

cycled water with more salts for irrigation, we will need to be aware of the build-up of salts in the soil. Normally, the PNW gets at least one flush of rain to move the salts through the root zone naturally. This is not something to be alarmed about, just something we need to monitor. Rapid blight affects most grasses with the exception of creeping bentgrasses, slender creeping red fescues and alkaligrass. Irrigating with clean water before salts build up will solve the problem. There are several fungicides that will control this pest.”

Some cool season pythium outbreaks on greens during fall, Stahnke says.

“We have had this problem for the past three years, so superintendents know that when the temperatures cool off and the excess rainfall comes, that this could be a problem,” she says. “The first year we lost about \$500,000 worth of greens. There are specific fungicides to apply for this water mold as a preventative and curative method.”

That excess shade over greens seems to be a key factor in promoting the disease, but excess moisture in the root zone, mowing too low, and a stressed plant also need to be present to get infection, Stahnke says.

Kerns: “There are a few new problems out there. John Kaminski is doing some nice work on a disease called thatch collapse, which is somewhat like a fairy ring disease. Of course bacterial diseases have been a hot topic lately, but most of the research right now clearly shows that this issue is related to extreme heat stress. Thus combating heat stress is probably the best way to combat this particular bacterial disease. Nematodes are a major issue because we have an extremely limited supply of effective nematicides. Nematode issues are not new, but they are

becoming an emerging problem because we relied heavily in the past on conventional nematicides like Nematicur.”

Keith Happ, senior agronomist for the USGA’s Mid-Atlantic Region, is hoping for a “real” winter in the Mid-Atlantic Region. “Last year’s mild winter was a blessing for golf but resulted in a few issues that are not normally a problem for turf managers in our region. Scouting and testing this season will be very important,” he says.

He agrees turfgrass management issues are becoming bigger concerns for a majority of superintendents... everywhere.

“Annual bluegrass weevil, for example, used to be a problem only in the Northeast. Now it is a concern in the Mid-Atlantic and North Central region. Same for nematodes. It was something you would read about on warm season grass down South. We have turfgrass management issues that overlap

preventative but don’t act before you are sure what the issue is. For weevil control, for example, we have great growing degree models that help target product applications. We have a number of phenotypic indicators as well that help get the most from control procedures. We can’t just put the intended application on the calendar anymore and assume that the date selected for treatment will provide the expected result. Site specific applications may be more the norm rather than blanketing the property with an application for insect control.”

The best approach to predicting what diseases are going to be problematic in the future is to reassess the disease history on a course, Dr. Inguagiato says.

“Recall what diseases were most prevalent and where on your course over the past few years. Consider site factors such as poor drainage and air movement or soil

“It is very difficult to predict what diseases or insects will be problematic next year. Diseases in particular are governed by the environment and we have no idea what next year will hold for us.”

—Jim Kerns, University of Wisconsin

regions now. We deal with many of the same maladies that other region do. As the saying goes, if it is going to occur, it will happen in the Mid-Atlantic region.

Okay, enough of this doom and gloom. There are ways to combat any pests that may cause problems in the future.

Says Happ, “Control procedures and products applications are becoming much more specific. While this is a BMP there is also the concern of resistance. We already have documentation/confirmation of weevil resistance to pyrethroid insecticides. We had our first confirmation in the Mid-Atlantic region of grey leaf spot on tall fescue. Ryegrasses have been developed and selected for tolerance to the grey leaf spot fungus but they are not resistant. Sustainability is going to hinge on research and continued development of grasses that will perform under wide ranging environmental conditions.”

He advises superintendents to “test, scout and sample,” adding, “Be

pH that may predispose those locations to a particular disease. If those conditions have remained the same, or worsened, chances are you will likely see disease in those same spots next year.”

Fungicide resistance continues to be an important factor influencing fungal pathogens’ ability to cause disease. Dollar spot, anthracnose, gray leaf spot, and microdochium patch (in the Pacific Northwest) are all diseases where the causal agent has been found to be resistant to single-site mode of action fungicides. Rotating among these materials and tank mixing with multi-site fungicides remains an important strategy to delay further resistance issues.

Many improvements to correct site conditions can be made during the offseason. Soil testing and adding amendments, installing drainage, removing trees and other actions now will help minimize conditions favorable for disease development next summer. (continued on page 47)





Ron Dodson and **Bill Love** are the founders of Love & Dodson, LLC a firm that specializes in sustainable planning, design, construction and management of golf courses, recreational facilities and sanctuaries. www.loveanddodson.com

SUSTAINABLE SOILS

Dr. Rattan Lal, with The Ohio State University's School of Environment and Natural Resources, and a globally recognized expert in soil science, says the key step toward sustainability rests with sustainable soil management.

"Sustainable soil management is the engine for economic, environmental and social sustainability," Dr. Lal says.

While there's a growing interest in the concepts and philosophy of sustainability, there's a lack of clear direction concerning what to do about it.

It seems the landscape is the best place to begin walking down the path of sustainability. This means managing landscapes from the planning, design and management point of view. Note, I didn't say "turfgrass management" or "golf course management." The foundation for a sustainable landscape management is the soil on which a landscape is grown and managed. The soil should be the main, first focus within any landscape.

As a wildlife biologist I always focused on wildlife and biological diversity. It took me awhile to appreciate that soil – healthy soil – is the most diverse habitat on Earth. In many regards, our present management activities are killing the planet's most important and most diverse habitat.

According to the International Sustainability Council (ISC), a sustainable landscape is an economically viable landscape that provides engaging and enjoyable environments for all people and living organisms that utilize the landscape. A sustainable landscape is planned, designed, constructed and managed in ways that enhance the property value and the local community and reduces or eliminates impact to the soil and other natural resources. It is managed in ways that provide balance between optimum human use and enjoyment, good stewardship of

the environment, while providing economically viable environmental services. Management strategies are based upon scientifically sound, site-specific best practices that improve the quality of all life on the landscape, as well as

organic inputs therefore it is a matter of logistics in making nutrients available in sufficient quantity, in the appropriate form, and at the right time for acceptable plant growth and optimum quality.

PRINCIPLE 6: The poor management of

As a wildlife biologist I always focused on **wildlife and biological diversity**. It took me quite awhile to appreciate that soil – healthy soil – is the most diverse habitat on Earth.

regionally and beyond. A sustainable landscape serves as a champion and advocate of sustainability.

The ISC has adopted, with Dr. Lal's blessing, the following 10 Principles for Sustainable Soils. They encourage every golf course adopt these as guiding principles for sustainable golf landscape management:

PRINCIPLE 1: Soil degradation is a biophysical process, but driven by social, economic and political forces. Minimizing degradation and enhancing restoration depends on addressing the human dimensions that drive land misuse.

PRINCIPLE 2: The landscape stewardship concept is important only when the basic needs of people and businesses are adequately met.

PRINCIPLE 3: When managing a landscape you cannot take more out of the soil than what you put in it without degrading its quality.

PRINCIPLE 4: Poor quality soils cultivated with improper inputs produce marginal plant responses and are not sustainable.

PRINCIPLE 5: Plants cannot differentiate between organic and inor-

soil organic matter results in the loss of carbon just as if it were burned on the surface and wasted.

PRINCIPLE 7: Soils can be a source of carbon extraction or a sink for carbon storage, depending on how the soil is managed. If used as a sink, the soil has the capacity to store 3 gigatons of carbon a year, translating into a reduction of 50 parts per million of carbon dioxide over the next five decades.

PRINCIPLE 8: Even the most elite plant varieties developed through biotechnology and genetic engineering cannot extract water and nutrients from the soil where they do not exist. Improvements in quality can only be realized if landscape plants are grown on well-managed soils.

PRINCIPLE 9: Improved soil management is the engine of economic development in all communities because it enhances the lifestyles of those who live, work, or play in each community. Try to imagine a community with no plants whatsoever.

PRINCIPLE 10: Traditional landscape management knowledge and modern innovations go hand-in-hand. One cannot solve current landscape issues without the other. **GCI**

Dennis Lyon, CGCS, retired at the end of 2010 after spending 37 years managing golf courses for the city of Aurora Colorado. He is a GCSAA Past President, a recipient of the USGA Green Section Award and a frequent contributor to GCI.



SAGE ADVICE

BOUNCING BACK

For me, 2012 has been a year spent bouncing back.

My bouncing process all started on Dec. 20, 2011 when I was walking my dog, Putter. We were crossing a neighborhood street when a pickup truck darted around a car, turned left and smashed into me. I first bounced off the pickup hood, and then I bounced off the pavement. I then bounced down the road in an ambulance and spent the next 51 days bouncing between three hospitals.

Since my release, I have been home bouncing back to my old self both physically and mentally. I can honestly say, without my family, friends and professional colleagues I would not have made it.

Following the accident, I remember none of the first eight days. On the morning of Dec. 20 I purchased my airline tickets to the 2012 GCSAA Conference in Las Vegas, emailed Pat Jones and told him I was looking forward to spending some time in the GCI booth at the Golf Industry Show. Then I took Putter for a walk.

The next thing I remember it is Dec. 28 and I'm at the University of Colorado Hospital. According to my wife, Penny, and our four adult children, the first several days were very touch and go. In addition to a broken back, crushed pelvis, broken shoulders and a partially torn-off ear, I had a severe head injury and serious internal injuries.

Those first several days were especially hard on my family who were with me as I struggled through severe pain and several surgeries. I was very fortunate my son, Corey, is a physician at the University of Colorado Hospital. He was there every day and helped the medical staff make sure all the right decisions were made as they decided how to treat my injuries.

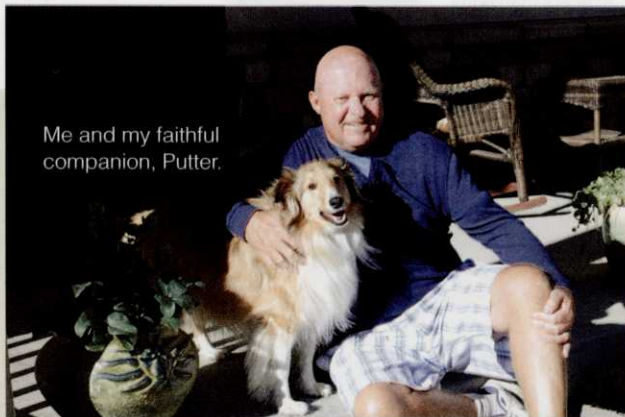
I am also happy to report I never saw the bright light. They often say, "don't look at the light," when you come close to checking out. I never saw the light, so I was either never that close to checking out or the bright light is an emergency room legend. I am not sure which.

As I think back on 2012, my journey back to health has been both difficult and memorable. My wife Penny has been the best caregiver ever,



Top: Me, back on the course, at my golf outing. Bottom: Coaching soccer has been great physical and mental therapy.

as have been my kids and their two spouses. My friend Steve Cadenelli, another GCSAA past president, flew out from the east coast four times to spend time with me. My daughter Casey kept



Me and my faithful companion, Putter.

They often say, "don't look at the light," when you come close to checking out. **I never saw the light**, so I was either never that close to checking out or the bright light is an emergency room legend. I am not sure which.

everyone up to date through Caring Bridge. My daughter Jesse moved home to help take care of Penny while she took care of me and my other son Lane wrote the previous article for GCI on my accident and helped manage the bills and legal issues involved with the accident.

As I sit at my desk now and write this article I am happy to report that I'm feeling pretty good.

Although I'm not completely back physically, I have played some golf. Putter is always reminding me when it is time for a walk and I started coaching my team of 5 and 6 year olds again in soccer.

Coaching soccer to 5 and 6 year olds is not only great physical therapy but is happy mental therapy, also. I have also been active again in my local superintendent's association and involved in several other professional and community activities.

I am so grateful for the many cards and letters I received and the financial support I got from my many friends in the golf industry, my local chapter, the Colorado Golf Foundation, GCSAA, the Wee One Foundation and several others.

I look forward to the coming holiday season and I am thankful just to be here to share this special time with family and friends. I look forward to attending the 2013 GCSAA Conference and Golf Industry Show in San Diego. I especially look forward to getting back in touch with many of you.

Finally, I plan on bringing the "Old Sage" back to GCI for the occasional Sage Advice column and industry-related article. The old brain seems to be working pretty well these days, so I feel it's time to put it back to work.

I would like to take a moment to thank everyone so much for your caring support during this difficult year.

Lastly, I look forward to a great 2013 and I intend to keep bouncing in the right direction for a long, long time into the future. **GCI**



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Terry Buchen, CGCS, MG, is president of Golf Agronomy International. He's a 41-year, life member of the GCSAA. He can be reached at 757-561-7777 or terrybuchen@earthlink.net.



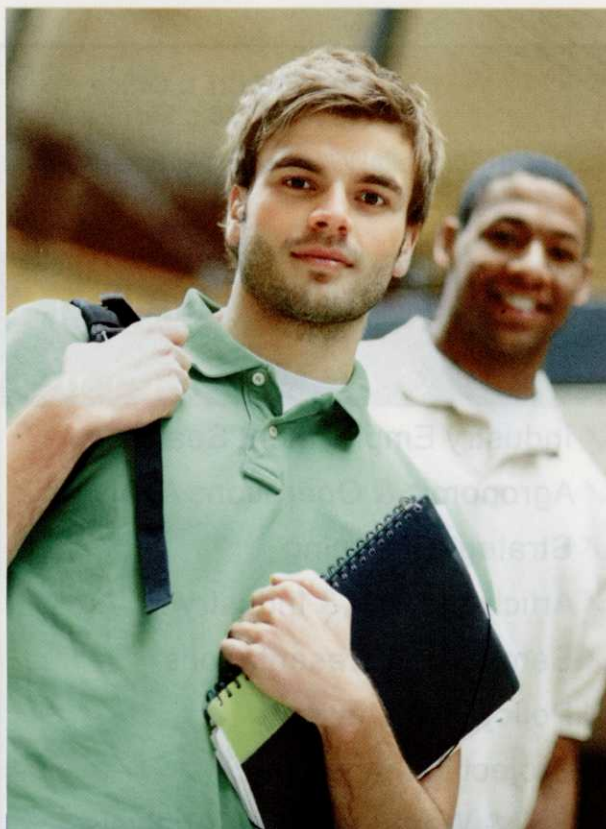
CAPILLARY CONCRETE BUNKER LINER

Martin Sternberg, CGCS, at the Torrekulla Golf Club in Gothenburg, Sweden, has been a certified golf course superintendent for 20 years, a golf course owner and a golf course builder for 27 years. Sternberg invented Capillary Concrete (CC), a U.S. patent pending porous bunker lining material that is working quite well on golf course bunkers in Europe. CC comes in 1-cubic-yard tote-type bags that are placed in a cement mixing-type machine, water is added then it is placed in the bunker in piles and then shoveled and raked to a 2-inch depth. Each bag covers about 150 square feet. This material is unique because it forms a firm but resilient base material in the bunker that is completely porous allowing water to drain through it into the sub-surface drainage piping. CC holds bunker sand on the slopes, helps keep weeds to a minimum and



Travels With Terry

Globetrotting consulting agronomist Terry Buchen visits many golf courses annually with his digital camera in hand. He will share helpful ideas relating to maintenance equipment from the golf course superintendents he visits – as well as a few ideas of his own – with timely photos and captions that explore the changing world of golf course management.



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TRAVELS WITH TERRY

virtually eliminates washouts of soil into the bunker sand and it also keeps the drainage gravel and piping from getting contaminated.

The cost is about \$2.25 (USD) per square foot or about \$375 (USD) per 1-cubic-yard bulk-size bag that are shipped from North Carolina. The installation process takes about 3 to 5 hours per 1,000 square foot depending on where the produce is mixed, size, shape and slope of the bunker.


Jacques Leonard, superintendent, at the Golf de Nancy in Pulnoy, France, says: "We installed CC on all of our 49 sand bunkers this year, which is just short of 3,000 square meters on our 18-hole golf course and it is working real good. We have good bunker design with little water from the outside and we have perfect results now."

CC is currently being tested in Florida and there are no superintendents who I know of using this product in the U.S. Still, there sure is a lot of interest in it. GCI




Want more Terry?


Check out a recent webinar "The Best of Travels with Terry" where Terry presents some of the best superintendent and mechanic ideas he's seen in his travels. Enter bit.ly/VCHTga into your web browser to access this extra content.

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(TURF NERD continued from page 26)

(PESTS continued from page 41)

that is seriously close.

Getting 0.39 inches (1 cm) away from your subject is the primary reason I don't recommend the clunky DSLR cameras for shooting turf. The small body of the point and shoot allows you to get right into the canopy and capture the subject effortlessly. This is great for trying to get close to the plant to identify signs of the pathogen for digital identification. This works for any fungus that produces fruiting bodies, such as gray snow mold, anthracnose, and red thread.

SHOOTING FOR A PROPER DIAGNOSIS. So you received that perfect camera for the holiday and you mastered the macro function during the winter by taking pictures of spiders in your shop. Now you're ready to road test that camera. Capturing images for a disease diagnosis is a multi-step process.

Proper identification of any turfgrass disease requires a clear visualization of the symptoms as well as the signs of a pathogen. The same holds true for an insect pest as well, although identifying those critters usually relies on the macro mode to capture a close-up of the insect.

What I look for three images in a digital diagnosis. I like to see a broad spectrum view of the problem area. Think about a standing position shot of the entire section of the green, tee, or fairway impacted by the problem. This not only gives me some information about the site (Is it surrounded by trees?

Is it in a low lying area?), but also provides me a wider view of the problem.

Next, I like to see an image taken from the standing position, but that gets a closer perspective of the symptoms. Think of this shot as those you see where the tips of the photographer's shoes make it into the picture. As you get really good you can even eliminate those from the view. Finally, it is back to the Macro mode mentioned previously. Get down close and get an image of either a lesion or some other symptoms on an individual plant or even find a sclerotia or some other sign of the pathogen. Get one of those and a diagnosis may be confirmed with 100 percent certainty.

SAVE YOUR MONEY AND PRACTICE. As with any hobby or skill, it takes practice and patience to get the best shot. Be sure you take the time to learn the various functions of your camera and the settings that will get you the best results. Practice shooting during the winter months until you're confident that can translate that experience into the field. Once you've developed the skills and techniques to capture the best quality images, you will realize that spending thousands of dollars on expensive equipment isn't necessary.

Feel free to send your images to Turf Diseases on Facebook, Twitter or via email (upload@turfdiseases.org) to get a second or even third set of eyes on the problem. **GCI**

The offseason also provides an opportunity to re-evaluate fungicide programs and make adjustments for next year. Regional 30-year weather averages can be helpful for developing a baseline fungicide program. Select fungicides to cover more than one disease and be sure to rotate and tank mix modes of action. Several new fungicides, including a new multi-site fungicide, have recently become available, with more coming soon.

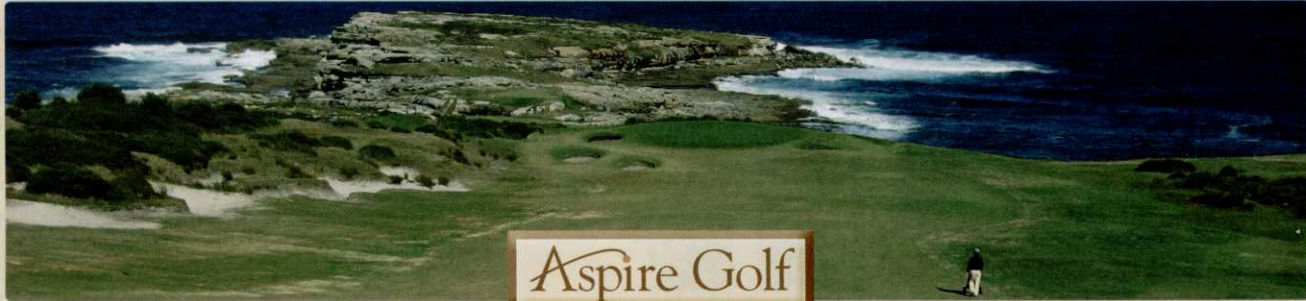
Kerns adds, "The most important thing is to focus on plant health. In order to make your plants more tolerant of stresses don't limit nitrogen, manage the water using soil moisture meters, conduct the key cultural practices such as light, frequent topdressing and venting."

With regard to nematodes and bacterial diseases, these problems are related to physiological stress, Kerns says. Consequently, anything to limit stress will limit problems associated with these two organisms.

"Things like light, frequent topdressing, venting, alternating mowing and rolling, raising mowing heights slightly, maintaining a consistent supply of nitrogen, etc. will all help to limit stress and in turn limit problems associated with nematodes, bacteria and other fungal pathogens as well," Kern says.

He concludes, "I take a very simplistic approach to turf grass management. What does the plant need? Basically light, food, water and air, so how can we ensure that the plant has access to these necessities? By employing the cultural practices listed above and potentially evaluating the microclimate too." **GCI**

John Torsiello is a freelance writer based in Torrington, Conn. and a frequent GCI contributor.



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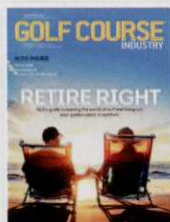
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(MORGAHAN continued from page 20)

double grain, or lateral grain, not to mention the precious "Poa here at Pebble Beach that grows toward the setting sun." Turfgrass does not have a photosensitive response to the sun. We are three decades removed from Johnny's heyday as a player, and someone needs to explain to him that agronomic practices have improved dramatically.

The envelope, please. The winner of the inaugural Grainy Awards is Johnny Miller. Congratulations, and best of luck to all the other contestants. But if these same candidates are still on the ballot next year, golf has bigger problems than my opinions. **GCI**

to cover the cost of prescriptions and other costs so that their costs are fixed.

EXTENDED CARE. As we are living longer lives there has been a surge in extended health-care facilities. Many of these facilities offer varying levels of assistance. The first level is known as independent living in which an individual can have their own townhome or apartment in the complex. Meals may or may not be included in the plan. Assisted living is in similar units but those people require help with getting around, personal hygiene and medications. Nursing care is provided based on the requirements of the individual.

At some point when a person needs significant care they would then move to the nursing home connected with the extended care facility. Each move is typically to a smaller room but increased attention for the resident.

There is a cost associated with extended care and it varies widely. Plans vary widely in that some require ownership with normal costs being \$200,000 to \$300,000 to buy your unit. Additional expenses for a couple would be between \$4,000 and \$8,000 per month depending on your meal plan and individual needs reflected in the level of care you require. The most important thing to consider here is that you should plan ahead for those costs at the final stage of your life.

HOBBIES. Once we get through all the financial ramifications of retirement then everyone should consider what they will do with the extra time they are now afforded. Superintendents are pretty unique in the hours required for them to do their jobs. It is not uncommon to work seven days per week and 60-plus hours per week. That does not



leave a lot of time for hobbies and other activities outside of the workplace.

I watched retirement firsthand when my father retired after a great career as a superintendent. I followed him as the superintendent on that job and learned a lot from that experience. The first thing was for my parents to take an extended vacation to Florida and enjoy five months of golf and relaxing. When spring rolled around most snowbirds head back home and my parents joined that migration. So once back in the Chicago area I found my father showing up at his former club just about every day. When you do something for 45 years it is hard to get it out of your blood. During the course of that summer we got things into a routine and my father would hit balls at the range for an hour or two, then ride the course with me mid-morning and we would have lunch together and he would head home. I valued that time we spent together, but it also taught me that we all need a place to go after retirement and a plan for things we want to do.

In discussing this subject with GCSAA Past President, Jerry Faubel, CGCS, he expressed how important it is to have hobbies. Jerry has a business that takes up a small amount of his time. But most of his time is utilized in his enjoyment of fishing and hunt-

ing. He likes to hang out with friends at his local shooting range and have coffee and share stories. Hobbies fill the gap – and in some cases emptiness – for guys who have devoted most of their life to their golf courses.

THE HORIZON. Once you see retirement in the near future you will be happy to take care of all the little things that need to be done around your house. Vacations will be more frequent and much more relaxed. You have worked all your life to get to this point, so be sure you know what the future has to hold.

Play golf, enjoy your family, watch the grandkids grow up and plant that garden you have always been thinking about but never had the time to tend. Focus on the important things. Fill your time with hobbies, and if you don't have any, then no better time to start enjoying some different things. Imagine having the time to read a book a week.

Enjoying your retirement will be predicated on your prior planning to ensure you will have your financial house in order. With a well thought out plan all your dreams can become a reality. **GCI**

Bruce R. Williams, CGCS, is principal for both Bruce Williams Golf Consulting and Executive Golf Search. He is a frequent GCI contributor.

eyes (like we don't have enough already) looking at large water users like golf courses in a community no matter what their source of water is.

Expect in the future that you will not only be paying more for utility-driven water, but also for other sources of water, including groundwater and surface waters. To date they are disguised as permit fees or registration costs. However, expect that at some point it will be for the water itself, not the infrastructure, because you already own that.

You can see this trend already occurring in parts of Pennsylvania and New Jersey. In the 17 western states that have "prior appropriation" water laws it will be more difficult to charge for the non-utility water. But as the legal system attacks western water law, count on the trend to take there, too.

The survey showed water costs had doubled or more in 29 locations and tripled in three locations over the last 12 years.

As a large water user, keep your eyes and ears open, have a backup plan for your water supply and be a good steward of water. As I always say, track your water use so you can document what you need to maintain the golf course as opposed to someone telling you what you need and, therefore, what you can use. Be diligent and stay informed.

And the largest rate increase winners: Atlanta, Ga. (233 percent), San Francisco, Calif. (211 percent), and Wilmington, Del. (200 percent). **GCI**



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RUNNING SCARED

When I was in journalism school, I once included a line in an article that stated something stupidly obvious (e.g., “The ice was very cold”). My professor struck it out and wrote “NSS” next to it and gave me a D or something. I asked him the next day what NSS meant and he explained I’d written a “No Sh*t Statement.” In short, it’s something you read or hear that makes you say, “No sh*t.”

Well, here’s a NSS: Things today are not what they once were in our happy little industry.

We are collectively paying the price for the big party we had for about 20 years when we all blithely bought into the idea that golf would grow forever. Now, we find ourselves slightly screwed in so many ways.

I’ll offer two more NSSs as proof:

- **There are far too many courses.** There are still nearly 15,500-plus courses competing for about the same number of rounds (and less revenue) despite 150-200 closings a year. If I found a magic lamp and the genie inside offered to grant me three wishes, I would ask him to make about 2,500 of the worst-run, worst-conceived and worst-financed courses vanish and solve this problem instantly. (Then I’d ask for \$1 billion and infinite supply of Ben & Jerry’s “Chunky Monkey”). But, since there doesn’t appear to be a magic solution to the oversupply problem, it’s something we’ll need to live with and manage through for at least another decade.

- **There are way more potential superintendents than there are jobs.** The churn rate on jobs is, by my estimation, lower than it’s been in decades. In the good-old, bad-old days, idiots were building courses as fast as possible and people left good jobs

for better jobs with some frequency. Now, a super is likely to be in the same position for 10 years. That’s partly because there aren’t any new jobs, partly because fewer supers seem to get fired on whims these days, and partly because you are hunkering down and sticking with a mediocre or bad job.

But that means, at best, maybe 1,200 real superintendent jobs a year come open at any type of facility (by my estimation, about a quarter of all courses are family-run, pitch-and-putt type deals, or others operated without a turf pro). And only maybe a third of those are really good jobs that pay well and offer some measure of career reward. That means there are about

Well, here’s another NSS: Things today are not what they once were in our happy little industry.

400 real jobs a year in play. If you’re trying to stay local – as most are – the number of opportunities gets very small, very quickly.

And then there’s the delicate matter of age. I turned 50 this year and many of the guys that I “grew up with” in this industry are about that age now, too. They’ve largely been successful, moved up the ladder and many have even been in their “dream job” for 10-15 years. They’re comfortable, making six-figures and well-established at their facility. Maybe too well-established.

Unfortunately, dream jobs turn into nightmares when the boss utters those dreadful words, “We’ve decided to make a change.” It may be money. It may be stupidity. It may be because the super has simply worn out his wel-

come. Could be lousy weather, lousy communications skills, lousy politics, lousy new GM...it’s just a lousy deal.

It seems to happen most often to my friends in the 50-something category. Too often, they never hear the bullet. It comes out of the blue for them even if others around them sensed it for months. You get comfortable or you just choose to ignore the warning signs. Either way, you’re unprepared.

I’ve asked tons of “mature” superintendents about the fear factor lately. Are they running scared? Some will smile quickly and say, “Nope...I’m good.” I worry about those guys.

Others will admit they are...and they’re not taking anything for granted. They stay around the club more. They pay attention to little things to make sure small stuff doesn’t turn into big problems. They manage budgets to the penny. They keep their ear to the ground to listen for the muffled jungle drums of member discontent.

Either way, it sucks. Either you’re compartmentalizing and ignoring the risk or you’re doing your job from a position of fear.

This isn’t me writing about some big megatrend in golf. This is me telling you to be very self-aware right now. Measure your strengths and weaknesses carefully. Honestly assess your position with your employer. Here’s one more NSS: Unless you have naked pictures of your boss with a sheep, you cannot assume you have total job security in today’s climate.

But, all that said, running scared is no way to go through life. If you believe you bring value to your position, act like it. Making decisions based on fear is no way to make decisions. Don’t let that dictate how you work and live. The safe thing is not always the right thing. **GCI**