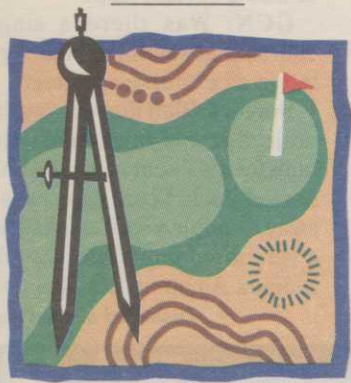


BRIEFS



**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.



# Partnering

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An example of the partnering method in progress is construction of Murphy Creek Golf Course in this Colorado city. Work began on the 18-hole, links-style course in August. Before ground was even broken, a partnering session was held with RBI Golf, Inc., the general con-

tractor; the owner, the city of Aurora; course architect Ken Kavanaugh; Merrick Engineers and Associates; and other project representatives. This meeting enabled each party to share its views and perspectives on how to best accomplish the project.

"We basically agreed to agree," said Ricky Maher, president of RBI Golf, Inc. "Partnering keeps the lines of communication open. This is key in making

sure everyone remains on the same page throughout the course of the project."

The partnering session, held at a neutral site in the Denver metropolitan area, was co-facilitated by Jody Randall, vice president of RBI, and Dennis Lyon, manager of golf for the city of Aurora and former president of the Golf Course Superintendents Association of America. An overview of the project's history was presented, and the group developed and signed a mission statement.

Unlike a contract, partnering is not legally binding, said Randall. "Yet, it establishes effective working relationships among the stakeholders."

Randall has facilitated a number of partnering sessions for construction projects throughout the Western United States.

According to Randall, the key elements to partnering consist of commitment; equity; trust; development of mutual goals and objectives; implementation of the goals and objectives; continuous evaluation; and timely responsiveness.

"Everyone involved has to be committed to the idea of partnering before it can work," she said.

A partnering agreement often is initiated by the owner or general contractor. In the case of Murphy Creek, the city and RBI Golf pursued the method since it worked well with another of the city's golf course projects that RBI Golf built in 1995-1996. In fact, Saddle Rock Golf Course was the first job in which RBI Golf implemented the partnering methods, and the outcome was positive, according to those involved.

"Based on our experience with Saddle Rock, a partnering session and a partnering attitude are critical for the success of large projects," said Lyon.

So far, the partnering process for Murphy Creek has helped move forward the \$6.3 million project. According to Kavanaugh, the method has been helpful. "I never understood why various entities I have worked with on past projects competed against each other, even though they were working toward a common goal."

The initial partnering session in August was followed by weekly progress meetings held at the project site throughout construction. Here, the group discusses upcoming tasks, along with time schedules and potential problems.

"A lot more people are involved in the construction of a golf course than most people think. One can affect another and not even know it," said Mike Osley, Aurora's superintendent of Murphy Creek. "Partnering allows all the parties involved to focus on the overall picture. This helps to create a better product."

Construction on Murphy Creek is scheduled to wrap up this summer. The city is planning an opening date for the course in the spring of 2000.

## NATURE AND GOLF TO CO-EXIST

FISHERVILLE, Tenn. — The brainchild of Dr. David Meyer, an internationally known ophthalmologist who envisioned the property as a pristine environment devoted to nature and golf, Spring Creek Ranch golf course will occupy more than 330 acres of rugged, natural environment when it opens here. Designed by Jack Nicklaus, the course is part of the Audobon International Signature Cooperative Sanctuary Program and its executive staff includes a manager of wetlands. Meyer had previously used the land to raise cattle for Third World countries that would survive attacks from indigenous bacteria.



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