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each of them, discuss their goals and evaluate their past.”

On the flipside, management companies may provide better career ladders for superintendents than standalone courses. At a management company, there’s the potential to be promoted to a regional superintendent position and oversee several golf courses.

Jason Bonneville, superintendent at The Links at Tuscaloosa (Ala.) Golf & County Club, is employed by Lindsey Management Co., based in Fayetteville, Ark. He’s been with the company, which he says is somewhat different from a traditional management company because it only manages the courses it develops, since 1999. He’s benefitted from the opportunity to do grow-in and construction.

“It would have been much harder for me to get those opportunities on my own,” he says. “I proved myself and within a year they said, ‘Hey, do you want to do construction?’ And then it ballooned from there. I’ve done three constructions and I’ve always had the opportunity to stay at the course.”

Bonneville also debunks another management company myth: that they pay poorly. Though he says he can’t speak for other superintendents or other companies, he says his salary is higher than the national average, which is \$78,898 for GCSAA members, according to the association’s 2009 Compensation, Benefits and Operations report.

Pay and benefits were an issue for Dan Nagy, superintendent at Jonesboro (Ark.) Country Club. He’s worked for several management and maintenance companies over the years.

“In my opinion, there are too many mid-level and upper management people in these companies, and superintendents work for pay that’s usually lower than the national averages,” he says. At one point he says he was making \$60,000 at a 36-hole Milwaukee course. If the facility weren’t management-company run, Nagy says, his salary would have been six figures.

“They have to support so many different entities within the organization so the benefits they offer aren’t great,” Nagy says. “And I don’t agree with the way many of them treat superintendents once they get too well compensated. In my opinion, they turn their backs on them.”

But Nagy asserts that management companies aren’t all bad.

“I don’t want to be anti-management company, but there are just certain ones I wouldn’t even look at,” he says, adding he

recommends others considering taking jobs with them do their research.

“If you’re choosing that path, make sure you’re doing it for the right reasons,” he says. “It can be a good way to get started in the industry or to get your first head superintendent job. I think it benefits young people today to learn the business side of the profession and management companies are good at that – writing reports and budgeting – instead of just going out and mowing grass.”

GROWTH PROSPECTS

Regardless of anyone’s opinion, management and contract maintenance companies are currently positioned for growth. When the market is difficult, there’s a greater potential that owners will consider working with a third-party operator.

“When there’s stress in the industry – not just the current recession, but the golf industry’s overcapacity, rounds being down, all of that – it results in stress for operators,” Pieschala says. “When things are tough, a larger fraction of people will be open to doing something different. Golf is a traditional game in a traditional industry. If everybody were fat and happy, they would see no need to change.”

Fat and happy, golf facilities are not.

“There’s been a lot of activity this year, and as the industry gets tougher there will be more opportunities,” Skinner says.

If the companies on the Top Management Company List grow in the way they expect, the number of golf facilities working with management companies could increase by more than 21 percent (based on the projections provided by 28 of the 35 companies on the list) to more than 1,300 facilities. There are 1,099 facilities managed by the 35 traditional golf course management companies that appear on GCI’s list.

The number of facilities enlisting contract maintenance companies could grow by nearly 14 percent (based on the projections provided by four of the five companies on the list) to about 173 facilities. There are currently 152 golf facilities affiliated with the five contract maintenance firms that appear on GCI’s list.

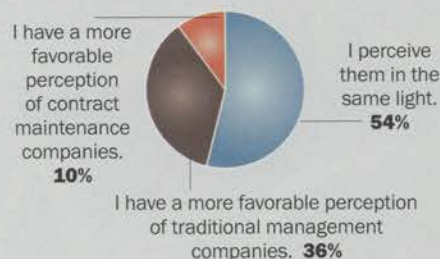
“We’re definitely getting more calls from clubs wanting a miracle,” Gano says. IGM didn’t provide specific growth projections, but Gano says the company expects to add facilities this year.

“We expect growth because we’ve had more leads in this last year than we’ve had in a long time.” **GCI**

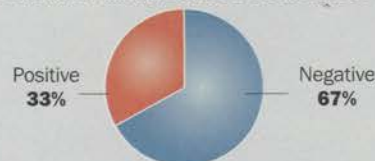
Superintendents’ perceptions

In August, 159 golf course superintendents, assistant golf course superintendents and directors of golf responded to a survey about their perceptions of management companies via an online survey program. Here are some of the results:

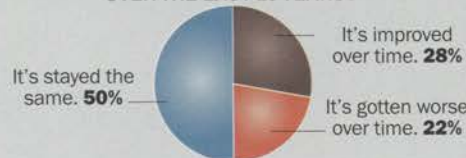
IN TERMS OF YOUR PERCEPTION OF MANAGEMENT COMPANIES AND CONTRACT MAINTENANCE COMPANIES, HOW DO YOU DIFFERENTIATE BETWEEN THE TWO?



DO YOU HAVE A POSITIVE OR NEGATIVE PERCEPTION OF MANAGEMENT AND/OR CONTRACT MAINTENANCE COMPANIES?



HOW HAS YOUR PERCEPTION OF MANAGEMENT COMPANIES CHANGED OVER THE LAST 20 YEARS?



WHICH OF THE FOLLOWING DO YOU BELIEVE TO BE TRUE ABOUT MANAGEMENT/ CONTRACT MAINTENANCE COMPANIES?

They are too bottom-line driven and don’t have the best interest of the golf course in mind.	71%
They’re too “corporate,” requiring a lot of paperwork and offering little autonomy to the superintendent.	52%
When a management/contract maintenance company comes in to run the golf course, the superintendent will probably get fired.	45%
They provide career paths and good management opportunities for superintendents.	29%
They provide better learning opportunities than stand-alone courses in terms of in-house project management experience and/or learning the business side of the golf industry.	17%
They provide a good working environment because they’re organized and process-based.	16%

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It's well known that golfers who play down South during the winter like lush, green grass. To provide colorful aesthetics, some clubs choose to overseed their courses. However, for some superintendents that annual chore is becoming smaller in scope, if not vanishing altogether.

A FINANCIAL DECISION

From the late 1970s until 1997, Pinehurst Resort overseeded tees and fairways only, says Bob Farren, CGCS, director of grounds and golf course management. Then in 1997, it started wall-to-wall overseeding, adding the rough.

"We never bought into overseeding the rough because it was detrimental to the turf," Farren says. "It was a battle with the trees for water and nutrients. And besides, the benefit of overseeding the rough only lasts eight weeks."

Farren and his staff used the depressed economy as the basis to cut costs and eliminate overseeding in the 419 bermudagrass rough on all eight golf courses at the resort this coming winter. The decision, ultimately made by the

executive committee with recommendations by the maintenance staff, was the first of several cost-cutting measures.

"We would always evaluate overseeding in the summer over the years," Farren says. "Revenue is down this year, and we needed to cut costs. This is one way to return the golf course to a more traditional and historic appearance. There might be a few people who question the look, but we probably won't have too much pushback."

Pinehurst will save seed, fuel, labor, water and transition costs (sod is needed in some shaded areas where the bermuda doesn't grow) by not overseeding, which equals \$250,000 to \$300,000.

The Country Club of North Carolina, just down the road from Pinehurst, doesn't overseed anything, Farren says.

"The members decided that," he says. "They don't have as much play. Overseeding for us in the fairway is a must because of resort play."

NO MORE WALL-TO-WALL

When superintendent Bill Kistler arrived at Tampa (Fla.) Palms Golf & Country Club, seven years ago, the club was overseeding the course wall to wall. That soon changed, as Kistler eliminated overseeding the 419 bermudagrass in the rough first, then the fairways.

"We also had to go back and clean up the rough because of the rye that was coming back," he says. "After we eliminated overseeding in the fairways, playability got better. We had no complaints from members about the

aesthetics of not overseeding the fairway and rough. Players are getting a nice roll and lie in the fairways."

There was never a need to overseed the TifEagle bermudagrass greens because they pretty much held their color all year, Kistler says. Now, he just overseeds the tee tops.

"We get quite fast on our greens in the winter – 11.5 to 12 on the Stimpmeter," he says.

Kistler talked with others who don't overseed before making the decision to eliminate overseeding the fairways and rough.

"One guy in the area told me he hadn't overseeded fairways in 25 years," Kistler says.

Some members needed to be educated about the decision to reduce overseeding. In fact, the golf and green committee made the decision without a member vote. Influential members spread the word and explained the benefits of not overseeding fairways and rough. Controlling costs, being in a drought, and wear and tear on equipment all factored into the decision.

"We didn't advertise that we weren't going to overseed," Kistler says. "Some members couldn't tell. Our fairways still stripe nicely. We looked at the playability for golfers. There's no sticky rye, and the golfers are getting tight lies and better ball roll."

Since Kistler has reduced overseeding he has saved money on seed and mowing. He doesn't have to inconvenience golfers by keeping them off the fairways for seven to 10 days, like when the ryegrass was germinating, or when he watered the cool-season grass during the day.

When Tampa Palms – a private, 18-hole facility with a maintenance budget of about \$700,000 – was being overseeded wall to wall,

GETTING OVER OVERSEEDING

Facilities choose to overseed less, or not at all, to save money and improve playability. BY JOHN WALSH

The Moorings Club in Vero Beach, Fla., has gradually reduced overseeding since 2003.

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it cost about \$25,000 a year. Now, overseeding just the tee tops costs about \$4,000. Some of that savings went to the bottom line; some is spent on detail work, such as drainage and tree trimming. Some went to an increased herbicide budget for weed control.

Plus, nonoverseeded turf looks better than overseeded turf in the spring, Kistler says.

"We had the best conditions around because we had no transition issues," he says. "It didn't look patchy and rough."

Many years of overseeding were detrimental to the playability of the course, Kistler says. ClubCorp, which manages Tampa Palms, wasn't a part of the decision to cut back on overseeding; but now, the company is more involved in such decisions at other facilities in its portfolio because it's looking for savings.

WEIGHING THE OPTIONS

Craig Weyandt, golf course superintendent at The Moorings Club in Vero Beach, Fla., manages TifEagle greens and 419/common bermudagrass everywhere else on the course.

Weyandt, who has been at the private, 18-hole club for eight years, started reducing overseeding in 2003 when the club renovated its 25-year-old, push-up Tifdwarf/328 greens to USGA spec greens with TifEagle, so they wouldn't have to be overseeded.

"Transition was always an issue," Weyandt says. "And the old greens didn't provide the quality members wanted year round."

Weyandt overseeded the rest of the golf course every year since he has been there except for last winter, when the only area he overseeded was the driving range tee because he thought divot recovery would be a problem.

The green committee made the decision not to overseed, and the board accepted the decision, which was primarily a financial one. Environmental reasons didn't factor into the decision, Weyandt says.

"I waffled back and forth about the decision not to overseed and didn't give the members a definitive yes or no because it's not my course," he says. "I'm just the professional hired to maintain it. I did put together a pros and cons

list about not overseeding for them. It was a roll of the dice at first.

"It turned out to be a good decision so much so that I don't see us overseeding in the near future," he adds. "It's pretty tough to justify overseeding here. In the past, it was done primarily for aesthetics. We used *Poa trivialis*, which striped nicely. The bermuda doesn't stripe as nicely as the *Poa*, but it stripes better than expected."

Comments from members were positive.

"Although the turf isn't as lush or green, members should be able to get an extra five or 10 yards of ball roll," Weyandt says. "It should improve their game. That was our selling point anyway."

Weyandt is saving \$22,000 from the seed cost, as well as fuel, labor and irrigation costs related to overseeding. Now labor is freed up to work on divot repair, trimming and edging.

"The course is more groomed this year than in any year past," he says.

The fuel savings is considerable. Weyandt was spending \$200 to \$300 on diesel fuel every

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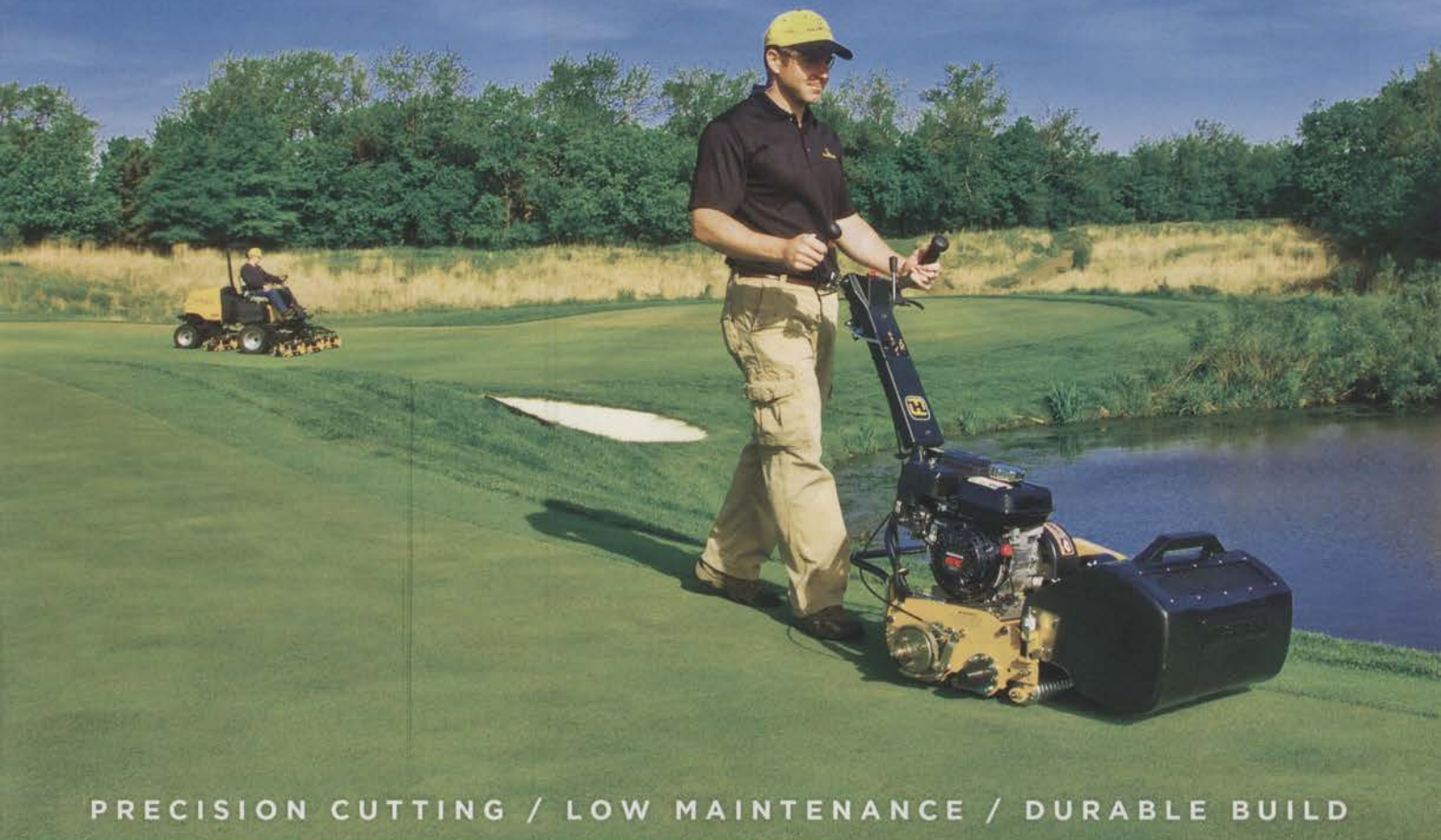
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TURF MANAGEMENT

two weeks from November through March. Now he's spending \$60 a month. As far as mowing, it depends on the temperature. This past winter, Weyandt didn't mow for three weeks.

Another benefit of not overseeding is better weed control. Weyandt can use a broader range of herbicides for broadleaf and grassy weeds.

Overseeding is a hassle in spring and fall, so in some ways, not overseeding is less stressful for Weyandt; but he still deals with stress, it's just a different kind.

"I get nervous when a cold front comes though and think about how much cart traffic will damage the turf," he says.

Because not overseeding went well, the committee agreed not to overseed for a while. But decisions such as these are influenced by what other clubs in the area are doing.

"A lot of superintendents talked before the fall," Weyandt says. "And a couple high-end clubs in the area chose not to overseed, so others followed suit. Members of this club are members at two or three other clubs in the area. It has to be a conscious decision between the board and committee to evaluate each year."

Yet, a benefit of overseeding can be increased membership.

"If I overseed and nobody else in the area does, the course will look better," Weyandt says. "When you look at the cost to overseed (\$20,000 to \$30,000), which can help attract new members, it's cheap."

TRENDSSETTING

Reducing overseeding is related to the general trend of reducing highly maintained areas.

"We're reducing those areas 10 or 12 percent," Farren says. "We'll be mowing far less areas around the tees to help return the course to a more natural looking environment, which will be a visual impact."

"It's a difficult sell to some," Farren says. "But the decision might be easier if Pinehurst is used as an example."

In central Florida, it's not necessary to overseed, says Kistler, adding that there have been no severe winters the past several years, just a few frosts.

"Not overseeding is becoming the norm," he says. "It's more cost-driven than anything. But I don't see myself changing our practices even when the economy gets better. Once you go down this road and get members accustomed to this, you stay on this path." GCI

John Walsh is a freelance writer based in Cleveland.



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A perfect fit

A new aerifier helps improve fairway conditions at Stockton Golf & Country Club. BY ALISSA CURTIS

Stockton Golf & Country Club, an 18-hole private club located in Stockton, Calif., experiences difficulties properly aerating the course's bermudagrass and perennial ryegrass playing surfaces because of the heavy clay soil.

Stockton's superintendent Jim Alwine says until June the club was using a borrowed, 10-year-old Soil Reliever. The machine was unable to withstand the facility's harsh soil conditions; the aerifier's tines would remove an excessive amount of soil from the ground.

"With our old machine, I was only able to aerate a couple of holes before it would break down," says Alwine, who has an \$840,000 to \$950,000 budget. "The tines would go into the ground and when they pulled out, they'd pull out a chunk of ground the size of a baseball. We were basically ruining the course."

In addition, many members complained about the rough fairway conditions after aeration. Golfers' balls would settle in large divots created by the aerifier, making the fairways difficult to play.

Alwine knew the club needed a new aerifier, but he struggled to find a machine that could remove the tightly compacted soil from the ground without tearing up the fairways.

After doing some research, Alwine became interested in the Wiedenmann Terra Spike XF. Impressed by the machine's updated features, strong structure and crank dial that allows users to set the tines at their exact desired height, he asked Wiedenmann to bring the aerifier to Stockton for a test run. Alwine tested the aerifier against the club's old machine, placing small flags in the holes made by both aerifiers to compare their performances.



Jim Alwine became interested in the Terra Spike XF after the 2008 Golf Industry Show.

"In my three years at Stockton, this is the first machine that has made it all the way through our fairways without any breakdown or malfunction," Alwine says. "It has the power and durability to penetrate some of the hardest soil I've ever worked on."

In the spring, Stockton purchased a Terra Spike XF and received two sets of free tines for about \$29,000. Since first using the aerifier in June, Alwine has seen the fairways conditions improve.

"Now, the fairways are so clean," Alwine says. "They're able to heal quickly, they're very playable, no one complains and it's much easier on the membership. Members who once complained are now applauding the process, saying, 'This is going to be so good for our fairways.'"

Before purchasing the Terra Spike XF, Stockton limited the number of times it aerified its fairways because of the damage the fairways endured. Now, the club is able to aerate the course twice a year without hesitation. Each June, Alwine will use hollow tines to remove plugs to open the turf for the summer golf season. He'll hollow-tine aerify again each September, in addition to pulling cores and overseeding. Plus, the club will use solid tines on the fairways each Monday the course is closed.

"Aerifying is the most important cultural practice that takes place on greens, tees or fairways," Alwine says. "I am very excited to finally give these fairways what they need."

The quickness of the Wiedenmann aerifier allows the club to complete aeration in half the time it used to take, allowing the course to remain open during periods of aeration. Alwine also says he has seen a 50 percent decrease in the number of dry spots on the fairways now that water is able to penetrate into the ground. GCI

Alissa Curtis is a freelance writer based in Columbus, Ohio.

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