



By Bob Lohmann

A club manager's guide to superintendent speak

There's an advertisement running on national television from one of the telecommunications companies where a young man, presumably of Italian descent, has gone back to the old country to explore his roots. He's standing on the street in some small town trying to communicate with an older gentleman. He speaks into what looks like a phone, "My grandfather was born in this village," or something like that. The phone magically translates the sentence into Italian and the old fellow breaks into a big welcoming grin.

I have no idea if this technology actually exists, or if this ad just hints at some capability that phones will someday have. But it struck me and several of us here in the office as something that, with a little tweaking, could be really useful.

For example, what if the phone featured the capability to translate not just what we say, but what we really mean? This gizmo would have a million and one uses, with our sons for example (On prom night we'd say, "You be careful tonight," into the phone, which provides a translated version of what we really mean: "Don't get anyone pregnant!") – or maybe our spouses ("I can't believe we're getting into this again;" phone translation: "You're right, honey"). Now there's a smartphone we could use.

Board members, course owners, club managers and directors of golf could use them, too – perhaps to get a better understanding of what their superintendent is *really* trying to tell them.

We all know that superintendents look after the most important asset at any daily-fee facility or private club: the golf course itself. But the downside to this reality is, superintendents also preside over the most expensive asset, and, on occasion, they must argue for additions to what is already the largest budget item at any course facility.

This can make communication with the head pro, the owner or board, and the golfers themselves an extremely delicate exercise. Club managers and course owners want candor, but superintendents must be extremely politic in the way they handle certain issues. Speaking their minds might just put them in a real awkward position, might put the club in an awkward position.

I hope to dissect the communications issues we all encounter in trying to do our jobs, on and off the golf course. Let's assume that board members, course owners, club managers and directors of golf had one of these futuristic, translating smartphones for the superintendent to use – so that management types could understand what the super is *really* trying to tell them without having to actually say it.

SITUATION #1

Complaints about hole locations.

Longtime golfing members complain to the board that hole locations don't feature enough variety from week to week. They also hint that the greens seem slower than in years past. In turn, the general manager or the board goes to the superintendent with this grievance.

As architects, we see this situation all the time and, more often than not, a diplomatic superintendent will respond with something like this to the board, club manager or course owner: "Look, the greens are running as fast as they can – we're rolling and double-cutting because the members have made it clear they want them fast. But we have to be careful not to over-stress the greens, and we need to keep the pins where they are playable and where, eventually, the ball will stop rolling."

That's a reasonable response. But suppose the superintendent said this into one of these wonder phones. Here's the translation, what he really means: Listen, we're cutting these greens within a millimeter of their lives.

They're a ticking time bomb. At this rate, by mid-summer they'll roll like table tops because they'll be dead. And tell me how the greens can be slower when we're mowing at .08 of an inch? The greens aren't slower, we just have to use the flattest parts or you'll be 4-putting all day. If you want fast, consistent speeds and ample pin locations there's only one answer, that is to rebuild. Otherwise you better change your expectations.

Let's be real. That's a hard thing for a superintendent to say and it may not be what the higher-ups want to hear, but it's the truth. Basically, he's telling his superiors they've got to spend money or change their thinking to solve the problem – and it's a widespread problem we see all over the country.

This is part of the point I'm trying to make: Architects are uniquely qualified and positioned to serve as a superintendent's smartphone. We can say things more bluntly to management than they can, because our day-to-day survival doesn't depend on being quite so diplomatic. We've seen it all and, of course, we bring the perspective of having actually rebuilt and recontoured greens to accommodate modern green speeds.

SITUATION #2

The board takes a course maintenance tour and the superintendent gets grilled.

The board puts the superintendent on the spot about poor turf quality in an outer rough area, near the tree line. Here's how he responds, "Well, this is a popular place for carts to drive and soil around these trees is compacted. The turf also has to fight the tree roots for nutrients and drainage could be better. Maybe we can thin them out a bit and cut back the roots."

If he said this into the smartphone – hey, let's call it the Smarchitect Phone – here's what the translation would say: These trees

need to come down. It's a simple fact: You can't grow healthy turf without good sunlight or air circulation. The trees are compromising our maintenance standard, and quite frankly they ruin what could be a great hole. You have a thousand freakin' trees on this property, you won't even miss these, especially once the turf is healthy.

Okay, maybe we dial down the Smarchitect phone on the last part, but odds are 50-50 that these trees don't add a thing and do hurt the hole. Taking trees down is another expense, no doubt, and many golfers – especially private club golfers – have formed unnatural attachments to way too many trees. But the truth is, everyone – including the turf around said trees – would benefit from getting rid of them. If the super doesn't feel comfortable saying it, an architect can and will.

SITUATION #3 Golfers complain that the tees are beat up.

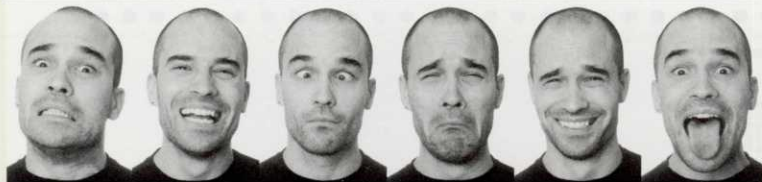
The superintendent is confronted with this complaint and says, "Well, we rotate the markers as much as we can in the given space, without going too far forward with the blue tees or too far back with the whites – and the senior men prefer to be back here, by the whites, rather than up by the reds. We've been trying to use the transition areas on off-days to give the main tee a rest without angering the members."

If the superintendent had been speaking into the Smarchitect phone, the translation could frankly go a number of ways: a) We need much larger tees and a dedicated set of senior tees; or b) Why the hell can't we put all the tees forward on certain days? What's wrong with some variety? Half the members who play the blues are way over their heads anyway, and isn't the PGA promoting "Play It Forward"? Why aren't we? or c) These tees are surrounded by trees 60 feet tall, they don't get sun till 1 p.m., and the trees block the use of the entire left half. Maybe the trees, not the tees, are the problem.

The politics of tee-marker placement is well known, especially in the private club sector. Golfers are creatures of habit, they get used to certain things and it's hard to introduce new ideas sometimes – like the simple movement forward of a tee to account for wind conditions on a given day, or the notion that money should be spent on tee expansion. We can understand why the superintendent is often reluctant to say so, especially in these trying economic times when every aspect of the day-to-day budget is being scrutinized.

But one way or another, these conversations have to take place. These wonder phones aren't on the market yet, so think about using a mediator like your friendly neighborhood golf course architect. Otherwise, maybe it's enough that board members, GMs and owners do a better job of listening to their superintendents – and reading better between the lines, especially in situations that sooner or later will require investment of some kind. Otherwise, it seems we're just kicking the can further down the road.

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Improve your conversations

If you're having trouble communicating or getting your point across with coworkers, superiors or customers, business coach and author Sharon Saylor says your nonverbal cues could be blocking your message.

"True communication goes beyond words, and great communicators use every tool they have to deliver their message," says Saylor. "When you have control of your nonverbal language, you can communicate confidence with passion, persuasion, credibility, and candor—factors that will help you soar above your competition in the business world."

Saylor provides some useful tips:

Don't fill the air with um, uh and you know.

It's natural to pause when you speak. What's not natural is to fill the silent pause with sounds.

Use hand gestures systematically. When we use only words to convey our message, we make it necessary for our audience to pay very close attention to what we say. Using gestures systematically, especially when giving directions or teaching, makes your audience less dependent on the verbal part of the presentation.

Don't put your hands in your pockets. Thumbs hanging off the pockets and hands deep in both pockets both say, "Geez, I hope you like me." Hands deep in the pockets jingling change say "Geez, I'm nervous and hope you like me," or, "Geez, I'm so bored. Is this ever going to be over?" Break this habit by being comfortable with your hands straight down by your sides – after all it is the natural place for them to be.

Don't cross your arms.

This stance is most frequently understood to indicate upset or discomfort. Some interpret it as, "I am not open to discussion," or, "I am annoyed."

Know when to put your hands on your hips. This is a ready-to-take-action gesture—think gunfight. It makes most people appear bigger, because they are actually taking up more space. Yet, it is often given negative labels by others, such as meaning you are annoyed, closed, or won't listen, similar to placing your arms across your chest.

Remember, the eyes have it. The eyes are the most expressive and really are the window to thoughts and emotions. Little or no eye contact is often thought to be associated with lying, lack of self-esteem or interest.



A superintendent's guide to club manager speak



By Dennis Lyon, CGCS

I am sure we have all walked out of our boss's office, either not fully understanding what was just said, or thinking we understood the conversation only to find out later we had it wrong.

The truth is many of the problems a superintendent encounters on the job relate to a lack of effective communication.

For the sake of this article, let's assume we have access to a gizmo which will interpret what club managers really mean. Let's call this gizmo a boss-ilorator. Let's assume in the situations below the boss-ilorator will interpret Club Manager Speak (CMS) and describe what our club managers really mean when they communicate with us.

SITUATION #1 Budget study.

The superintendent is called into the club manager's office and informed by the manager the club has decided to do a benchmark study on the maintenance budgets of comparable courses. The purpose of the study is to ensure this club's budget is not out of line.

Club Manager Speak (CMS) translation: Someone with a measure of power feels the maintenance budget is too high. There is a good chance your budget will be cut next year using this benchmark data as justification.

SITUATION #2 Scheduling.

The club manager asks the superintendent if the rough mowing schedule can be adjusted on Ladies' Day so the ladies won't complain about the mowers interrupting their event.

CMS translation: I am getting very weary of the ladies complaining about the rough mowers on their event days. Make this problem go away!

SITUATION #3 Personal appearances.

The club manager comes up to the superintendent on the putting green and says the pro told him he has not seen him up at the golf shop in quite a while. The manager says he wants to make sure everything is OK between

the superintendent and the golf professional.

CMS translation: When you were hired as the superintendent I made it clear you were expected to maintain good communications with the golf professional. I am concerned you are falling short in this area.

SITUATION #4 Corporate outings.

The club manager informs the superintendent that club board member Mr. Smith is hosting his corporate outing next week and is hoping golf course staff can polish the course up a little for this event. The manager goes on to say, he will check on the superintendent's progress later in the week.

CMS translation: Mr. Smith wants the course in as close as possible to "member guest" conditions by next week. I will be monitoring your progress on getting the course ready. Preparing for this event needs to be priority number one.

SITUATION #5 Construction.

The club manager tells the superintendent the board would like to rebuild the front nine bunkers next year but funds are going to be very tight.

CMS translation: Plan on rebuilding the front nine bunkers next year, in-house, using existing staff with a minimum budget.

SITUATION #6 Positive feedback.

The club manager comes down to the maintenance building to find the superintendent. He tells the superintendent he has had a lot of positive feedback on course conditions the past several weeks and wants to pass along the good word.

CMS translation: I have had a lot of good feedback on course conditions and want to let you know. Sometimes our bosses tell us exactly what they mean, no translation required.

In the real world we know the boss-ilorator does not exist.

Our bosses, including club managers, may at times try to be politically correct or sugar-

coat the message because they do not want to hurt our feelings or want to avoid conflict. As a result, they may use Club Manager Speak which can stand in the way of effective communication. Wouldn't the superintendent in situation #3 have been better off, if the club manager had been more direct and said he had a concern with the way the superintendent and the golf professional were communicating? Or in situation #4, if the club manager had clearly stated his expectations from the beginning on the corporate outing, wouldn't the superintendent have had a better chance of meeting the manager's expectations?

So how can superintendents better deal with club manager speak? Based on my years of experience, here are what I believe to be the keys to success:

- Listen intently to what is being said. Ask as many questions as necessary to ensure you fully understand the message.
- Don't be afraid to ask the "next question." This could be the question or situation your boss may be trying to avoid.
- Create a relationship of trust and openness with your club manager. Work to make effective communication a mutual priority.
- Your manager will be more likely to avoid CMS if you can accept bad news without becoming defensive. The goal is to communicate and fully understand the message. How you and the club manager deal with the message is another issue.

• Listen with empathy. It may be easier to understand the message if you look at the situation from the club manager's perspective.

• Remember that maintaining effective communication with your club manager or boss is the best way to avoid being surprised down the road.

Hopefully by using this superintendent's guide to club manager speak we will be able to more fully understand what our club managers really mean when they communicate with us. **GCI**

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FALL: THE FICKLE SEASON

Fall has arrived. The weather is cooling, the leaves are falling and the days are shorter... still a great time for golf and golf courses. It's also the first opportunity many superintendents have had to reflect on the season's efforts and what could have been done differently or better during the season.

Chances are you're not the only one reflecting. With the club calendar opening up, this is likely when your board, membership, ownership, or whoever is responsible for your employment is also reviewing your efforts. This is when disgruntled golfers sit in the grill room and chirp about how the course "really sucked this year" or "our superintendent just doesn't get it" or "I don't understand his/her problem." With a single malt in one hand and a deck of cards in the other, they scheme how to find a better, younger or cheaper (or all three) groundskeeper. Meanwhile, you innocently press on.

It used to be that the "Three Ps" of the golf industry were to protect, promote and preserve the game. Today, a tough economy combined with the unrealistic demands of uneducated golfers have created three new "Ps" – pre-ordained, pre-planned and pre-destined – that can result in your unemployment. Often, you unknowingly aid in your own demise.

So consider the following factors. And if this is the first time you've thought about these things in the past 12 months, then it's possible they'll soon be using another "P" to describe you – past tense.

POLITICS. The secret to surviving club politics is knowing what's going on without being involved. Hard as it is, you must remain neutral, remembering that it's not your club, it's theirs. Don't get sucked in to their griping and machinations. Don't do anything other than be completely truthful about the course, and do the best job you can do while keeping your head down and mouth shut. Be friends with everyone but no more. Learn who the key players are, and keep listening and watching for signs that the tide may be shifting against you. An old sage once told me: Politics is best defined as "poli meaning many and tick being a blood-sucking insect."

YOUR AGE/LENGTH OF EMPLOYMENT. Long-time readers may want to search GCI's archives and

re-read my column on the "20/50 problem." What I said then continues to be true: those of us over 50 with 20 or more years in the same job at the same club are automatically equated with declining efforts, complacency, lack of communication and old-fashioned methods. While doing all you can to fight those negative assessments, be sure to avoid saying things like, "I'm getting too old for this s#&!." Trust me, someone will agree.

US VS. THEM. Being a superintendent is a wonderful way to earn a living: The course is our office, we're outdoors, working with and battling Mother Nature, motivating staff and creating spectacular conditions that bring pleasure to others. However, all too often I hear supers refer to "my course." Sorry, but unless you own it or have a piece of the

Want to get fired? Ignore what your membership is thinking about you.

action, it isn't yours, and thinking it is will only lead to problems. As a member of a top private club once told me in no uncertain terms, "If you don't pay dues, you don't have an opinion."

MANAGEMENT COMPANIES. Love 'em or hate 'em, management companies are part of the operational equation. With the game and the economy in decline, these organizations have become viable options for clubs in financial trouble. But they often save money by cutting staff and salaries, bringing in whoever can promise to do the job faster and cheaper. Which is why you should be on the lookout for unannounced visits by management company representatives or unidentified guests. Keep your ears and eyes open for member gossip about money issues (e.g., potential leasing, sell-offs), and be leery of innocent-sounding questions about your budget, staffing, equipment needs and the qualifications of your assistant. Go beyond your department's finances and budgets and if possible, become acquainted with the club's overall operating budget. Learn how the club operates. Don't be sneaky, just be aware.

(continued on page 57)

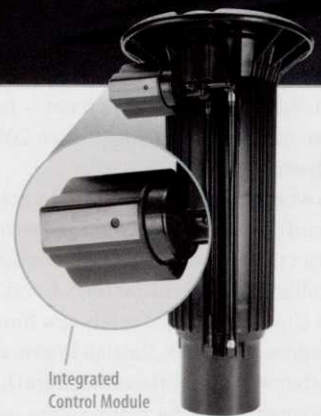
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RAIN  BIRD®

battle

At a time in golf where the sound of courses falling over keeps many industry people awake at night comes a skin-of-the-teeth escape for one mom-and-pop owner. A bankruptcy judge is yet to rule on every aspect of Fred Leonard's battle for survival at Taberna Country Club in New Bern, NC, but he was clear on the one that really mattered. Leonard – who, like many of his ilk, grinds it out for love as much as any living he makes – gets to keep his golf course.

The drawn-out legal battle has affected his health and his family. Leonard's wife, Gretchen, runs food and beverage operations at the golf course and a 13-year-old son works in his spare time in maintenance. Their daughter is a college junior. "When people threaten to sue you personally it can get pretty scary," Leonard says. "I've had some anxiety issues dealing with it all. Life's been a bit touchy around here for awhile."

At its simplest, the court ruling early July seems true to the principals of natural justice. In five years, Leonard had never missed a payment on his loan nor ever been late with a payment. Even today, in the murky backwash of the recession, he continues to keep the club's financial nose above the water line. Although, "it's a battle," he says, citing the nearly \$200,000 – or about 40 percent – he has cut from the golf course maintenance budget since 2005. "But then again it's tough everywhere."

So when the lender moved to foreclose in September, 2010 Leonard's earthy sense of right and wrong was deeply offended. The fact that his bank was one of the biggest in golf course lending rubbed further salt in the wound. If the lender was a Goliath, Leonard surely saw himself as David.

He grew up outside Raleigh in a small town where his father worked for the railroad and his mother was a schoolteacher. Like many young men in eastern North Carolina back then, he spent time toiling in tobacco fields. "There was a golf course right alongside where I worked and it didn't me take me long to decide life looked a lot more interesting over there," he says.

Leonard could play some and so headed down the path to



scars



Fred Leonard fought courageously for Taberna Country Club's survival. No matter what, no one was going to take his course away from him.

ISTOCK

By Trent Bouts

becoming a club professional. He completed the PGA's business schools and found his way to the pro shop, eventually serving as director of golf in the '80s. Leonard found the hours behind a desk and counter wearing on him. He preferred being outside and knew few people in the game spend more time on the course than the superintendent, so he switched. "Besides, I knew superintendents got to play a lot more golf than the golf pros," he laughs.

After several years in golf course maintenance, Leonard moved to Taberna Country Club and there the lure of ownership presented itself as the next step in his career progression. He recruited a small team of investors and paid \$4.7-million for the private club with 400-plus members within an 850-home development. Then the recession hit and the simple story became far more complex, as investment money dried up and lenders everywhere became spooked.

When Leonard's note for \$2.7 million became due in 2010, instead of a loan review, adjustment and renewal that had pretty much been the industry norm for years, the lender balked. "The lender I was dealing with was closing their golf course lending division," he says. "They had no interest in extending my loan for a length of time that would give the economy time to improve and allow me to secure alternative financing."

Leonard was not exactly shocked by the news. He wasn't blind to what was happening with the economy and so had already been knocking on doors. But try as he did, he couldn't find anyone willing to take on the loan in a golf economy in reverse. Then as Leonard threw his books wide open in an attempt to convince the existing lender to reconsider, an alarm bell went off. And this time he was shocked.

About a year earlier, one of the original investors had apparently confused investing with lending. He hadn't bought part of the business, he felt, but instead had lent Leonard the money to do so. He threatened to sue. To appease the "investor," Leonard consulted an attorney who drew up papers giving the investor a second lien. Problem solved, until the lender's legal team discovered the second lien and cried foul.

"They decided I was in default per my original documents,"



“The ‘bank’ we have been dealing with **didn’t care** about the 52 employees we employ, the 217 acres of green space we maintain or the community we’re in. Now, if the course **couldn’t service its debt any more**, that is one thing and completely understandable.” – Fred Leonard

Leonard says. “This was true, as it turned out, but in those 50-plus pages, I never saw the wording preventing any further lien, and my attorney at the time didn’t say anything about it. He should have known not to let me further encumber the property. I am a golf course superintendent for heaven’s sake, that’s why I hired an attorney to begin with.”

Not only was the lender now using the second lien against Leonard as a breach of contract, it also instituted penalty interest payments of an additional \$365 a day. All the while, on top of his existing duties, Leonard was wading through paperwork and working the phones looking for a solution.

“After some early negotiations, the lender was willing to extend my loan if I could give them a large sum of money and have the investor holding a second lien sign a subordination letter,” he says. “Well, I didn’t have the

money and the guy wouldn’t sign anyway.”

That wasn’t the first time Leonard felt like he was “dead in the water.” But the pressure became a full on punch when, in late February, a foreclosure notice was filed leaving Chapter 11 reorganization as the only hope. Such a step differs from bankruptcy which effectively says the well is dry and everyone loses out.

With Chapter 11, the courts oversee a restructuring of terms that provides for stakeholders to get their money back, but over a longer term. Leonard says, “That only works if you can show to creditors and/or a judge that, based on solid historical data, there’s enough income to survive, service debt, and function normally as well as continue being a positive business for the community in which you’re located.”

Leonard was able to do all of that but at significant cost, and

not all of it financial. Two visits to the witness stand – one for three hours and then for four and a half – were draining in and of themselves. But the almost daily mountains of legal documentation and hoops that had to be jumped through, on the back of hefty attorney’s fees, were most taxing.

Even now, with the judge’s ruling in Leonard’s favor on the record, opposing counsel continues to seek modifications to the outcome.

The experience has done nothing to taint Leonard’s love or devotion to the industry – he is current president of the Turfgrass Council of North Carolina and his left shoulder bears a tattoo incorporating the logos of the Golf Course Superintendents Association of America and the Carolinas Golf Course Superintendents Association. But it has soured his outlook.

“I think that in this ‘corporate’

lending world we live in, the days of the mom and pop businesses are numbered,” he says. “The ‘bank’ we have been dealing with didn’t care about the 52 employees we employ, the 217 acres of green space we maintain or the community we’re in. Now, if the course couldn’t service its debt any more, that is one thing and completely understandable.”

Instead, Leonard believes he is just one of too many single course operators who are being squeezed – “beat up on” – when they are most vulnerable paving the way for corporate or bank takeovers.

“If the course is still making its payments, chances are the people that work there have a lot of sweat equity and time invested in the facility,” he says. “It’s unfortunate that sweat equity can’t be put on a balance sheet somewhere. The operators of golf courses that are not corporate are generally doing it because they love the game, or the people, or the community. I can tell you, it’s not to get rich.”

They say what doesn’t kill you only makes you stronger but they might get an argument from Leonard just now.

Although he does admit he’s learned plenty over the past year. Asked to identify the single biggest lesson, he says aside from hiring the best attorneys you can possibly afford, prospective owners should, know all of your business, not just one aspect.

“I am a Class A golf course superintendent,” Leonard says. “I completed both PGA business schools and have been a director of golf for several years. My wife runs food and beverage as well as member relations but we both were unsure of some important things when it came down to it.” GCI

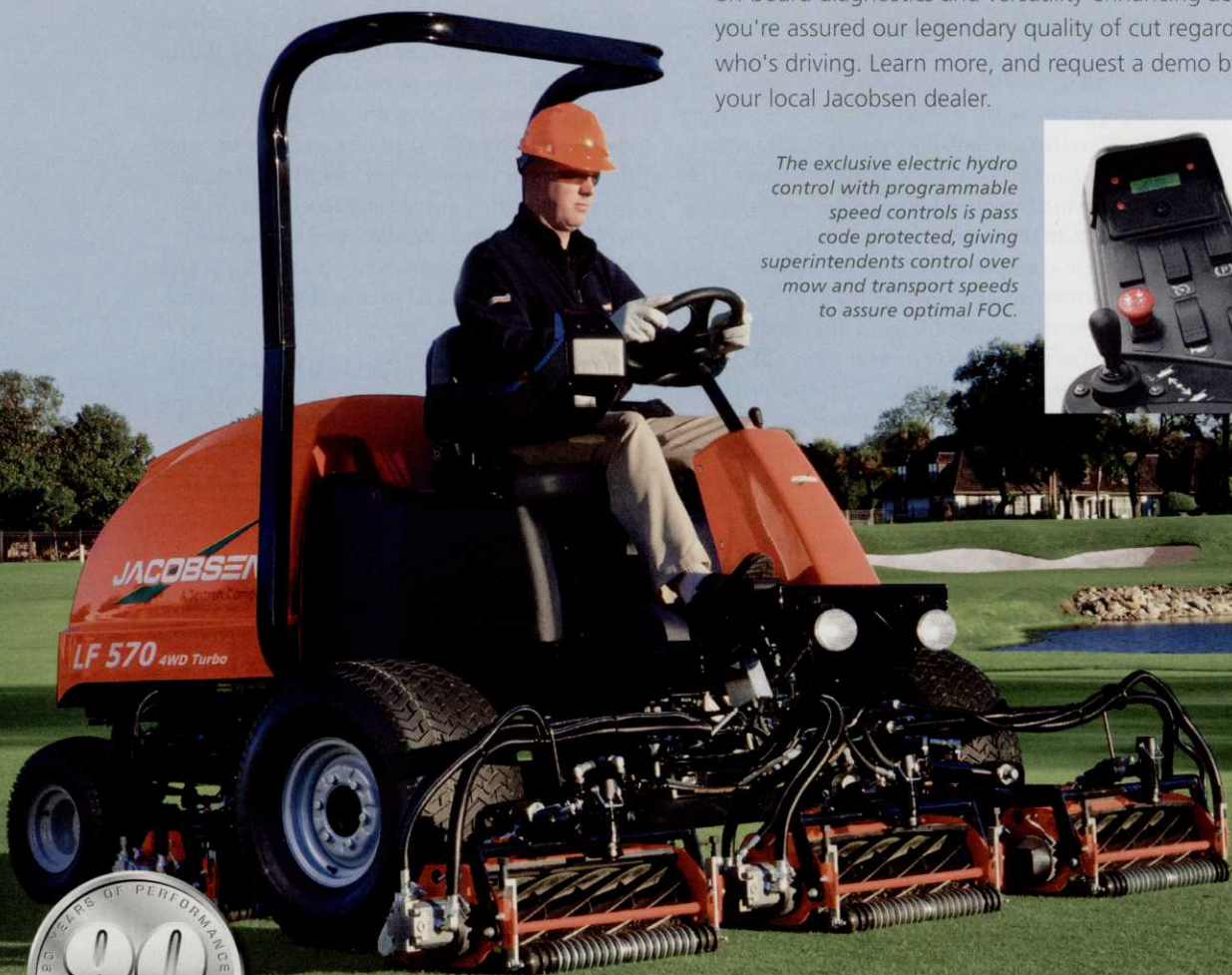
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A TOUGH YEAR IN TEXAS

“We live in the world’s most technically sophisticated society, yet we are now right back where we were three thousand years ago, praying for rain.” – Garrett Ward, Texas Drought 1997

The last year may have turned more Texans back to religion than an evangelist, with many praying for rain. In 2010, we were praying for less rain and fewer floods. Texas is known for its extreme weather, and we have proven it again. It’s hard to believe the heat wave of 1980 – in which I recall watching news clips of Texans frying eggs on the hood of cars while I was building a golf course in relatively cool Wisconsin, was cooler than this year. Or that the legendary “Dust Bowl” which inspired books and movies was less severe than this year.

Ninety-nine-point-nine percent of Texas experienced drought conditions, with 97 percent experiencing “severe drought.” The luckiest 0.83 percent of the state had it easy – they only experienced “moderate drought.” Crop and livestock losses total \$5.2 billion, with home and real estate losses also estimated in the billions. Parts of the Trinity Aquifer, running west of the DFW Metroplex and supplying much of our water, have fallen nearly 80 feet, also a modern record. Most golf courses are facing watering limits, either local or state mandated Stage 1 or 2 drought restrictions. Worst of all, some predict it will be a multi-year drought, worsening conditions.

Golf course superintendents here didn’t need to watch the news to know the severity of the situation. Most golf courses suffered. From a technical side, superintendents and conditions conspired to show us just how little water golf courses could survive on, even if few of us really wanted to know this in anything other than theory.

Golfers, surprisingly, accepted it as a part of nature. If brown wasn’t beautiful to them, at least brown golf was better than no golf, as long as the superintendent was able to keep at least greens and tees in decent shape. Slightly off color fairways were also accepted. This may end up being a great “teachable moment” to golfers convinced that green is the only acceptable color for golf.

Texas superintendents are also using it as a “teachable moment.” They have used their local

GCSAA chapters for public relations efforts, based in large part on programs developed by Georgia’s superintendents, who experienced similar conditions a few years back and launched a multi-pronged program to educate golfers in accepting current conditions, and with legislators to influence the future condition of golf. I foresee a watershed moment in the role of golf organizations to become more legislatively and less fraternally oriented. It’s not that we didn’t see it coming, but it takes memorable events like this drought to crystallize our direction.

Our “take away” from this year is that keeping courses viable will consist of a mix of many small details rather than one “pat” solution. Besides banding together at state and federal levels, it will also mean individual courses will accelerate all efforts to prepare water management and contingency plans, and to tune their golf course

This may end up being a great “teachable moment” to golfers convinced that green is the only acceptable color for golf.

designs, irrigations systems, maintenance practices for water savings whenever they can find them. Next month, I will share some specific tips irrigation designers and golf course architects have passed on to save water.

We had a tough Texas summer in another way. Former North Texas Golf Course Superintendents Association President (2004) and 2010 A.C. Bearden Superintendent of the Year Award recipient Stephen Best passed away on Oct. 16, 2011 after a long and exhausting battle with melanoma.

Bearden maintained an unbelievably upbeat and positive attitude and used his experience to motivate and inspire other Texas superintendents to take care of sun protection, which is a valuable reminder for all outdoor workers in golf, as well as golfers themselves.

He also reminded us often that health, spiritual and family aspects of life should take precedence over the problems you face every day in your profession. **GCI**