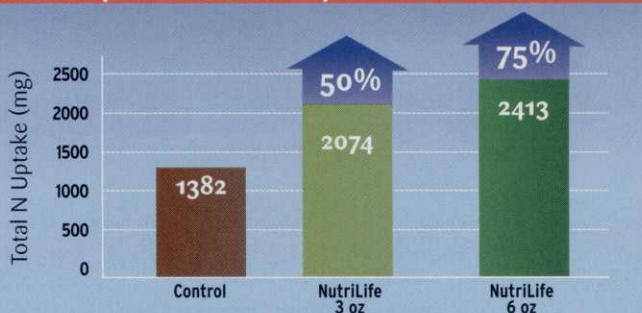


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The Fertilizer Meta-Catalyst that increases nutrient uptake in turf and ornamentals.

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Fertilizer Savings

Old Way	25%+ Reduction	New Way with NutriLife
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Catalyzed fertilizers promote better uptake into the plant. Call your fertilizer blender for a quote on a catalyzed fertilizer with NutriLife.

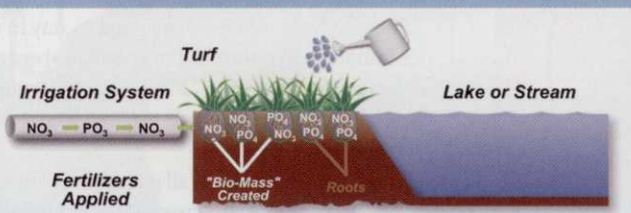


The Fertilizer Meta-Catalyst that helps control costs in turf and ornamentals.

Leave Less

NutriLife Fertilizer Meta-Catalyst puts more nutrients in the plant leaving less to run-off or leach into surrounding sensitive areas.

Reduced Leaching/Run-off Potential



Nitrate Leaching:
48% reduction at the 12" depth
57% reduction at the 30" depth

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The Fertilizer Meta-Catalyst that reduces leaching potential.

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More Control Over the Cost of Your Fertilizers

More Environmentally Friendly by Leaving Less Nutrients to Leach or Run-off

More Quality Turf & Ornamentals by Delivering More Nutrients

More Satisfied Customers - Existing and New



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contractors and suppliers.

"I try to bring together all the new techniques and all of the experts to build the best golf courses in China," says Li, who has a doctorate degree in turfgrass science from the University

of Massachusetts.

FMG joined the GCBA to learn about construction standards and gain support for the development portion of its business.

"We've asked them to help us set up golf

course construction standards in China," Li says. "There's a big market out there, and if we can generate ideas from other builders and learn from their expertise, we can make the market bigger."

China is one of the most expensive places in the world to play golf, according to the Golf Benchmark Survey by KPMG's Golf Advisory Practice. While reliable statistics about the number of golfers aren't available, KPMG estimates there are about 300,000 people who are members of clubs or play golf regularly. The average initiation fee of a golf club is \$53,000. Green fees in China are the highest of any country studied by KPMG. Chinese golfers pay on average \$161 to play an 18-hole round during weekends.

Despite the expense, golf in China – which has a population of 1.3 billion, the largest in the world – has been growing quickly. The first golf course was built in 1984. Until 2003, there were only 100 golf courses built. But from 2003 to 2008, 300 more golf courses were constructed, Li says. Severe acute respiratory syndrome (SARS), of all things, contributed to the rapid golf course development. Some believe the near pandemic outbreak that began in late 2002 started in China's Guangdong Province.

"People were told it wasn't good to stay in office buildings, and they had to go outside because of the contaminated air," Meng says. "So people found golf courses because it's a good place to entertain."

In China, 99 percent of all golf courses are full-service operations with large staffs and five-star clubhouses, Li says.

"We try to learn from the expertise of those in the U.S., but we don't just take everything," he says. "We want to combine some aspects of U.S. golf courses with the Chinese culture, and because of the Chinese culture, there's not going to be many self-serve type golf courses."

Other findings about the Chinese golf market from KPMG's study reveal that:

- 86 percent of Chinese courses are rated by their operators as good quality or better. Many golf complexes incorporate lavish hotels and property developments in addition to other leisure facilities, such as accommodations (46 percent), tennis courts (43 percent) and health clubs (43 percent).



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- Membership numbers per course average 403 players per 18-hole course.
- Staffing at Chinese courses is extremely high. An 18-hole course employs on average 258 full-time staff.

• 94 percent of courses are owner operated, and outsourcing activities is rare. Most courses run their own pro shop (86 percent), food-and-beverage operations (85 percent) and golf academies (95 percent).

KPMG's Golf Benchmark Survey, which surveyed 70 clubs throughout China, cites three main factors as reasons for the growth in golf: the rapidly expanding economy; the burgeoning leisure and tourism industry; and media expo-

sure driven by professional tournaments like the World Cup of Golf, which will be staged in China every year until 2018.

Most of the clubs in China are private or semiprivate. Of the 300 to 400 golf courses in the country, only two are public, Li says.

"Our goal is to build as many public golf courses as we can to promote golf for the majority of the people in China and not just for the minority," he says.

There are more than 100 golf course building contractors in China, but many companies can't compete with FMG because they have limited resources, Li says. Usually, companies build golf courses one at a time.



Meng

Golf course development, however, could be hampered by the central government, which doesn't support new course building. Despite that, some provinces have their own policies and plan to build golf courses on

landfill areas, not agricultural areas.

"If golf becomes part of the Summer Olympics, then the central government will support golf course development," Li says. "In 2020, we may have as many as 3,000 golf courses. That is the number Xiaoning Zhang, the secretary of the CGA, told the media last August.

"We have 12 years," Li adds. "We need 2,600 golf courses. So, each year, we need to build 200 new golf courses on average. That tells us how big the potential market is." GCI

"I try to bring together all the new techniques and all of the experts to build the best golf courses in China." – Kun Li

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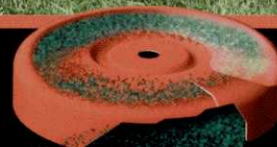
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Funding its future

Protect your golf course by looking at long-range financial plans

BY MICHAEL D. VOGT, CGCS, CGIA

When assembling a long-range plan for properly funding capital projects on a golf course, a club manager, superintendent and green committee should know when funds will be required. A sound plan must provide the appropriate amount of funds to meet the needs of each golf course component, feature or piece of equipment. A stable contribution to a fund that supports capital replacement will guard against diminishing the course's long-term and short-term assets.

A funding plan shouldn't vary much from year to year. It's recommended that funding a capital replacement plan be done on a monthly allocated basis to avoid large, sudden expendi-

tures that upset a club's normal cash flow. A reserve study for golf asset replacement is smart business and makes sense. A golf reserve study consists of two parts:

- A physical analysis – a visual inspection by a course maintenance expert that results in a comprehensive inventory of design/equipment elements and a prioritized schedule of future replacement costs; and
- A financial analysis that recommends a minimum and stable level of funding into a reserve account during the next 15 to 20 years so a club has the money for capital projects when needed. A well-executed golf reserve study becomes the basis of a long-range financial



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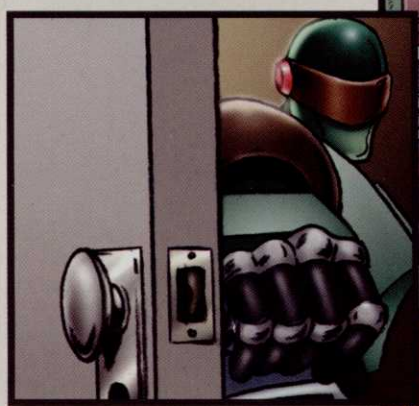
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ASSET MANAGEMENT

plan to provide continuity and dependability for maintaining a high-quality course for years.

A reserve study starts with accumulating the raw data needed to evaluate a unique golf course operation. Generally, an inventory of all golf assets is developed with appropriate age and condition information, ranging from all golf facilities, buildings, irrigation systems, down to all maintenance equipment. The inventory and condition data should be digested into useful tables identifying dates of purchase/construction and original costs.

A reserve study is formulated in an easy-to-use, understandable narrative about property conditions, recommended cost-saving methods and normal replacement times. The reserve study is tailored specifically to a club's goals and objectives and becomes the centerpiece of a long-range golf strategic plan.

A reserve study clearly identifies long-term assets and near-term replacements, adequate

An inventory of all golf assets is developed with appropriate age and condition information, ranging from all golf facilities to equipment.

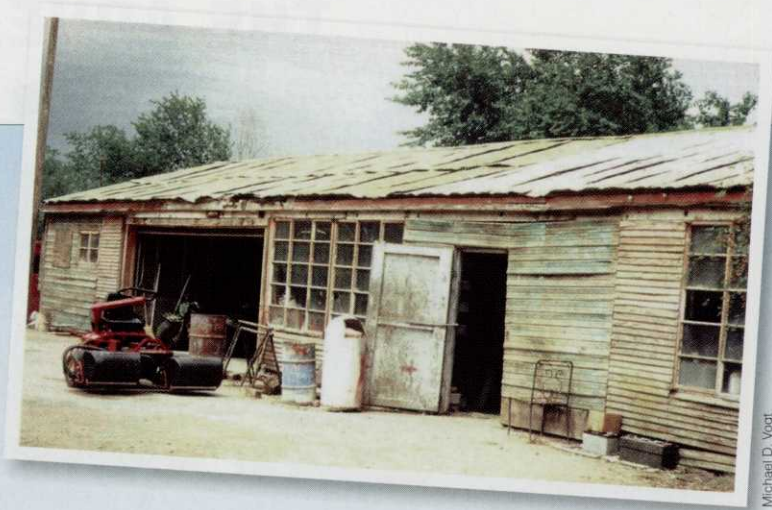
and actual funding for future repairs and replacements, normal routine maintenance, life cycle capital replacements, etc. On-site visual inspection and historical analysis of each property/equipment component determines theoretical useful lives and measures remaining useful lives accurately. A narrative explains the best practice method for capital repairs, partial or phased replacement, and complete replacement.

The goal is to save money and help develop a realistic plan for future capital spending to

maintain a consistent, stable, financial capital improvement plan, and to assure a good capital improvement environment for years.

FUNDING METHODS

To protect the appearance, value, playability and safety of a golf property, it's essential for management to create a financial plan that provides funding for the projected replacements. In years past, many public and private golf courses typically left the capital funding of assets to the best



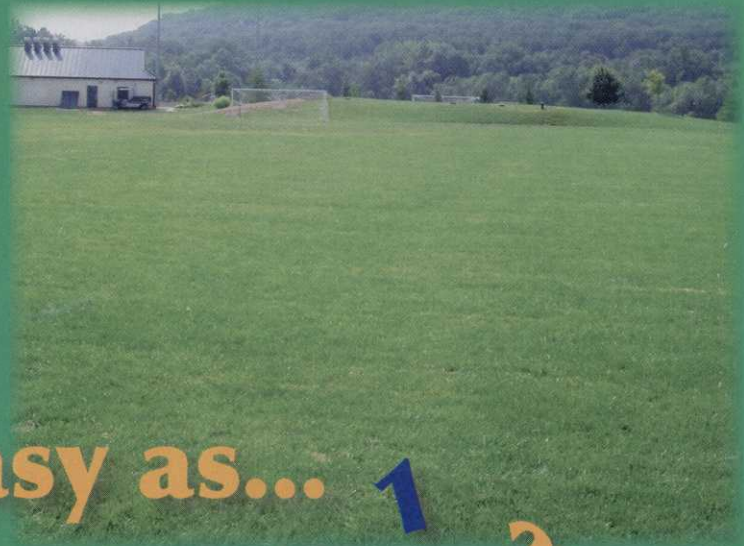
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judgment of management, with private clubs funding capital projects from special assessments or initiation fees. In the public sector, taxpayers voted on bond issues from the municipality, and privately owned golf courses normally made due until funds could be allocated from revenue or, in some cases, institutional lending.

To short-circuit these knee-jerk reactions to capital replacement needs, management staffs began funding a special account for asset replacement. In conformance with American Institute of Certified Public Accountant guidelines, replacement reserve analysis evaluates the current funding of replacement reserves by two generally accepted accounting methods: the cash-flow and component methods. In effect, this look into the future smoothed the highs and lows of asset replacement and made for a better maintained business model and renewed worn assets, saving valuable cost of funds and increasing the quality of a product.

The cash-flow method calculates minimum annual funding of replacement reserves that will fund project replacements identified in the replacement reserve inventory from a common pool of replacement reserves and prevent replacement reserves from dropping below a minimum recommended balance.

In this method, minimum annual funding remains the same between peaks in cumulative expenditures called peak years. This is the preferred funding method for most asset reserve studies. This newer cash-flow funding method provides adequate reserves without the requirement of carrying a large unused balance, thus reducing the annual contributions to the reserve fund. Under the cash-flow funding method, the reserve fund is established as an aggregate pool of funds with no individual line item budgets. Funds set aside to adequately cover all reserve expenditures included in this pool are funded so the reserve pool never drops below zero.

The component method is a time-tested and conservative funding model developed by Housing and Urban Development in the early 1980s. The component method treats each projected replacement in the replacement inventory as a separate account, and deposits are made to



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On-site visual inspection and historical analysis of each equipment component determines theoretical useful lives and measures remaining useful lives accurately.

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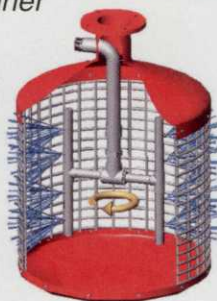
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