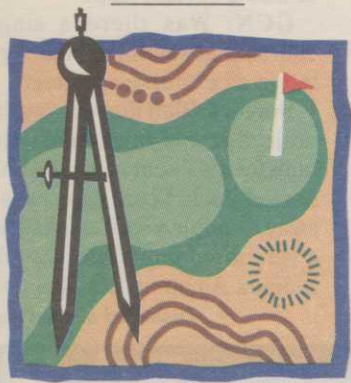


BRIEFS



**FAZIO, BARBARON FINISH EASTPOINTE**

**PALM BEACH, Fla.** — Barbaron has constructed a complete greens renovation for the Golf and Raquet Club at Eastpointe here. The project, which also included renovating the driving range and putting green, was under the direction of Tom Fazio Golf Course Designers. It was completed in less than eight weeks while remaining open.

**FOSTER BEGINS D'ANDREA RANCH**

**SPARKS, Nev.** — Construction has begun on the Keith Foster-designed D'Andrea Ranch here. The course is routed through an 800-acre site that features sweeping elevation changes. The par-71, 6,900-yard upscale facility is part of a new community. Jonathan Cohen is the managing partner.

**HARRINGTON A CHARTER MEMBER**

**LYNCHBURG, Va.** — Harrington Corp. of Lynchburg, has become the 26th Charter Member of the Golf Course Builders Association of America. Harrington manufactures HARCO brand PVC and ductile iron pipe fittings at its plant here, and operates warehouses here and in Florida and Arizona.

# New twists tried in teamwork, problem-solving

## Adaptive Management Planning for tough issues

*Editor's Note: This is the first of a three-part series on Adaptive Management Planning. This first article introduces the main elements to this approach to solving problems. The second will provide some illustrations of the application of this approach from the golfing industry, and the third will be answers to questions from our readers.*

By DR. ROBERT R. ABBOTT

Whether confronted with how to control a pest on the 16th fairway, or how to deal with an endangered species on the site of a new nine holes, some in the golf industry are turning to a new strategy called Adaptive Management Planning (AMP).

AMP is not rocket science, but it can be a winning alternative to the courtroom. And it can break the toughest gridlock, whether between developer and environmental regulator, or between superintendent and general manager.

How does AMP differ from other kinds of management?

Good management of people and financial resources, or real-time management, is the name of the game in the front office.

Good management of the soil, turf and water features, often with a trial-and-error approach to solving problems, is the name of the game for the golf course superintendent.

Best management practices are the benchmark for critical evaluation of how well a superintendent or manager is running their end of the business. In today's high-velocity, action-oriented business

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Dennis Lyon, second from right, manager of golf for the city of Aurora, Colo., leads a contingent of people involved in new golf construction over the project site.

## 'Partnering' puts project participants on same page

**AURORA, Colo.** — The words "cooperation," "teamwork" and "collaboration" are replacing competition, conflict and rivalry as people in the golf industry embrace a new approach to project management.

"Partnering" is the latest buzz word as developers, contractors, architects and engineers are coming together before projects get off the ground to ensure their success. The method has gained popularity over the past few years as many have realized it can be a powerful aid in the timely completion of multimillion-dollar projects without litigation.

It's key to success: A charter mission

statement based on the group's goals and objectives is developed, and then signed by each participant.

Keeping new golf course developments on schedule and on budget is crucial since owners often don't realize any returns from their projects for almost two years after the start of construction. For many, the main draw of the partnering process has been its ability to increase the level of communication between all parties and create a strong spirit of cooperation. Understanding each other's goals up front allows everyone to make decisions or suggestions which complement one another.

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# Smyers 'in tune' with the rhythm of life

Steve Smyers graduated in 1975 with a bachelor's degree in business from the University of Florida, where he played on a three-time national champion golf team, won the All-American Intercollegiate Championship and played in several U.S.

Amateur championship tournaments. He worked for architect Ron Garl for eight years before opening his own design firm in 1983 in Lakeland. His first solo, 18-hole course was the critically acclaimed Wolf Run Golf Club in Indianapolis, which opened in 1989. Old Memorial in Tampa was recently voted among the top 10 new private courses in the United States by *Golf Digest* magazine. He is married to professional golfer Sherrin Smyers and is the father of two boys, Scott, 6, and Trent, 8.

**Golf Course News:** What is your design philosophy?

**Steve Smyers:** Design is a multi-layered process. Each step is a building block for the next. The first step is to get a thorough understanding of the site — the vegetation, drainage patterns, soil conditions, slopes, natural elements such as wind and climate, and to understand where the powerful points of the property are, those areas where people naturally gravitate to.



Steve Smyers on site.

From there you develop a routing

plan, which is absolutely key to developing a strong golf course. If you understand the land, and come up with a solid routing, it sets up the strategy, flow, shot values. When we build courses, it's not a feature-by-feature situation. It's the entire trip, the whole 18 holes, that fits together and makes a great course. A round of golf is not just about hitting golf shots. It's the person's interaction with the landscape.

**GCN:** What is the importance of having a course like Old Memorial rated among the upper echelon of new courses in the country?

**Smyers:** The average period to develop a golf course is 40 to 42 months, from the time you are hired until the course is complete. There is a lot of hard work put into developing a course. We've had Wolf Run (Indianapolis), Chart Hills Golf Club (County Kent, England) and Southern Dunes (Haines City, Fla.) that have been very well received. It's nice to be recognized for your efforts.

**GCN:** Has your wife, an accomplished professional golfer, had an impact on your course designs?

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Wolf Run Golf Course in Indianapolis won kudos for Steve Smyers.