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ners are (facility and chapter):

- National Private: David J. Faucher, CGCS, TPC at River's Bend, Maineville, Ohio; Greater Cincinnati GCSA.
- National Resort (tie): Troy E. Russell, Bandon (Ore.) Dunes Golf Resort; Oregon GCSA; and Anthony L. Williams, CGCS, Renaissance PineIsle Resort & Golf Club, Sugar Hill, Ga.; Georgia GCSA.
- International: Ben J. Marshall, Club Pelican Golf Course, Golden Beach, Queensland, Australia; Australian GCSA.

The winners were recognized Feb. 10, during the Golf Industry Show. Additionally, program sponsors will make donations to The Environmental Institute for Golf, the philanthropic organization of the GCSAA, in the names of all national and chapter winners.

The Environmental Leaders in Golf Award recognizes golf course superintendents and their courses for overall course management excellence in the areas of resource conservation, water quality management, integrated pest management, wildlife/habitat management and education/outreach. Additionally, these categories are judged on sustainability, criticality, originality and technology implementation/use.

## Timeline extended for handicap index

Far Hills, N.J. – The U.S. Golf Association extended a grace period for golf clubs using the USGA Handicap System to be licensed to continue to provide a USGA Handicap Index until July 1. The original deadline was Jan. 1.

Licensing requires clubs to provide information demonstrating their compliance with the USGA Handicap System. Approvals can be issued directly from the USGA or from an authorized state or regional golf association. All clubs must contact an authorized golf association to initiate the licensing process, even if they're not member clubs of such an association. Visit the USGA Web site at [www.usga.org](http://www.usga.org) for more information.



## Survey reveals PGA perceptions

Palm Beach Gardens – A survey

commissioned by The PGA of America shows America's perceptions aren't reality and being a local PGA professional means more than just teaching.

Survey results show almost 90 percent of respondents think local PGA professionals spend as much as half their day giving golf lessons. Additionally, more than half of all respondents think local PGA professionals play more than four 18-hole rounds of golf in a typical week.

The PGA professional position has evolved, becoming more challenging and demanding. Results from PGA professionals show they rarely spend more than a quarter of their day giving golf lessons. Almost a third don't play an 18-hole round of golf in a typical week. PGA pros spend more time daily dealing with business matters in the clubhouse compared with giving lessons and working on their own game.



Additional results:

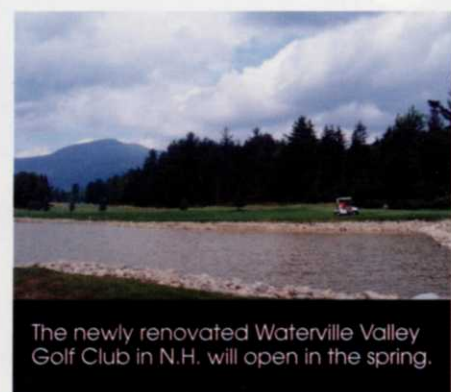
- 75 percent of PGA professionals surveyed work more than 50 hours a week.
- 15 percent spend more than a quarter of their day giving lessons, and 21 percent don't give lessons at all.
- Almost 60 percent of those who give lessons work with four or fewer students on an average day.
- Almost 90 percent of PGA professionals have played golf for more than 15 years.
- 68 percent took three or more years to become a PGA professional.
- 54 percent have a bachelor's degree.

## Course news

### Renovated course to open in spring

Waterville Valley, N.H. – A half-million dollar renovation of the nine-hole Waterville Valley Golf Club has been completed. The course, which will open in the spring of 2006, includes three new holes, the redesign of three existing holes, an irrigation system, new pro shop and a new half-acre pond. The course has four par-4 holes.

While improving the 108-year-old course, designers worked hard to retain the character and tradition of the club. The columns at the entry to the club's new pro shop are local timbers harvested



The newly renovated Waterville Valley Golf Club in N.H. will open in the spring.

on site, hand-peeled and resting on rocks taken from a stonewall that was removed during the renovation. The pro shop features a 24-foot-by-24-foot screened porch with views of nearby Mounts Tecumseh and Osceola, overlooking the new ninth green, which is nestled in the curve of a half-acre pond, which acts as a hazard, irrigation pond and safety feature.

The impetus for renovating the course, which generates about 16,000 rounds a year, came with a new residential development of adjacent land.

## Monarch Dunes debut out West

Nipomo, Calif. – Monarch Dunes Golf Club, the first 18-hole golf course constructed within The Woodlands – a master-planned community in California's central coast – opened for public play Jan. 1. The par-71 championship design introduces links-style golf to central California's wine country. Monarch Dunes is the handiwork of El Dorado Hills-based architect Damian V. Pascuzzo of Graves & Pascuzzo. PGA Tour professional Steve



Monarch Dunes Golf Club is a links-style course in central California.



Pate also contributed to the project as a design consultant.

Long term, the development will comprise 45 golf holes – two premier 18-hole designs complemented by a nine-hole executive course – in addition to a clubhouse and driving range, 1,320 homes, a shopping center, business park and full-service resort.

During the first two months of operation, the course will accommodate 80 rounds per day.

### Engh designs Blackstone course

Peoria, Ariz. – Sheer rock faces, undulating fairways and cavernous bunkers are among the natural features that define the golf course at Blackstone Country Club, which opened in November 2005. Architect James J. Engh created the private, 18-hole championship course.

The Engh team explored the valleys, arroyos and ridges of Blackstone and used Mother Nature's dramatic features to achieve a course that's playable yet challenging. Each hole offers its own distinctive attributes, such as lakes, serpentine bunkers, nearly hidden greens and rock walls.

Tucked between the ninth and 10th holes will be the Hacienda, a 30,000-square-foot clubhouse. Construction is under way and will be complete in later this year. Until then, a temporary clubhouse will be operated.

Equity social memberships and a limited number of golf memberships will be available.

Blackstone at Vistancia is a joint venture between Sunbelt Holdings and Shea Homes, both headquartered in Scottsdale.

### Weed completes renovation jobs

Ponte Vedra Beach, Fla. – Weed Golf Course Design recently finished renovation projects at the Pine Tree Golf Club and Brooksville Country Club. Pine Tree reopened to members in November 2005 following a select renovation to the 1962 Dick Wilson design. Bobby Weed and associate Scot Sherman molded the layout back to the flavor of the original course.

At Pine Tree, an upgrade to the irrigation system took place while all tees, fairways, greens and green surrounds were

fumigated and regrassed. All bunkers were rebuilt to the original design.

Additionally, a two-year, phased renovation was initiated during the summer at Brooksville. The renovation began with the construction of three new holes around an abandoned quarry. Future revisions are in the planning stages.

### Beverly to host senior amateur

Far Hills, N.J. – The Beverly Country Club in Chicago was selected by the U.S. Golf Association as the site of the 2008 USGA Senior Amateur Championship Sept. 20 through 25. The 2008

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USGA Senior Amateur coincides with Beverly's 100-year anniversary.

The Beverly Country Club will be hosting its second USGA championship. Previously, the club hosted the 1931 U.S. Amateur. Beverly was founded in 1908 and features tree-lined fairways and the bunkering characteris-

tics of its architect, Donald Ross. Ron Prichard recently completed a revision of the course.

Beverly has hosted four Western Open Championships, three Women's Western Open Championships and the 1943 Chicago Victory National Open Championship.

Prior to 2008, the USGA Senior Amateur will be played at Victoria National Golf Club in Newburgh, Ind., Sept. 16 through 21, 2006, and at Flint Hills National Golf Club in Andover, Kan., Sept. 1 through 6, 2007.

## Southern Hills to host amateur

Far Hills, N.J. – Southern Hills Country Club in Tulsa, Okla., was selected as the site of the 2010 U.S. Amateur Championship Aug. 23 through 29. Southern Hills has hosted eight previous USGA championships, including three U.S. Opens. Designed by Perry Maxwell, Southern Hills opened in 1936.

Prior to 2010, the U.S. Amateur will be played at Hazeltine National Golf Club in Chaska, Minn., Aug. 21 through 27, 2006; The Olympic Club in San Francisco, Calif., Aug. 20 through 26, 2007; Pinehurst (N.C.) Resort and Country Club Aug. 18 through 24, 2008; and Congressional Country Club in Bethesda, Md., Aug. 24 through 30, 2009.

## KemperSports manages Newport

Mustang Island, Texas – Developers of an 1,800-acre resort community on Texas' Mustang Island selected KemperSports to oversee development and operations management of Newport Golf Club. The resort's first 18-hole layout, an Arnold Palmer Signature Golf Course, is part of the first phase of construction within the coastal community of Newport Beach and Golf.

When completed, the planned upscale community will include residential villages, multiple hotels, a marina, tennis and beach clubs and two golf courses. Newport Golf Club is scheduled to open in the summer of 2008.

## People

**Michael A. Stachowski** and **Patrick Blum** were selected to receive the 2006 Excellence in Government Relations Awards for their commitment to government relations in the areas of advocacy and compliance. Both are members of the Golf Course Superintendents Association of America and received the awards Feb. 10 during the general ses-

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sion of the Golf Industry Show. Colleton River Plantation Club in Bluffton, S.C., hired **Wesley Trawick** as assistant golf course superintendent for the club's Pete Dye course.

St. Joe Co. appointed **Stephen Hilliard** managing director of resorts and clubs – Walton County, Fla.



Hilliard

The Golf Course Builders Association of America appointed **Paul J. Foley** its executive director.



Foley

Members of the Erosion Control Technology Council re-elected their board of directors. The board members will fulfill one-year terms. The 2006 ECTC board includes: chairman **Tim Lancaster**, North American Green; vice chairman **Deron Austin**, SI Geosolutions; treasurer **Mark Myrowich**, ErosionControlBlanket.com; **Mark Theisen**, at large, Profile Products LLC; and **Tony Johnson**, at large, American Excelsior Co.

**Ed Abrain** of Sherman, N.Y., was honored as the 15th recipient of the Ernie Sabayrac Award for Lifetime Contributions to the golf industry. His 35 years of service were recognized last month at The PGA of America Awards Program in Orlando, Fla.

**Sean Taylor** was named director of golf at Wintergreen (Va.) Resort Golf Club.

**Peter Burke**, head professional at Camp Creek Golf Club on Northwest Florida's Gulf Coast, received Class A-1 membership in the Professional Golfers Association of America.

**Mickie Gallagher III**, a member of the PGA of America, was selected head golf professional at Trump National Golf Club, Bedminster (N.J.).

**Ed Hodnett** joined Agronomic Systems Design as executive vice president of North American sales and marketing.

**Sean Casey** was promoted to vice president, sales, turf and ornamental of

Nufarm Americas' turf and specialty group.

**Michael Harmelink** was named chief financial officer for PeakVision Sports.



Casey

## Supplier news

A joint venture between **Agronomic Systems Design** and **Biologically Integrated Organics** led to bioPore – a combination of oxygen and microbes needed for a healthy root zone.

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**Darren J Davis**  
 Director of Golf Course Operations  
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**Agrotain International LLC**, a supplier of stabilized nitrogen products, commissioned the second painting in the "Artistry of Golf" collection of paintings that pay tribute to the work and dedication of golf course superintendents. The painting, "The Gathering Tradition," showcases the 18th hole at The Tradition Golf Club at La Quinta, Calif. Superintendents who visited the company's booth during the Golf Industry Show and took the "Stabilized Nitrogen Challenge" received a commemorative poster featuring the artwork. Participants also registered to win the grand prize - the original framed oil painting.

An agreement between **Aquatrols Corporation of America** and the **Performance Products Division** resulted in a patent application that was published. Stanley J. Kostka, Ph.D., director of technology and innovation for Aquatrols, and Gregor Scheurmann,

Ph.D., with the company's technology development partner are named as inventors on the patent. The patent application covers the process of improving a root-zone growing environment and enhancing plant productivity through the application of methyl-capped, block copolymer surfactants - alone or mixed with other soil targeted materials. The patent also covers the preparation of these surfactants.

**Bayer Environmental Science** received registration from the EPA for use of Allectus insecticide on fertilizer. Formulators may now sell blended products containing fertilizer impregnated with Allectus.

Mancozeb, the active ingredient in **Dow AgroSciences'** Dithane and Fore fungicides, completed the U.S. Environmental Protection Agency reregistration process required for all crop protection chemicals sold in the United States. Under U.S. law,

all pesticides registered before 1984 must undergo reregistration, an evolving health and safety review process in which regulators seek new scientific data to address existing and hypothetical concerns.

**Evergro Canada and The Pickseed Companies Group** formed a distribution partnership for western Canadian professional turf seed. Evergro will take over the blending, marketing and distribution for all of Pickseed's Pro Turf varieties in B.C.

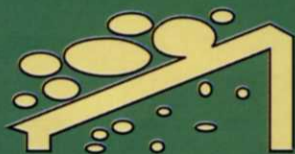
**ProLink Solutions LLC**, a provider of GPS services to golf courses, completed a transaction with Amalgamated Technologies. Members of ProLink exchanged their interests in ProLink for capital stock of Amalgamated Technologies. ProLink became a subsidiary of Amalgamated, will pursue a change in Amalgamated's name to ProLink Solutions and will apply for a new ticker symbol. GCN

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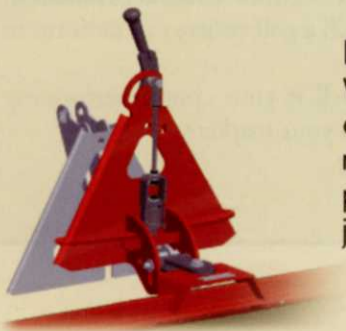


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Jack Brennan founded Paladin Golf Marketing in Plant City, Fla., to assist golf course owners and managers with successful marketing. He can be reached at Jackbrennan@tampabay.rr.com.

# Rounds: Up or down?

I've been asked frequently by clients, potential clients and golf publications if rounds are really declining in the United States. From 2002 through mid-2005, it's been reported by the National Golf Foundation and Golf Datatech that rounds in almost every region of the country have declined consistently, and in many regions, have declined significantly from the previous year.

If we compare total rounds played in the United States, we'd see a decline – to 505 million rounds – shortly after 1992. But by the end of 2002, U.S. rounds were almost back to 1992 levels. However, a significant increase (23.9 percent from 1992 to 2002) of new course openings during the same period caused the “average” number of rounds per course to decrease.

So why are many reporting a decrease of rounds in markets since 2002? I don't see it in my research. Owners and operators seem to accept U.S. rounds are declining because it's reportedly so. It's a rare circumstance when I come across a market in which aggregate rounds have decreased. It's more likely these agencies are reporting average rounds per course are down or stagnant in a market but not total (aggregate) rounds.

I posed a few questions about rounds to Stuart Lindsay, president of Milwaukee-based Edgehill Consulting Group.

**Jack Brennan:** How can owners and operators access relevant rounds data to compare the health of their facility to their market?

**Stuart Lindsay:** There are several research issues that have discrepancies. Several important factors about market research are:

a) Market research generally provides trend guidance and has a margin of error based on sample size and balance.

b) Because of the nature of available data, NGF and Golf Datatech are using a same-store approach to report golf rounds. But what methodology do NGF and Golf Datatech use to adjust for new courses added to supply?

c) Even on a regional basis, local markets can have different characteristics of growth, income levels and age within a region.

d) Weather always will have an impact on rounds on all levels.

**JB:** So the rounds demand reported by

NGF or Golf Datatech aren't a true indicator of aggregate, or accurate, rounds demand in a region of the country? Explain your same-store research concept.

**SL:** Let's say Wal-Mart reports their overall sales increased 5 percent in 2005, and it opened 7 percent more stores in 2005. Simplistically, this means its same-store sales declined 2 percent.

Translating to golf, same-store rounds in a region could have declined 0.8 percent while 1.5 percent of new supply was added. If rounds are divided evenly, this means the number of rounds played (demand) increased in the region.

**JB:** Therefore, it's possible golf demand in a market is stable, possibly growing, even though individual courses might be experiencing a reported rounds decline?

**SL:** Correct. Any local market analysis should include supply dilution data. For example, if the dilution factor is 10 percent and rounds declined 5 percent, a course has increased its share of market demand. Operators also have to be careful when using only rounds data because the third leg of the supply/demand stool is price elasticity. If the same course also experienced a 5-percent decline of revenues, it was trading water in economic terms of market share.

**JB:** Elaborate on other research adjustment factors related to market demand.

**SL:** Historically, golf demand generally has been a function of population, along with the age and income mix of the population. Data suggests the number of rounds played in the United States increased during the past five years. Unfortunately, this increase hasn't been as great as the supply increase of the past 15 years and is only rising at one-fifth the rate of overall population growth. An operator still needs to understand the demographic fundamentals in a market. This calculation changes when one gets into tourist markets and also can be affected by racial and ethnicity issues; but it basically means if golf course supply growth and overall demographic growth are balanced in a local market, the market shouldn't have a decline of rounds per course.

**JB:** I've been trying to convey this research insight with operators for years. Can

you give me some specific examples.

**SL:** Kansas City has had 75 percent more courses (sharply above the national 53 percent) added since 1980 and population has increased by only 36 percent. As a partial offset, income growth in Kansas City has exceeded the Consumer Price Index by 22 percent during that period. But that still indicates a negative price elasticity of about 17 percent in the market.

On the other hand, Denver has had about equal growth of golf and population since 1990. There are some other nuances in Denver, such as Hispanic population growth, so there's been some negative pricing pressures, but not nearly as great as those in Kansas City.

**JB:** The market research key is to try and calculate these factors to determine how a course is performing in its local market. And using national and regional data is only a guide in the process. How does a golf course acquire all the necessary information available to them?

**SL:** We are an advisor to Pellucid Corp., an information and insight provider in the golf industry that attempts to weigh all market factors influencing golf

demand in its research. We're also members of NGF and use NGF and Golf Datatech for valuable research. We encourage any operator to participate in

benchmarking programs being developed, along with providing data to support initiatives by any agency collecting this data.

**JB:** I agree. Accurate rounds information input should be the industry's next collective goal.

We have outlined a simplistic look at a complex set of marketing research issues to assist operators with their marketing planning. There are other factors – course quality, comparative pricing and relative operational expenses – that also are important. In the final analysis, local knowledge is the most important ingredient to effective market evaluation of how well a golf course can perform in its market.

How well is your course performing relative to your market? GCN

IT'S A RARE CIRCUMSTANCE WHEN I COME ACROSS A MARKET WHERE AGGREGATE ROUNDS HAVE DECREASED.



# Contour considerations

**D**espite the maintenance limitations of greens design, there's still a need to design greens for strategy, putting and playability – and there's always a debate about it.

For all the diversity of greens, most golf course architects likely will have a similar design process to arrive at the end result. We tend to settle big issues first, such as the orientation, size and shape of the green, bunker placement, and basic contours as they affect play. Then we focus on smaller issues, such as contour subtlety, to finish the design. We shape the green – within the confines of maintenance issues – considering the following play issues.

## Natural land slope

The green shape, orientation, contours and any backdrop contours usually follow natural slopes. Running water uphill is always difficult, looks unnatural and usually requires catch basins above the green because the natural drainage patterns are disturbed.

While most greens slope from back to front to hold shots and improve vision, the natural spot for a reverse-slope green or at least a flat green is on a reverse-slope site, preferably on a downhill shot where the green is visible still, and preferably where architects can design enough room in front for run-in shots.

Flat sites get flatter greens, and steep sites require steeper slopes to make the entire green complex fit in, whether that slope is front to back or from one side to the other.



The 17th hole at Cowboys Golf Club in Dallas shows the difficulty of seeing a green for an uphill shot.

## Vision

Good design allows golfers to see all or most of the green, with a few exceptions. If the hole is gently uphill, a steeper green upslope (near the 3-percent maximum) might assist vision. On uphill holes, even a slight ridge in the green might block visibility, so a simply contoured, flat-plane green often works well.

On steep uphill approach shots, architects often flash portions of the green (using steep slopes as much as 20 percent) toward golfers for vision. They can create rolling back edges, steep false fronts or steep tiers dividing sections of the interior of the green.

Conversely, downhill shots offer a chance to make greens flatter because vision is usually more readily attainable.

## Holding shots

Most golfers need the course to help them a bit. Therefore, most greens should be higher at the back for green visibility and to help average players stop shots. Greens sloping upward at least 1.33 percent stop most good shots. Most golf course architects also help golfers by designing concave greens about equal to the upslope to kick shots to the middle of the green instead of to hazards.

For vision, the “steeper-for-uphill, flatter-for-downhill” theory also works naturally to create greens that hold shots. Downhill greens tend to have higher approach shots and can be flatter. Uphill greens often have lower-angled approach shots with reduced backspin requiring steeper slope (and possibly more depth) to hold shots. Downwind, downhill lies and uphill approaches benefit from slightly more upslope assistance. Uphill lies and headwind shots naturally stop faster, so they can have less upward pitch and/or be shallower. The side-to-side concave assistance contours might vary, typically increasing on both sides with approach length and surrounding hazards, and perhaps on one side with side hill lies, crosswinds, etc.

However, the goal isn't to create the exact same receptivity for consistency or easier play. Typically, when considering all factors affecting green contours, the greens will vary quite a bit in their ability to hold shots. Knowing some greens hold better than others, or others are steep enough to roll a high spin shot back off the green or down to a certain pin position is an integral part of golf.

## Sunday pins

On most greens, varying degrees of difficulty among pin positions is desired. One or two pin positions per green are guarded using ridges encroaching from the edge of the green that kick short shots back or long shots forward. Golfers might play toward the pin or the middle of the green, leaving a longer putt and dramatically reducing birdie chances. These ridges can intrude as little as 10 feet on to the putting surface (which doesn't affect cup space) or can taper out midway across the green for more visual and putting drama.

Any small, precision approach green (less than 4,500 square feet) must be nearly all minimum slopes to maximize cup setting areas. Any greens with interior decks, valleys and rolls splitting the green into two or three targets also need to have flatter cupping areas to help stop runaway putts from upper to lower tiers.

## Challenge, practicality

Short putts can be aimed directly at the hole without reading the break. This leads to green slopes flatter than an old tire.

While the range of contours is smaller, I still vary the basic slope of consecutive greens from 1.5 percent to 3 percent to keep golfers guessing about break. Within each green, I might vary the slopes in different areas, perhaps with a flatter front section and steeper back areas, or vice versa to make each green putt differently with different pin positions. Generally, a gently rolling green with many pin positions and the randomness of approach shots will yield enough diversity of putts to keep most golfers challenged.

Most greens should only do one thing well. It's best to avoid incorporating too many of the green committee's ideas into one green and let your golf course architect create balanced challenges throughout the round. It's also important for most greens to be balanced to the needs of all golfers, knowing a green designed to challenge top golfers severely will likely cause four times the problems for the rest of us.

While there are many theoretical ways to design a green correctly, the debate should end when the bulldozers start running. It's important to get them right the first time to deter a future green committee from temptation to rebuild again.

GCN



Jeffrey D. Brauer is a licensed golf course architect and president of GolfScapes, a golf course design firm in Arlington, Texas. Brauer, a past president of the American Society of Golf Course Architects, can be reached at [jeff@jeffreydbrauer.com](mailto:jeff@jeffreydbrauer.com).



# Respecting golf wins

**S**how me a well-managed golf program, and I'll show you a well-managed golf/country club. However, the reverse isn't always true, i.e., a well-managed clubhouse operation doesn't always translate into a well-managed golf program.

The reason for this divergence is because

those who care about golf won't allow it to be positioned within a less-than-completely professional environment, and those who care about clubhouse operations often know little about golf and its traditions.

The following two columns compare the tangible differences between admin-

istrative/operational quality when golf traditions are respected (left column) and when golf is primarily used as a profit center (right column). These comparisons apply universally throughout the private sector of golf, frequently throughout the daily-fee sector and less often throughout the public sector. GCN

When golf traditions are respected	When golf is primarily a revenue source
Rules of golf are visibly respected	→ Rules of golf are taken for granted
High number of single-digit handicaps	→ Decidedly fewer single-digit players
Handicap program is managed tightly	→ Handicap program is managed passively
Handicap chairmen serve extended tenures	→ Handicap chairmen turnover quickly
Golf is played at a consistent, good pace	→ Golf pace is slow and inconsistent
Course rangers are mature and effective	→ Course rangers are window dressing
Use 9-, 10- or 11-minute starting intervals	→ Use 6-, 7- or 8-minute starting intervals
Starting tee times are maintained on schedule	→ Starting tee times are under pressure or slide
Loose players can find a game	→ Difficult for individual players to find a game
Club tournaments are run at a PGA level	→ Club tournament quality varies at each event
Golf guest fees are set to accommodate	→ Golf guest fees are set to scalp
Golf prizes are appropriate in number and cost	→ Golf prizes are high in quantity but low in quality
Green speeds are up and consistent	→ Green speeds vary by hole and event
Bunker maintenance is a high priority	→ Bunker maintenance is a low priority
Golf course is firm and off-green	→ Golf course is spongy and green
Course cosmetics aren't the highest priority	→ Course cosmetics are a high priority artificially
Irrigation system is tightly monitored	→ Irrigation system is fixed when broken
Maintenance building is clean and orderly	→ Maintenance area resembles a rail yard
Maintenance equipment is stored indoors	→ Equipment is stored indoors and outdoors
Practice facilities emulate golf course conditions	→ Practice facilities are warm-up opportunities
Golf staff is respected for teaching ability	→ Golf instruction is hazardous to your game
Pristine range balls/rotated annually	→ Range balls rotated one-third each year
Locker rooms are living-room quality	→ Locker rooms are drop zones
Club staff knows member/player names	→ "Yes sir" and "Yes ma'am" predominate
Golf merchandise priced to serve clientele	→ Merchandise priced to maximize revenues
Restaurants aren't considered profit centers	→ Restaurants look to maximize revenues
Restaurant menus avoid a la carte	→ Restaurant menus use a la carte
Minimize number of outside golf outings	→ Maximize number of outside golf outings
Operating budgets correlate with reality	→ Operating budgets reflect hope and uncertainty
Operating revenues dues sourced	→ Operating revenues multisourced/user fees
Assessments are a priority	→ Assessments aren't a priority
Member entry-fee package responsibly set	→ Member entry-fee package aggressively set
Entry package is high bond/low initiation	→ Situation reversed to return less money
Minimum number of membership classes	→ Maximize membership classes/user fees
Boards are dominated by the old guard	→ Boards default to a new guard
Nominating process stabilizes leadership	→ Nominating process scrambles leadership
Nominating committee is conservative	→ Nominating committee is brash
Presidents move through chairs	→ Presidents rise quickly/skip chairs
Past presidents are respected and consulted	→ Past presidents are forgotten and ignored

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