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What prompted the final decision to relocate?

In 2006, 100 percent of our income was in North America. In 2008, more than 80 percent was outside of North America. Now more than 90 percent of our income is from outside of North America. Most of that income is from Asia. It was an obvious decision from that standpoint.

How hard was it to make the decision?

It was very difficult. I seriously thought about this move for two years. Luckily, my kids are all grown up and in college. It's very difficult for my wife, but she does realize that to keep things going it will be much easier if I have a full-time presence in Asia. I will move to Hong Kong full-time starting April 1, 2011.

We've followed your travels on Facebook and it seems like it's been amazing. What's it been like in reality?

The sights and experiences have been fantastic, but what I cherish the most are the great friendships I have developed all over the world. To see first-hand these incredible places and to hear from folks in person what their countries have gone through have been very eye-opening. Like most Americans I used to think the world revolved around us but I now realize that we really are just a part of a global community. I will take these experiences with me forever. My opinions about the world, other people and their cultures have been changed forever.

What are the big lessons you've learned about doing business in Asia?

By far the most important thing I have learned is how important it is to make friends first with potential clients. Business comes later. In some cases it takes several months or longer and many meetings, dinners, etc., before business is even discussed. Golf in the U.S. is also relationship-driven, but not nearly like it is here.

What are the opportunities for superintendents in China?

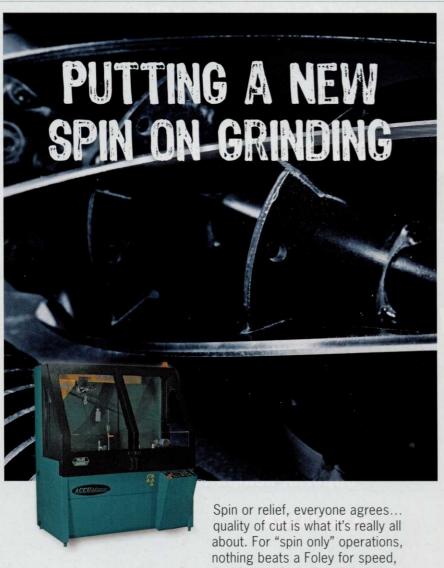
The opportunities are there but breaking into the business in China is not easy. Getting your foot in the door is tough but once you're in there are lots of opportunities.

What caveats do you have for people rushing over there to work?

Good luck. Anyone who thinks they will just make a trip or two over, send a few emails and then sign a deal... well, good luck! It takes a major commitment to succeed in China. I have spent more than 30 weeks each year in Asia for over four years now... and I still don't feel that was enough. It is very important to the Chinese and other Asians that you have a full-time presence. I feel the commitment I am making will cement that commitment and help us secure more work. I love the energy in China right now and I'm tremendously excited to be a part of it.

How does the process work?

In most cases the architect is not involved in the permitting in jobs in Asia. In most cases the projects are negotiated and done behind closed doors. I'm kind of glad I'm not part of that process. I can only imagine the things

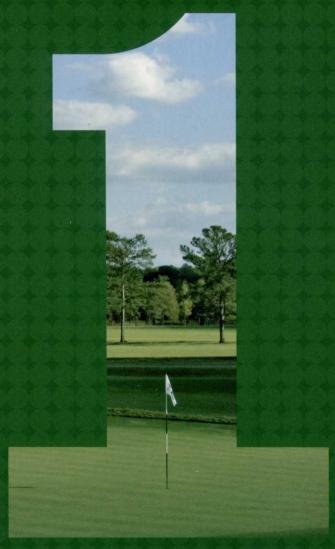


accuracy and ease of use. And for relief grinding, Foley's handsfree "auto-index" relief system means you can perform other tasks while the machine does the work. No matter how you grind it, Foley makes it easier and faster to keep your reels performing like new.

You Can't Be Too Sharp.







The Fertilizer Equivalent of a Hole in One.



Your #1 choice for a greener, healthier golf course.

Now golf course superintendents have an easy way to save time and free up labor for other important tasks: *Spread it & Forget it* is a new granular fertilizer, formulated to keep your course in top playing condition throughout the season with just one application.

Now available in a smaller 190 SGN size, *Spread it & Forget it* is an advanced, high-efficiency fertilizer that is DRIVEN BY DURATION CR™ Controlled-Release Fertilizer. It is designed to effectively feed golf course fairways and roughs for up to six months. In many parts of the country, one application of *Spread it & Forget it* will give you a full growing season of green, healthy turf.

Do more with less.

Add up the benefits of a single, long-lasting fertilizer application.

Less labor ••• Make one fertilizer application instead of four, five or six—and you'll save the time associated with spreading fertilizer, freeing up your staff for other course maintenance.

Less nitrogen — Because *Spread it & Forget it* feeds gradually, you use up to 40% less total nitrogen per year. Just two to three pounds of nitrogen per 1,000 square feet is all you need to keep your course lush, green, and healthy for six months or more. This means you'll save on fertilizer costs too.

Less clippings — Avoid flush growth from the sudden release of nitrogen typical of ordinary fertilizers. Use less fuel and save money on mowing costs, while ensuring your course looks and plays its best, day in and day out.

More satisfied golfers ••• Whether your customer is a touring pro, a weekend golfer or somewhere in between, you can rest assured your course will live up to everyone's expectations with less nitrogen burn and even distribution because of our patented controlled-release.

More environmentally friendly — The innovative polymer coating is based on naturally derived plant oil and gradually meters nutrients to the turf root zone, which minimizes potential losses to the environment, atmosphere or groundwater. Plus, Spread it & Forget it is specially sized (190 SGN) to minimize the wear-and-tear impact and loss associated with heavy traffic from golfers, golf carts, and maintenance equipment.

What's in it for my course?

Your course gets beautiful, green turf, without the typical peaks and valleys of growth associated with standard fertilizer programs. And because of our high-tech coating, *Spread it & Forget it* delivers nutrients gradually throughout the growing season, so you maximize turf health while decreasing your annual fertilizer budget.

You'll also find that your members and the public will appreciate the environmental benefits of applying less nitrogen by using this unique new technology. Multiple fertilizer applications have a higher risk of off-target movement and loss to the environment.

Spread it & Forget it releases nutrients so efficiently you will deliver more fertilizer directly to the turf roots with fewer applications, less total nutrients per year, and less risk of nutrients leaching or being lost to the environment.

Golf Course Superintendents who have used it think you should, too.

In independent testing, *Spread it & Forget it* one-application fertilizer consistently worked as promised. In real-world situations, more than 100 turf professionals including golf course superintendents across the country trialed the product.

The results of the trial program were overwhelmingly positive. After trying *Spread it & Forget it*, nearly every turf professional said they would be very interested in using it again.

The test group rated it strongly for promoting healthy, green turf while saving time and the labor costs associated with multiple applications. Even more impressively, 95% of them said they would recommend *Spread it & Forget it* to a friend or colleague.

When you compare fertilizers, you'll see there's no comparison. To clearly illustrate the cost-savings and other advantages of Spread it & Forget it, we created an interactive savings calculator to walk you through some impressive numbers. Check out this user-friendly tool online at SpreaditandForgetit.com/golf, and discover the potential savings for you and your course. Typical FOUR Application Program = \$120.00 (Estimates based on: 100,000 square feet fertilized with a 30-0-7 blend with 50% slow release at 4 lbs. total N per 1,000 sq./ft. per year. Price per bag: \$15. Labor/overhead costs: \$2 per 1,000) ONE Application of Spread it & Forget it = \$85.00 (Estimates based on: 100,000 square feet fertilized with a 35-0-5 Spread it & Forget it blend with 95% DURATION at 2.5 lbs. total N per 1,000 sq./ft. per year. Price per bag: \$45. Labor/overhead costs: \$2 per 1,000)

How it works.

The key to the steady nutrient release of *Spread it & Forget it* fertilizer is an innovative polymer coating based on naturally derived plant oil. Water passes through this polymer membrane and dissolves the nutrients inside, and when activated by temperature, the dissolved nutrients pass through the membrane straight to the root zone, all at a controlled, predictable rate. That steady, long-lasting release enables one application of *Spread it & Forget it* fertilizer to continually and consistently meet your course's nutrient demands for six months, or all season long.

Because the nutrient release depends on temperature, it isn't affected by rainfall or irrigation. There's no need to worry about flush growth or nitrogen runoff from excessive moisture. The membrane coating is also very durable, so the granules stand up to rough handling.

What's in the blend?

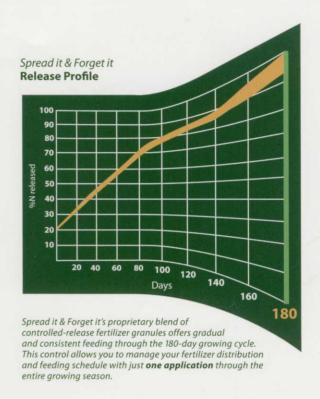
When you see the Spread it & Forget it brand, you'll know it is the highest quality—only top blenders and distributors



have been selected to produce and deliver these products. Each *Spread it & Forget it* blend is built using several DURATION CR® technologies along with small amounts of soluble nitrogen and potash to ensure balanced, smooth nutrient delivery throughout the growing season. In addition, special formulas have been developed specifically for northern and southern climates to maximize performance for local conditions.

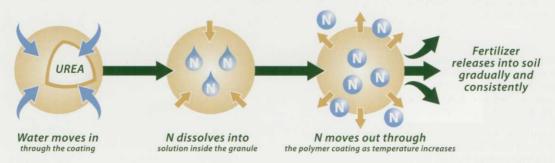
Don't forget the crabgrass control.

Spread it & Forget it blends are available with popular pre-emergent herbicides, like prodiamine and dithiopyr, to help you maximize your fertilizer application.



Temperature-Controlled Diffusion

Within a week of application, Spread it & Forget it's polymer coating allows moisture in, which activates the encapsulated urea but doesn't release it. With Spread it & Forget it's 180-day release curve, the membrane gradually releases dissolved nitrogen over the entire growing season when triggered by temperature.



Spread it & Forget it with DURATION CR saves time, money and the environment:

Make only a single application for green, healthy turf all season

Available with or without pre-emergent crabgrass herbicides

Free up your staff by fertilizing less often

Reduce your annual fertilizer and maintenance budget

Minimizes the traffic impact of golfers, carts and maintenance equipment

Reduce your total annual nitrogen usage by up to 40%

Lower the risks of excess nitrogen in the environment

Minimize problems from surge growth

For more details, ask your fertilizer distributor about *Spread it & Forget it* DRIVEN BY DURATION CR. Or contact us directly at 888.757.0072 or **SpreaditandForgetit.com/golf.**

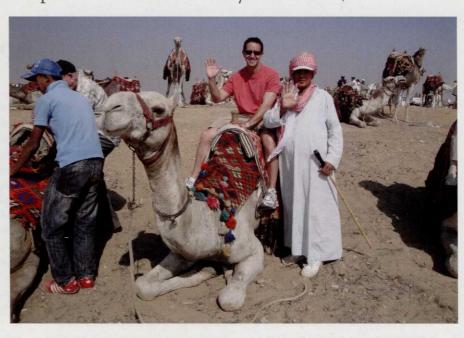


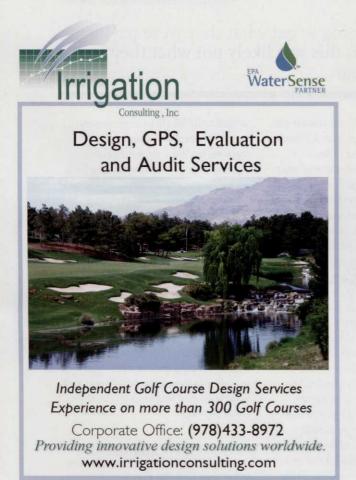
Because Spread it & Forget it is committed to protecting and preserving our environment, the products all support The Fertilizer Institute 4R system, a new science-based approach to best fertilizer management practices. The 4R system calls for the Right Product, Right Rate, Right Time, and Right Place. that are done by clients to help get their jobs permitted.

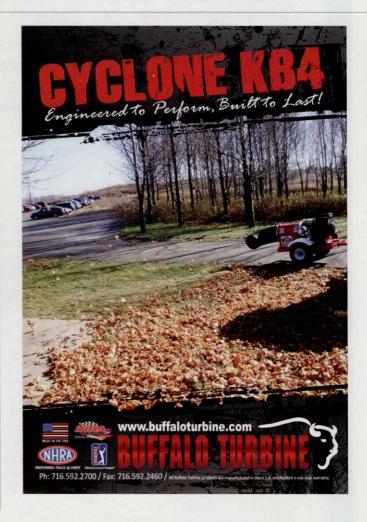
How have you and Mike regrouped the firm in response to all the changes?

It has not been easy on any of us. Most the people working for us have been with us for years. We consider them family and we both agreed that we would do whatever we could to keep all of us together. For me that has meant a great deal of travel. For Mike it has meant more travel than he wanted at this stage in his life. There's obviously been financial pressure and, for the guys in the office, it has meant cranking out plans in a very quick fashion to keep our clients happy. At times it is very stressful on all of us but it has also been very exciting. There are new twist and turns around every corner. Stay tuned! GCI

"I never dreamed in my entire life I would travel and see the places I have the last few years." – $Dana\ Fry$









LEARN SOMETHING NEW TODAY?

y father's lifelong philosophy was to "go to bed each night smarter than you awoke." This belief led him from salesman to president of his company. I've tried to live my life the same way, realizing that no matter how much I think I know about my chosen profession, there is always more to learn.

Here is the perfect case in point. Since forming Aspire Golf Consulting in 2007, I've been fortunate to work on dozens of projects. Most have been in my wheelhouse – interviewing and training superintendents, consulting with facilities thinking of undergoing agronomic and/or architectural renovations, or those upgrading to tournament conditions. Every now and then, though, I'm thrown a curveball.

Such was my involvement in the \$75 million exchange of The Desert Mountain Club property, in Scottsdale, Ariz., from the holding entity to the membership; a sale completed on Jan. 1, 2011. Among the many steps in this process was scrutiny of the six golf courses, their conditioning, operations and personnel.

For Aspire Golf, work started in January 2009, when the membership – which was thinking of buying the club from Desert Mountain Properties – called and requested the following:

- Perform due diligence on behalf of the membership, investigating the golf course properties to find out if members were getting value for what they were being asked to pay.
- Provide a detailed report of "visual and such subsurface testing and review to meet the scope of the engagement."
- Review the turf contained within tees, greens, fairways, rough areas and hazards and practice areas to see if standards and requirements of a properly functioning golf course were met and to see if their function was

impaired in any way. Included was irrigation, drainage and landscape features including the grass tennis surfaces.

• Review all agronomic practices currently in use.

After a week of walking, probing, poking and digging across 800 acres, Aspire reported to the membership that the golf course properties were in satisfactory condition after 20 years of operation. The members' potential investment was sound and well functioning from agronomic and daily maintenance perspectives. They were going to get what they were paying for. However, this was likely not what they wanted to hear...

have little turf or agronomic background, but they do have opinions and probing questions.

In the case of Desert Mountain, I was pleased with phase one; the membership wasn't. That difference of opinion could have lead to some unpleasant meetings, but once I realized the members wanted a different report from me, I carefully defended my positions. Throughout this phase, I kept the following precepts in mind:

- Two people, at least three opinions. There will always be opposing viewpoints and others are bound to see things differently than you do, regardless of expertise.
 - · Accurate communications are es-

They were going to get what they were paying for. However, this was likely not what they wanted to hear...

If you find yourself in a similar situation, you'll be well prepared if you consider the following factors:

- Read each and every line of your contract and completely understand the primary as well as the secondary meaning of each word and clause within the document, particularly as it relates to your specific assignment.
- Know your business and perform due diligence on each aspect of the contract. The more you are prepared, the better you can explain or defend your position as it's likely you are dealing with successful business people used to significant financial dealings.
- If you have been honest and forthright in your business dealings, expect that behavior to be known. Your books are going to be examined very carefully so be prepared.
- State the facts accurately, be firm in your review and understand that the recipients of your analysis likely

sential to fulfill client expectations.

- When explaining and defending your findings, do not lecture.
 Patiently explain without falling back on baffling scientific terminology and complicated agronomic practices.
- Listen to opposing points of view and put yourself in their shoes, especially about financial issues.
- Take nothing personally. State the facts without passion or prejudice.

A year later, Aspire Golf entered Phase Two of its work after being contacted by the seller, Desert Mountain Properties, to provide a straightforward and complete review of its holdings to insure a smooth sale.

This was a completely different task and this time I was working for the other side. GCI

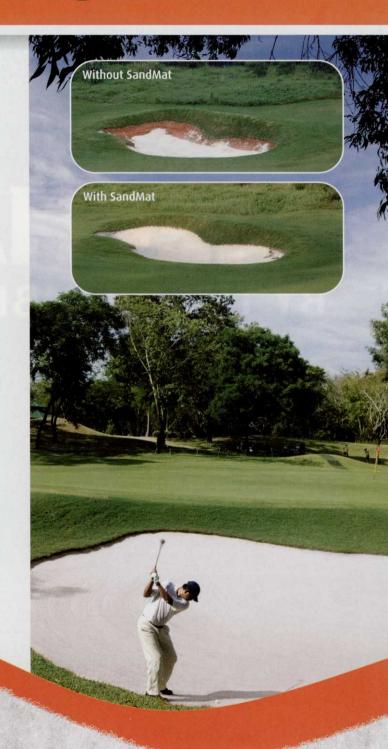
Check out this issue's Online Extras for more about TIm Moraghan's involvement in the historic Desert Mountain Club sale.

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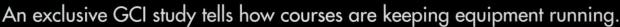


SandMat Bunker Liner





Are tightening budgets forcing more supers into the shop?





MECHA BY THE NUMBERS

im Pavonetti considers himself lucky to have a full-time mechanic on staff.

Statistically-speaking, as the superintendent of Fairview Country Club in Greenwich, Conn., a "private high-end course with a high budget," there's a good chance a full-time mechanic would be necessary to keep the facility running smoothly, even in the face of a few tight economic years.

Still, Pavonetti has done his share of time in the garage at previous clubs, including his very first superintendent's position, and he's no stranger at Fairview's when the need arises. In either camp, he's not alone, as our research found out.

During the first quarter of 2011, GCI queried North American golf course superintendents about the equipment maintenance trend they were experiencing at their respective facilities. Of the nearly 370 superintendents who completed the survey, three quarters have a full-time mechanic on staff. Here are the trends between the Have's and Have Not's. - The editors

Jim Pavonetti, superintendent of Fairview Country Club in Greenwich, Conn.



75% of superintendents surveyed have a full-time mechanic on staff