

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

Continued on page 36



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.

Continued on page 38

**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?

Continued on page 34



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



## Q&A: Smyers

Continued from page 33

**Smyers:** When we first got married, we made several trips to Australia, Great Britain and Ireland. Sherrin was competing there and I caddied for her. The camaraderie on tour helped give me insight into how to set up courses for championship conditions. I caddied for her in several U.S. Women's Opens, Australian Opens and Masters. She caddied for me at a couple British and U.S. amateurs. We would discuss all elements of the game, not only golf courses, but also the game itself because we had a common love of the game.

She doesn't get involved in the everyday design of our courses. But she also plays a lot of corporate outings with average players and her insights into their games help.

**GCN:** Who are the key members of your staff?

**Smyers:** I have two assistant designers. Ross Galbraith has been with us for 10 years. He was educated at the University of Sydney and came on when we did our first course in Australia. Patrick Andrews has his master's in landscape design from the University of Minnesota and has been with us the past two years. Mike Lawrence is the president and handles the administrative end of the business. Sandy Stringfellow is our office manager.

**GCN:** How many course projects do you have underway at a time? What is the ideal number?

**Smyers:** We're in our ideal world right now. We have three under construction — courses in Orlando, Atlantic City and Louisiana. We have the capability to do more, but we like to have three under construction and three to five in the design phase. That's a very comfortable workload.

**GCN:** You've designed two courses in Australia (Cypress Lakes near Sydney and Carramar in Western Australia), Chart Hills in England and Royal Harare (remodel) in Zimbabwe. What similarities and differences were involved in designing a course overseas compared to the United States?

**Smyers:** Every site has its own characteristics. Each part of a country has its own culture. So you are designing not only to the site characteristics and climatic conditions, but also for cultural differences. The culture in New Jersey is different than that in Indiana, which are both different from Florida. The differences in Great Britain, Africa and Australia are even greater. But you have to consider the cultural differences there, just

as you do in the United States. Now, getting maintenance equipment into Australia and Africa is very expensive. Labor in Australia and England is expensive. But in Africa, while equipment is almost impossible to get and very expensive, labor is not. So you have to keep those things in mind.

**GCN:** You've worked with Nick Price and Nick Faldo on course designs. What role did

they play in the final product? What role should golf professionals play in course design?

**Smyers:** As I said earlier, design is a multi-layered process that takes years of study and experience to understand. A player has a very good understanding of a particular layer of design — that might be strategy and shot values. It's very interesting to talk to them and learn how they analyze a golf course.

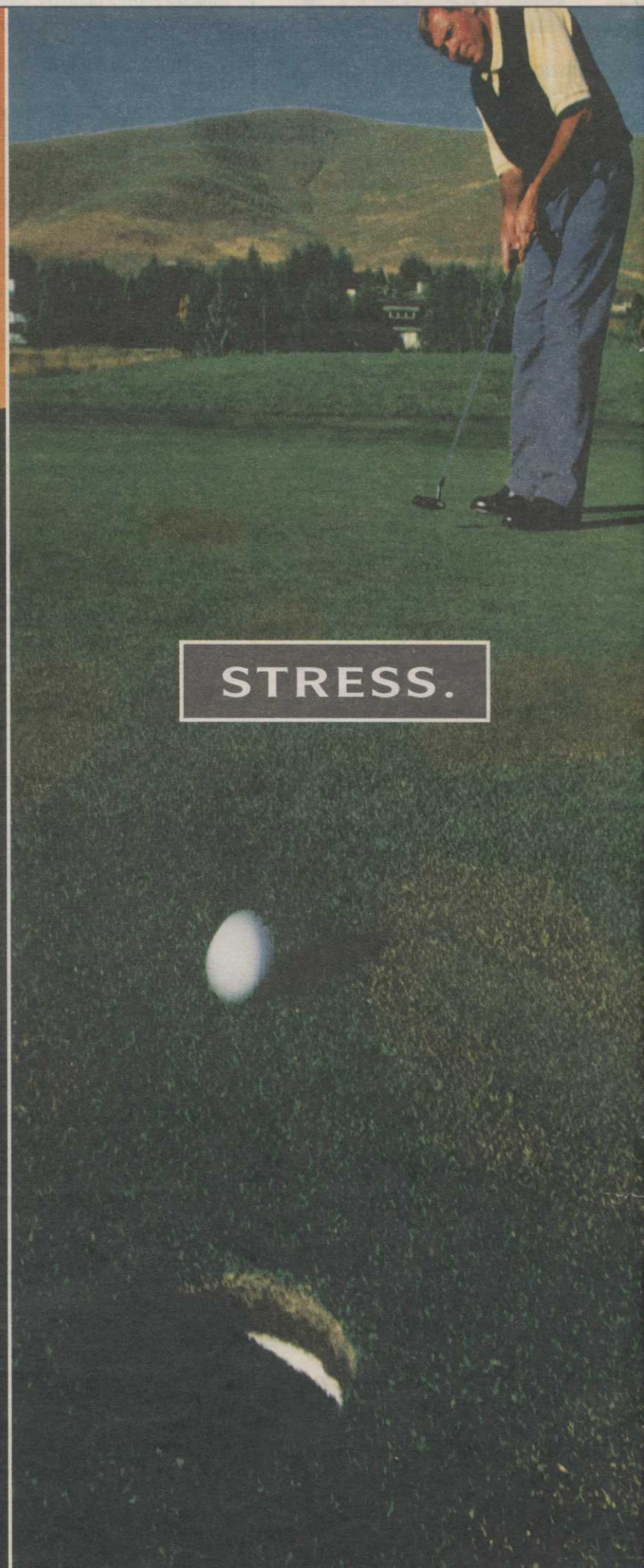
Nick Price's ability to read a course struck me. He can take all the elements in hand and hit a shot to correspond with that situation. He will go down as one of the great ball-strikers of all time, which goes hand-in-hand with his ability to read and understand a course, its condition and the shots at hand. Faldo is excellent at that as well. Faldo's ability to work the golf ball is fantastic. He always talks about

working the course into the wind or into a certain slope.

**GCN:** Was there a single course that solidified your reputation as a course architect?

**Smyers:** Wolf Run was my first project. It was an all-men's club built for a very colorful individual named Jack Leer, who passed away a couple years ago. He was a very good golfer and won the Indiana Amateur. He was good

Continued on next page





## Palmer to get Ross Award

CHARLESTON, S.C. — Arnold Palmer, whose swashbuckling play and personal charisma helped introduce millions of people to golf, has been selected to receive the 1999 Donald Ross Award, presented annually by the American Society of Golf Course Architects.

Given to an individual who has made significant contributions to the game of golf and the pro-

fession of golf course architecture, the Ross Award will be presented to Palmer at a banquet on March 22, at the Country Club of Charleston during the 1999 ASGCA annual meeting.

"Arnold Palmer has been a driving force behind golf since he came on the scene in the 1950s," said Bob Lohmann, presi-

dent of the ASGCA. "He focused the eyes of millions of people on great golf courses throughout his tremendous career, showcasing great golf course architecture to the rest of the world. He has been a consistent voice for fair and affordable courses for more than five decades."

Starting with the 1955 Cana-

dian Open title, Arnold Palmer has 92 championships in professional competition, including 61 U.S. PGA Tour victories.

The 1960s also marked Palmer's foray into golf course architecture, when he purchased and redesigned Bay Hill Club in Orlando, Fla. He went on to consult on many other projects, and the work blossomed into a firm that has designed more than 200 golf courses around the world.

## Q&A Smyers

Continued from previous page

friends with Pete Dye. I was very young and hadn't done a project. But he hired me. It became instantly successful from a membership perspective, filling up before it opened. Jack and I became very good friends.

**GCN:** Who are your favorite classical and contemporary architects? What influence have they had on your work?

**Smyers:** You can learn something from everybody. Pete Dye is a master at intimidation. I saw him while he was redoing Crooked Stick for the PGA Championship. He was doing things to throw people off balance, that forced them to trust themselves to make a golf shot. I thought that was excellent.

Tom Fazio has a brilliance for bringing out the aesthetics in a piece of property. Bill Coore, Ben Crenshaw and Tom Doak have great ability to work with the land, develop a flow and strategy from the land. Rees Jones can take dramatic sites and make them even more dramatic. Jay Morrish is wonderful at developing rhythmic features that tune into a person's internal beat.

From the classical architects, Alister Mackenzie made the first and biggest impression. I went to Australia in the mid-1980s and toured some of the courses — Royal Melbourne, Kingston Heath, Royal Adelaide, Royal Sydney. He had a hand in all those. I admired how he used the property and wind conditions to develop the strategy. From [A.W.] Tillinghast I learned the true risk-reward criteria. H.S. Colt at Pine Valley did some wonderful things. It's probably the ultimate risk-reward layout, but the course just lays on the land. Then there's Donald Ross at Pinehurst No. 2 and the way it just naturally leads you around. The bunkering and greens are in beat with your internal rhythm. The putting surfaces and surrounds just meld into the surrounding landscape.

**GCN:** Is the consolidation of the U.S. golf industry (e.g. the growth of management firms and mergers of developers and suppliers) having any effect on the course design business?

**Smyers:** Golf is a growing industry. A lot of companies are coming into it. They are serving a useful purpose in that they are developing courses for the masses to play golf.

**GCN:** Are there too many course architects?

**Smyers:** I don't know. Tom Fazio said there is enough work out there for everyone right now. We're all servicing our clients. If there weren't as many, the game might not have grown as well as it has.

## Get it with a tank mix of Fore® and Chipco Aliette®

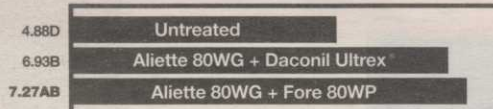
Hot. Humid. Overplayed. No wonder turfgrass surrenders so easily to Brown Patch, *Pythium* and other diseases in the summer. To relieve the stress on greens — and on you — tank mix Fore® and Chipco Aliette® fungicides.

Fore and Aliette are the only patented summer stress combination. Fore gives outstanding brown patch control, so that together the two can handle the entire summer decline disease complex. Not only is disease control enhanced by the tank mix, but turf quality and playability also improve.

### Percent of Diseased Bentgrass



### Turf Quality Rating



Treatments made every 14 days; ratings taken 71 days after first treatment. Quality ratings based on 1-9 scale. Numbers followed by same letters are not statistically different.

Source: Martin, Clemson University, 1996

Whether it's summer stress, algae or 14 other turf diseases, Fore belongs in every golf course's rotation. For more information on Fore or the Fore + Aliette tank mix, call 1-800-987-0467 or talk to your Rohm and Haas representative.



ALWAYS READ AND FOLLOW LABEL DIRECTIONS. Fore® is a registered trademark of Rohm and Haas Company. Aliette® is a registered trademark of Rhone-Poulenc. Daconil Ultrex® is a registered trademark of Zeneca. ©1999 Rohm and Haas Company T-0-272

