

Environment & Money



We help you save *both*.

www.auduboninternational.org

info@auduboninternational.org



**Audubon
International**

Enter code GCI14
for a discount on
new membership.

[REPORTER'S NOTEBOOK]

Sustainability in Golf...Beyond the Green

Bill Brown reports on what the industry is doing to make golf more sustainable.

Sustainability: There may be as many definitions as there are groups trying to define and implement it. As a former superintendent, I was consistently faced with questions on the topic of being environmentally friendly, native areas and sustainability. During my 20 years in the industry, I have seen several attempts by people or groups thinking they are going to make the industry sustainable or initiate environmental changes on a global scale, only to find these lose steam and die.

Earlier this month, Experience Green, a non-profit organization founded in 2010 that focuses on the what, how, why and when of sustainability launched an initiative called Sustainability in Golf... Beyond the Green, in Hilton Head, SC. Presented in partnership with The Sea Pines Resort and Syngenta, the event was a pioneering initiative bringing together all the segments of the golf industry to advance sustainability to benefit the planet, its people and prosperity or what they call the triple bottom line. The event hosted a slew of other partners/sponsors including RBC, John Deere Golf, NGCOA and ePar to name a few.

I was cautiously optimistic. The schedule of events and speakers looked great. Most of all, the



diversity of the audience is what intrigued me the most. Teresa Wade, Founder and Executive Director of Experience Green, expressed having three goals for the Sustainability in Golf event. The first goal was simple, to get all the key players of golf in one room. The first goal was accomplished, the event had total buy-in from each segment in golf. There were speakers and attendees from course maintenance, club managers, owners, golf professionals, the public and even a few junior golfers were in attendance. That last was impressive!

Day one was broken down into the three key segments, People, Planet and Prosperity. Each segment featured speakers representing these areas followed by time for panel discussions. Each group was charged with presenting how they are doing their own little part to



make golf more sustainable.

Following the panel discussions the attendees and partners broke out into their respective groups. One of the questions they had to answer was, "What do they need from the other segments of golf to help with sustainability at their facility?" The answer was simple, total buy-in.

Our last day featured a tour of The Ocean Course at Sea Pines Resort lead by Jim Cregan, golf course superintendent and Joellen Lampman from Audubon International. It was great to see many of the sustainable initiatives put in place at the Ocean Course. Jim and his team do a tremendous job. But I was equally excited to hear them communicate the cost of sustainability. Being sustainable on a course doesn't mean you will simply discontinue a practice, it is the reallocation of resources.



See the app version of this story for Bill's complete report from the event

From THE FEED



The golf course is a dangerous place, especially between seasons. Some sudden severe weather can close down the course instantly, but sometimes it's better to deal with the problem you can ride out rather than random acts of vandalism.



Ridgewood CC Grounds @RCC_Grounds

Microburst hit club today 50+ trees down, another 100+ tops sheared off. Course closed tomorrow. More later.



↑ **Jake Brooks@jakebrooks04**
Won't be needing that fan anymore.



Sam Leatherberry @SamLeatherberry

Seemed like a good idea to move back on August 1st. Seriously snow in October? #whoops



Fowler's Mill GC @FowlersMillGC

Needless to say, we are closed for the weekend #snow #christmascard.



Scott Reaves @ScottReaves5

Good morning.



↑ **Ian Nichols@IanANichols**
If there is a bright side least it wasn't burnt out in the middle of a green.



↑ **Scott Reaves@ScottReaves5**
Credit for persistence. This was their fourth or fifth attempt.



Join the conversation
on Twitter @GCIMagazine!



LIVE FROM GIE+EXPO 2013

Turfheads came to learn and try out new equipment at GIE+Expo 2013 in Louisville, Ky., with lots of new opportunities for education and plenty of iron to ride. Here are a few of the highlights from the show:



-Chuck Bowen, the editor of GCI's sister publication Lawn & Landscape, moderated a Power Panel discussion with a group of smart, vocal landscape contractors on topics like using the H2B Guest Worker program, employee referral programs and new employee training.

-The Outdoor Power Equipment Institute launched a new education campaign aimed at alerting equipment users about the danger of misfueling small engines with E15 gasoline. The Look Before You Pump campaign starts the conversation about fuels with up to 15 percent ethanol. The campaign's website, LookBeforeYouPump.com, has educational resources about the new fuel.

-New equipment from many manufacturers, including several alternative-energy choices, like a dealer-installed propane kit for the John Deere ZTrak series, the Cub Cadet electric RZT-S Zero and the new Mean Green Mowers STALKER mower, complete with night camo finish.

-The maiden voyage of the AeroLawn 3000, our very own remote-control drone, which gave us a bird's eye view of all of the great machinery on display in the demo area.



SUPERINTENDENT R.A.D.I.O N.E.T.W.O.R.K

Podcast pick of the month

Sure, irrigation expert and president of Irrigation Consulting Brian Vinchesi shares his views on the importance of smart water usage on the golf course here in the pages of GCI every month as a featured columnist. But you don't have to go far to be a part of his intelligent irrigation bootcamp series on SRN, covering the how and why of efficient water usage. Head to <http://bit.ly/16iYxZC> to hear it.



Henry DeLozier is a principal in the Global Golf Advisors consultancy. DeLozier joined Global Golf Advisors in 2008 after nine years as the vice president of golf for Pulte Homes. He is a past president of the National Golf Course Owners Association's board of directors and serves on the PGA of America's Employers Advisory Council.

NO OTHER BUSINESS LIKE IT

The bona fide potential of golf's business segment will be revealed in the coming few years.

A simple yet eloquent exchange between two characters in the film *The Legend of Bagger Vance* is revealing for what it says about golf's appeal. Rannulph Junuh, a local golfing hero before he went away to fight in World War I, is speaking to Hardy Greaves, who is looking back on his life after collapsing on a golf course.

Junuh: You really love this game, don't you?

Greaves: It is the greatest game there is.

Junuh: You really think so?

Greaves: Ask anybody. It's fun. It's hard. You stand out there on that green, green grass, and it's just you and the ball. ... It's the only game I know that you can call a penalty on yourself, if you're honest, which most people are. There just ain't no other game like it.

The same can be said of the business of golf. There's just no other business like it. All of us who work in a golf-related field know we've beaten the system. That's not to say the business of golf is similar in any way to the days of Bagger Vance.

The business is ever-changing. Just how positive future changes will be for those who stake their living to the health of the game will be greatly affected by three important influences: the success of player development, the strength of the housing recovery and the ripple effects of the ClubCorp IPO.

PLAYER DEVELOPMENT. The PGA of America's Get Golf Ready program has the potential to dramatically increase participation in a game that for the last decade has lost more players than it has gained. The program can be a game-changer if two key things happen:

- PGA professionals need to give more than lip service to the program.

If the PGA's 27,000 members (22,000 active) get behind the program, the potential to increase rounds and revenues is staggering. Could 22,000 professionals recruit an average of 12 golfers who stayed with the game (1 per month) in each in the next five years? If they did, that would add 1.3 million new golfers to tee sheets across the country. It's a meaningful start to rebuilding participation, which is the key ingredient of all golf-related businesses. Arithmetic is simple; recruiting, promoting and teaching are harder. But PGA professionals are our best ambassadors of the game. We need them to step up.

- The PGA of America needs to sustain Get Golf Ready through the preliminary five-year cycle. Increasing participation is a challenge worthy of the brand power and resources available to the PGA. No other organization is better positioned to be the tip of the spear.

Golf also needs to stop talking about and really put some meaningful work behind diversification. For years, golf leaders have identified the growth potential through better engagement of women and minorities. To date, little growth has been accomplished. According to National Golf Foundation data, women account for less than 5 percent of all golfers, and people of color represent hardly half of the small female segment.

We must do better, and it should start with the allied organizations that support the game: the PGA of America, GCSAA, NGCOA and CMAA. The gender and ethnicity of these groups simply do not reflect the diversity we need to see in the game.

HOUSING. The 2008 – 2012 recessionary cycle revealed the reliance of golf-related businesses on the health of the housing economy. Of course,

homebuilding and residential development directly influenced the over-supply of courses in most U.S. markets. But there's no denying that housing's impact on unemployment, consumer confidence and discretionary spending effect everything from rounds played to equipment purchased to hotdogs consumed.

As housing continues its recovery, more golf communities and clubs will be developed because golf courses remain extremely attractive amenities. This growth in housing brings a mixed bag for the golf segment of businesses. We certainly welcome the golfers who will be brought to the game and those who will return as they become part of new golf communities. But no one wants to see a return of the poor decision-making that led to too many overbuilt markets and under-financed properties.

Club managers, golf professionals and golf course superintendents share a vested interest in understanding the housing sector and anticipating the effects being spawned by increased demand for housing.

CLUBCORP IPO. The biggest and arguably the best private club owner and operator began offering publicly traded shares in the Dallas-based company in September 2013. The success of the public company certainly will influence the opinions of lenders, which would directly affect development. In addition, ClubCorp's track record – now visible as a public company – will provide benchmarks for investors who chart compensation levels, operational proportionality, gross margins and other performance criteria.

The bona fide potential of golf's business segment will be revealed in the coming few years. Keep your eye on player development, housing and ClubCorp. **GCI**



Protect your work of art.



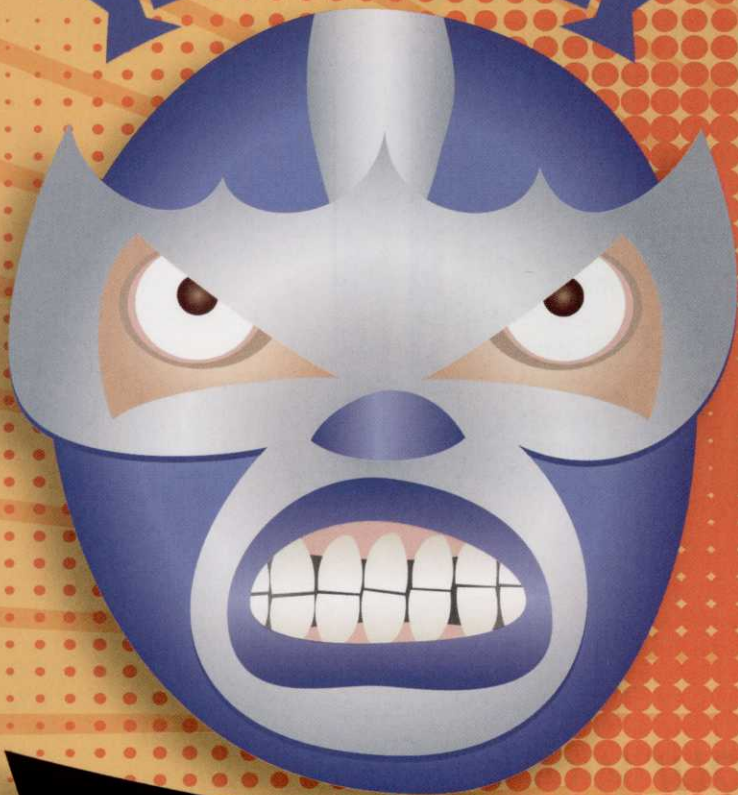
You're an artist, and Turfcide® is your powerful brush.
Nothing, pound for pound, is more effective at stopping
snow mold from ruining your masterpiece.

Contact your AMVAC/AEP distributor today
or call us directly at 888-462-6822. Online visit
amvac-chemical.com for more information.



Scan for our 2013
Turfcide Reward Program.

EL TURFO



BIG BOSS MAN



US VS. THEM

7

areas of greatest friction you and your GM will wrestle with, and how to fix them now before you're down for the count.

By Bruce R. Williams, CGCS

The relationship between a golf course superintendent and the general manager can be likened to a marriage of sorts. Two people coming together and working as a team. Inevitably there will be a honeymoon period that is pure bliss, but there will also be times that are challenging over the years together. Marriages remain strong because people work at it. Each individual knows their role and also knows what makes the other person happy. Such it is in so many ways with the golf course superintendent and general manager relationship.

There was a time in which many clubs operated with independent department heads, but that has long been trending toward the general manager/COO concept and many superintendents find themselves reporting to a general manager rather than a green chairman or directly to a club's board of directors. The general manager needs the superintendent to perform their magic and the superintendent needs the GM to help get things approved and be supportive of the initiatives of the department. Similar to a marriage, it is a give-and-take proposition. When a relationship works there is nothing better, but when it sours it becomes difficult for people to work with each other. If a superintendent does not have the respect and support of his general manager, then it is likely that a job change is on the horizon.

To understand what makes for a great relationship it is important to know the areas of greatest friction between these two key management positions at a golf course.

1. COMMUNICATION

More superintendents lose their jobs over an inability to communicate than over an inability to grow grass.

It is extremely important to meet with the general manager as often as possible in a formal setting to discuss what has been accomplished and also what is planned for the days, weeks and months ahead. Knowing what the membership/players want is often expressed through membership comments to the board of directors or general manager directly. Like it or not it is imperative that they be shared. Through proper communication the general manager can become an advocate of the department and the work that is being done to meet or exceed expectations.

2. UNDERSTANDING CLUB GOALS

Golf course superintendents are trained to provide exceptional golf course conditions. Anything that stands in the way of that is counter-culture to most superintendents' way of thinking. However, the goals of the club are more important than the goals of any one department head. Superintendents should never put the goals of the department ahead of the goals of the business. While tee times with 7-minute intervals or hosting Monday outings may not be met with open arms by superintendents, if they provide the finances that support an operating budget and buy adequate equipment then it all contributes to the success of the facility.



SUPERINTENDENT
R·A·D·I·O N·E·T·W·O·R·K

For more

Check out this issue's app version, as well as the Superintendent Radio Network, for an exclusive podcast between SRN Host Kyle Brown and Bruce Williams that continues the discussion about how to improve your relationship with not only your general manager, but with other department heads at your facility.

“Loyalty is not something that you can turn on or off. You are either loyal or you are not. **Be honest and be supportive.** It is very important to be there working alongside the GM not only when times are good but when they are bad as well. Be the go to guy that gets it done”

3. INTERDEPARTMENTAL COLLABORATION

A general manager who I worked for told me how important it was for his department heads and departments to get along. One of the roles of the general manager is to keep as many people happy in the organization as possible. With any type of disharmony this can create major problems for the GM. The golf professional, superintendent, chef, HR department head, controller and all must work cohesively. Superintendents should go out of their way to make this happen.

4. TEAM CONCEPT

There is an old adage of “together we win and divided we fall.” Every department is a part of the success of the operation of a club. From the receptionist at the front desk to the locker room attendant each and every person and department adds to the experience of a member. Thoughts of giving blame to others and compartmentalizing things with the thought of “that’s not my job” will encumber operations and develop ill will in the organization.

5. BUDGET ADHERENCE

It should always be important for any department head to meet their budget expectations. Clubs are a business. General managers run the business and are often judged partially on adherence to the overall club budget. Golf course maintenance is a big figure in that overall club budget. Many managers are given a bonus that has a component they are graded on for meeting their forecasted budget. When the golf course superintendent’s portion of the overall budget is greater than forecast then it could cost the manager some money.

6. LOYALTY

In a beautiful relationship there is a huge amount of trust between the superintendent and GM. There are often private discussions of a sensitive nature and those comments need to be considered privileged information. There will be times to disagree behind closed doors but it is very important that the two individuals be supportive of each other and work with a united front when dealing with the board and committees.

7. PROFESSIONAL ANIMOSITY

Nobody likes to talk about it but egos can get in the way of superintendents and GMs. There is no room for this and ultimately it is seldom that a superintendent will win the battle of egos. Set the egos aside. If the facility succeeds there is plenty of room for accolades for all and that often ends in above-average compensation or bonuses.



Advancing your career

Some superintendents desire a long career at the facility where they work and stay there for decades. Others

choose to move up the career ladder and move on to greater responsibilities and much higher compensation levels. I have found that the general manager can be so important in helping the superintendent in his career advancement.

I consider all of the managers who I have worked with and the general managers that I have worked for as key people in mentoring me over the years. Watching, listening, learning from how they manage people and handle leadership responsibilities has been important. Those GMs that take the time and have an

active interest in helping you grow are the best kind of people to work for.

What are your existing skills and what skills might you need to move on in your career? The gap that might exist can be learned when given opportunities to take on more responsibility or learn new skills through external education and support of networking opportunities and service through industry associations.

Some of my peers have attained certifications, received graduate degrees, learned a new language and managed other departments and projects beyond the normal scope that they were hired for. All of that bodes well to advance within the organization you work for or if you will need those skills on your next job.

PREPARE FOR WINTER STRESS



Enhance your turfs Winter Hardiness
with *Grigg Brothers*[®] Proven Foliars[™]

Ultraplex[®]
5-0-3

P-K Plus[®]
3-7-18+B, Co, Mo



For more information
scan or link.
<http://gri.gg/info1309>



VISIT
<http://griggbros.com>



JOIN
<http://gri.gg/join>



LIKE
<http://gri.gg/fb>



SUBSCRIBE
<http://gri.gg/tv>



“When a relationship works there is nothing better, but **when it sours it becomes difficult** for people to work with each other. If a superintendent does not have the respect and support of his general manager, then it is likely that a job change is on the horizon.”

MAKING THE MAGIC. If we know what the major potential issues are in a relationship then what can be done to be sure the honeymoon lasts forever? Several ideas that will work should be put on a checklist to evaluate each and every year.

As a superintendent use effective communication with weekly meetings with the GM. It is best to also play the golf course or at least tour it so there are no surprises. I have never met a general manager that likes surprises. Hearing about a mainline break in the irrigation system should not come from golfers but be reported immediately to the front office.

With today's technology we can be in touch almost instantaneously with our supervisors.

Early on in my career I was told of a general manager that had a plaque on her wall, behind her desk, that said “Bring Me Solutions, Don't Bring Me Problems.” Any superintendent that follows that premise will surely have a great relationship with their GM.

Be sure to understand the mission, vision and goals of the facility. This should be shared with your staff and explained thoroughly to all new hires. If those items don't exist then departments may be headed in different directions and the left hand won't know what the

right hand is doing.

Check your ego at the door. I worked for a wonderful GM in Jim Brewer who was at LACC for 37 years. Not a day went by in which I would tell myself that I was entering Mr. Brewer's kingdom and he was King! He was the boss and I had the utmost respect for him. The buck stopped with him and while we both were well respected in our industries there was no room for any level of discord. Department heads worked in unison and that was all a part of what made The Los Angeles Country Club the great club that it was.

Budgets are guidelines that a superinten-

Is your water living up to its potential?

DIRECT SOLUTIONS™
Committed to Growth™

www.aatdirectsolutions.com

Water typically makes up 90% of sprayable solutions and poor water quality can reduce product performance up to 20%. Maximize your effectiveness using LI700® with Leci-Tech®.



LI 700® with Leci-Tech®

The World's #1 Selling Adjuvant

- Increases pesticide penetration
- Improves spray droplet deposition
- Reduces drift without increasing droplet size
- Corrects pH level for consistent performance
- For use with weak-acid herbicides, insecticides, PGR's, and liquid foliar nutritionals

A strategic division of  Agrium Advanced Technologies

© 2013 DIRECT SOLUTIONS, COMMITTED TO GROWTH and designs are trademarks owned by Agrium Inc. LI700, LECI-TECH are registered trademarks of Loveland Products Inc. SST is a trademark of Loveland Products Inc.