this systems allows us to protect the groundwater and nearby wetland from pesticide contamination.

### Golfer/Employee Response

The golfers and visitors that have toured the facility have been very impressed with the assertive efforts we have taken to protect our environment. We communicate through a display in the golf shop, through one-on-one discussions with members and golfers, tours of the facility, etc. We are also working on a link to our web site that will contain information on this.

### Perspective and Recommendations

**What, if anything, would you do differently if you were to do the project again? What would you recommend to others implementing this project?**

The rinse water hose is on the same side as the spray-rig exhaust pipe. It would be nice to have it on the other side. I would recommend to others to use quality products. Don't try to save money with cheap equipment, pumps, etc. Also, make sure the contractor installs everything the proper way.

### Economic Costs & Benefits

**How much did it cost to implement this project?**

\$10,700 for the supplies does not include construction labor and material costs.

**What are your anticipated or actual financial savings?**

This is hard to measure except to say that without having this facility our chances of having a potential soil, groundwater and wetland contamination problem are very likely and would be costly to correct. Besides being an insurance factor against pollution and contamination, it is just the right thing to do when handling pesticides responsibly.

For more information about this project contact Larry Livingston CGCS, 850-231-7610 or [larry\\_livingston@arvida.com](mailto:larry_livingston@arvida.com)

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STEWARDSHIP NOTES

# A Little Effort Goes a Long Way

By Shelly Foy

Hillary Clinton’s “It takes a Village” is certainly true about raising children. However, sometimes all it takes is one person becoming motivated to teach children that leads to the “village” concept.

One such person is golf course superintendent Larry Livingston, CGCS, at Camp Creek Golf Club in Panama City Beach. Camp Creek Golf Club recently received full certification in the ACSP for Golf Courses. As part of the course’s Outreach and Education segment, Larry and his staff elected to get involved with a local charter school, Seaside Neighborhood School.

Seaside has a mentoring program for grades 6, 7 and 8 that is designed to expose students to many different career choices. Some of the careers that students have explored so far are radio broadcasting, watercolor painting, sewing,



Shelly Foy

babysitting, culinary arts, web page design, video editing, architecture, photography, art, drama, youth leadership, glass painting, interior design, and — of course — golf course, turf and environmental management.

According to Seaside ESE and Technology teacher Cathy

Brubaker, “Our goals through the community-mentoring program are to give students the opportunity to be exposed to career possibilities and to build relationships with professionals in their community. Too often students are not exposed to career choices until they have to make a decision about a major field of study in college or training in a technical field. Here at Seaside Neighborhood School we want to try to expose students to choices at an earlier age so that when it comes time for them to decide, they will have a broader base of information on which to base their choices”.

Larry wanted to participate in the mentoring program and decided to tie in his participation in the ACSP. His description of the proposed mentoring program at Camp Creek:

Students will learn about:

- what is involved in maintaining a championship golf course. From mowing the turf to designing fertilization schedules, to irrigation management... students will find out what it is like on the inside. Learning how to protect the environ-



Larry Livingston, CGCS gives students from Seaside Neighborhood School a tour of his golf course as part of a career mentoring program.

- ment is our number-one priority.
- soil nutrition. Take soil samples, review the lab results, and plan a soil nutritional program.
- irrigation management. Get hands-on experience on how we use a computer for irrigation scheduling and management. Learn where the irrigation water comes from and how the pump stations pumps it through the pipes and onto the turf.
- using bats for mosquito control. Build and install bat houses to be used in a study on biological mosquito control.
- water quality. Collect water samples from lakes, review the results and determine what steps need to be taken to address any issues found. Help release plant-eating fish for biological aquatic weed control. Learn about the stormwater management system and how it functions. Learn what part wetlands play in the big picture.

In addition to all of that, students also discussed the IPM program and did soap flushes for insects and looked for diseases in the turf. After taking lake samples, they reviewed the results and released bluegill, catfish, gambusia and grass-eating carp into the lakes. They identified

native plant material on the golf course and installed identification signs next to them. Other environmental signs were also installed by students. They also designed and planted a butterfly garden near the golf shop.

Larry and his staff hosted 12 students last fall and six students this spring. Students were on-site at Camp Creek once every other week for three months each semester. Larry is very excited about Camp Creek’s involvement with the Seaside Neighborhood School. He has also encouraged the school to participate in the ACSP for Schools. He had previously attempted to get involved with a local school in Tampa and found it difficult; the school seemed to want to rely more on Larry and the golf course to do all the work. At Seaside, the enthusiasm for the ACSP is high and Larry is so optimistic that he is considering “adopting” another local school, Butler Elementary School.

It just goes to show you that with enthusiasm and a little determination, one person can set great things in motion. Here’s to you, Larry Livingston and Camp Creek Golf Club, I wish there were more people out there like you!

## ACSP Update

These Florida courses have earned Certified Audubon Cooperative Sanctuary status:

- **Venice Golf & Country Club**, Venice - Jim Schell, General Manager
- **Camp Creek Golf Club**, Panama City Beach - Larry Livingston, CGCS

There are currently 2,455 properties registered in the Audubon Cooperative Sanctuary Programs for existing facilities; 2,108 are golf courses registered in the Audubon Cooperative Sanctuary Program for Golf Courses; and 481 golf courses, 32 businesses, 4 cemeteries, and 10 schools are designated as Certified Audubon Cooperative Sanctuaries.