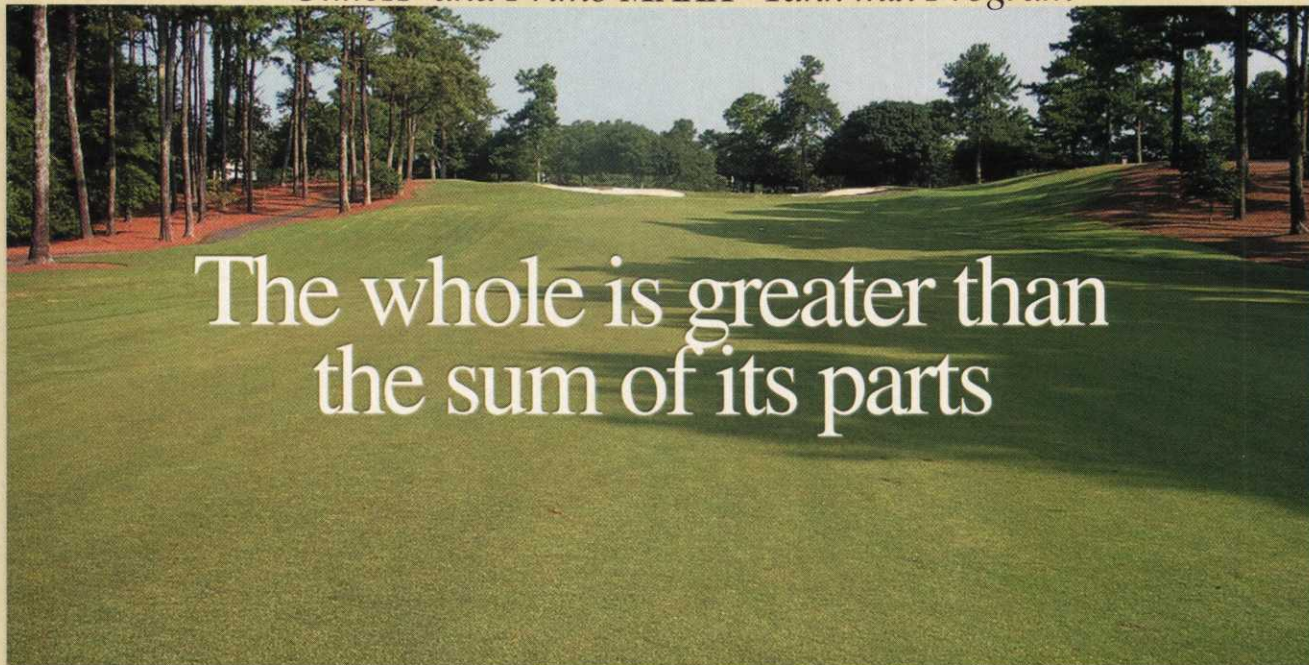


Cutless* and Primo MAXX® Tank-mix Program



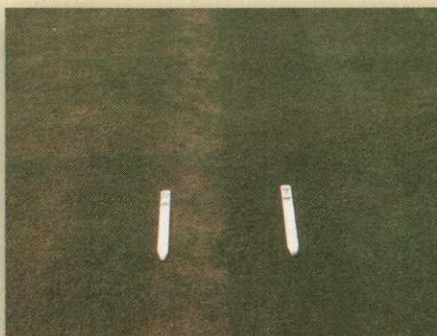
The whole is greater than the sum of its parts

Cutless and Primo MAXX tank-mix (4 oz. and 5 oz. per acre)

As a turf growth regulator, Cutless not only slows the growth rate of turfgrass, but also provides darker green color, improved turf density, less clippings and reduction in scalping.

Primo MAXX® plant growth regulator has been widely accepted as providing excellent turf enhancement benefits including better turf color, improved turf density and stress reduction.

But together—as a tank-mix using half rates of each product—the results will be even better than Cutless or Primo MAXX applied alone at their full rates. Research and demonstration trials conducted



Untreated

Cutless and Primo MAXX tank-mix (4 oz. and 6.4 oz. per acre)

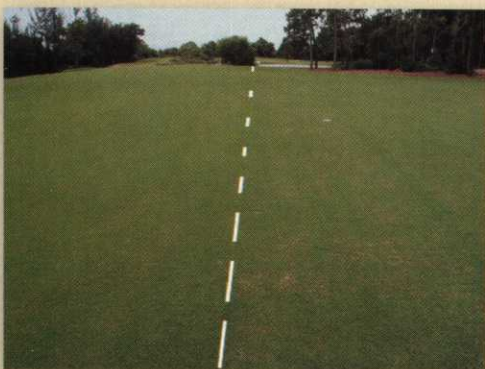
this year revealed that Cutless and Primo MAXX tank-mixes provided superior turf density, better dark green color without initial bronzing or off-color, more uniform growth regulation, less scalping and better overall turf quality than either product alone.

See for yourself that the “whole is greater than the sum of its parts”...try the Cutless and Primo MAXX tank-mix on your course.

For more information about Cutless turf growth regulator, call **1-800-419-7779** or visit our web site at www.sepro.com.

The key tank-mix benefits:

- Superior dark green turf color
- Greater turf density
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- More uniform growth regulation
- Reduction or elimination of bronzing (initial off-color)
- Reduction in scalping



Cutless and Primo MAXX tank-mix (4 oz. and 6 oz. per acre)

Primo MAXX alone (14 oz. per acre)

For the golf course superintendent who wants unsurpassed turf playability and quality, the Cutless and Primo MAXX tank-mix provides the ultimate turf color, density and playability—in addition to the basic turf growth regulator benefits achieved by either product alone.

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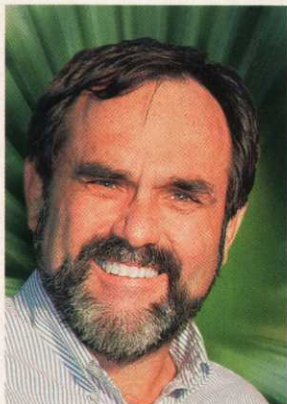
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Cutless*

Turf Growth Regulator



"They have to know the difference between a capital expenditure and expensing an item."

W. DAVIS FOLSOM,
ECONOMICS
PROFESSOR

A pocket dictionary of business terms, such as *American Business Language*, can help superintendents keep up on the lingo.

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business basics, Slattery advises them to attend seminars or classes to learn them. They could also learn from reading books or Web sites on the Internet.

"You don't need to know everything in-depth, but you need to know enough to talk intelligently with the people who handle the money," Slattery says.

If you don't know the business ropes, Boe recommends you talk to the people at your courses who do, such as general managers and food-and-beverage managers.

"Talk to them to see how they break things down," Boe says. "Then look at your own operation."

Folsom says superintendents can learn business basics by reading the *Wall Street Journal*

if they have time. "[The paper's] writers never use business jargon without defining it."

Folsom also recommends securing a copy of *Barron's Dictionary of Finance and Investment* for a quick study of financial terms. Folsom also offers his own publication, *American Business Language*, a pocket dictionary of business terms.

Superintendents fresh out of college may have studied business and finance as part of their turf curriculums. More colleges, such as Rutgers University/Cook College and Penn State University, offer business courses to better prepare future superintendents. For instance, undergraduate students in turfgrass science at Penn State must take classes in soil science and business management.

Rutgers offers similar courses in its four-year and two-year programs. In fact, the classes are more defined in the two-year program to accelerate the learning process.

"The two-year certificate program is applied and focused on what superintendents will need," says Bruce Clarke, director of the Center for Turf Science at Rutgers. "In fact, some of the students in our four-year program takes certain courses in the two-year program."

While more up-and-coming superintendents are learning about business in college, Slattery believes their best financial education will occur on the job.

"It's experience under fire,"

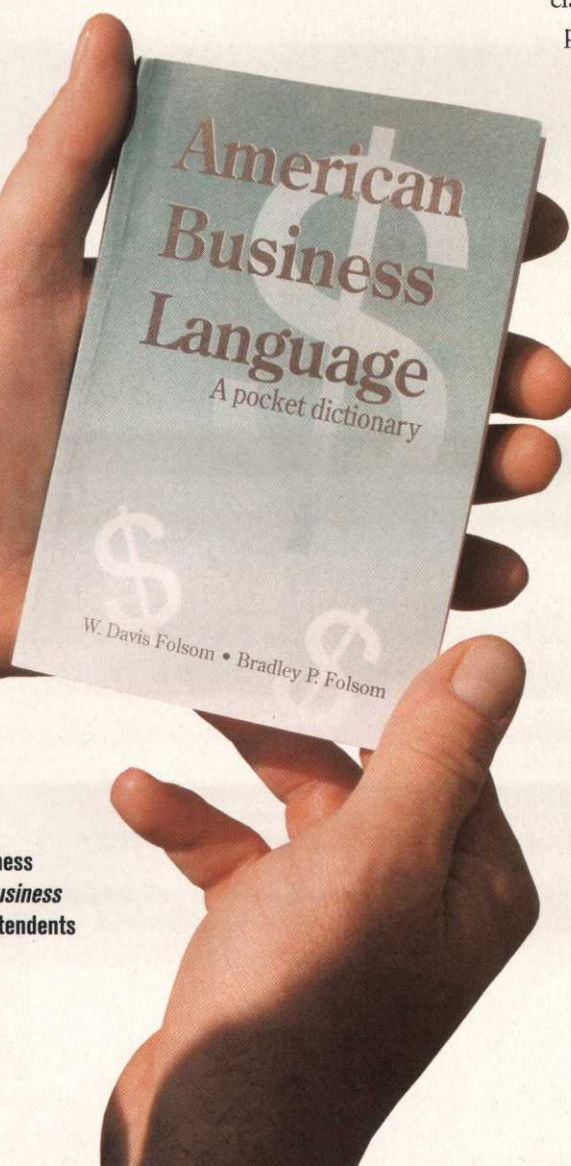
Slattery says. "It's hard to learn a lot of it until you get right in the middle of it."

Teach your members well

The green committee members at Rumson Country Club know what they want for their course. "My job is to explain to them how to get it," Cross says.

To help green committee members understand better what he and his crew do — and how much it costs — Cross provides each committee member with a copy of his operational manual, which discusses the course's maintenance

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Head Groundsman
Ipswich Town Football Club
United Kingdom



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objectives in not-too-technical terms.

Cross is careful not to turn his talk into an Agronomy 101 seminar when he speaks to green committee members about maintenance projects and their costs. His goal is to educate them enough so they understand why he allocates certain dollars to the budget for particular items.

Throughout the year, Cross keeps members abreast of money spent on labor, the largest segment of the budget.

"I provide them with weekly spreadsheets of all the jobs we do — mowing, irrigation repairs and spraying — and how much time it takes to do those jobs each day," Cross says. "They need to realize how many man-hours some jobs take."

Cross also clues members in on chemical, fertilizer and equipment costs.

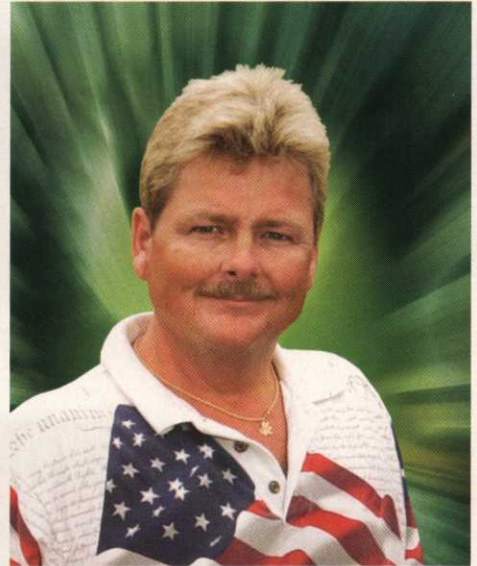
Slattery, a superintendent for more than 30 years, points out that golf course maintenance is a tough sell to a course's financial decision makers because maintenance is so intangible. For instance, it's difficult for a superintendent to sell the financial decision makers on a 10 percent increase in pesticide spending because they can't *see* the effect pesticides have on a course.

"It's easy for them to spend money on new chairs in the dining room or for an extension in the grill room," Slattery says. "But when you try to sell them on something like an irrigation system — where you're asking them to essentially take a million dollars and bury it in the ground — it's a very difficult sell."

That's why it's important for a superintendent to communicate effectively — and in this case, illustratively — that a new irrigation system will help improve a course's playability and consistency. Slattery says it's also vital for the superintendent to convince others that the investment will pay for itself in X amount of years.

How you look is also important when communicating with a course's financial authorities, says Cross, who wears a coat and tie when addressing Rumson's green committee about budget manners.

"The audience is made up of business professionals and, in my experience, they are more accepting of my requests when addressed in a businesslike manner," he says.



"You have to get it down to an exact science to know exactly where the money is."

JOE BOE
CORAL OAKS GOLF COURSE

On the up and up

Even if your course's green committee members don't work as bankers, Slattery stresses that superintendents should never try to pad or manipulate their budgets. Superintendents should view their golf courses' monies as their own and spend it accordingly.

"Every time you purchase a chemical, fertilizer or a part for a mower, think about taking money out of your own wallet to do it," Slattery says. "And then stop and ask yourself, 'Should I do this?' If the answer is, 'No,' then don't do it."

Sooner or later, an owner or green committee will realize you're spending money wisely, Slattery says. Then they will respect you for your financial capability, and you'll develop credibility with them.

Then it will be much easier to talk business with them come budget time. ■



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Gaining Grounds

Three simple precepts can keep superintendents on track when creating maintenance budgets for areas outside the golf course

BY FRANK H. ANDORKA JR., MANAGING EDITOR



When Dave Smith became the superintendent at Fawn Lake Country Club in Spotsylvania, Va., the clubhouse didn't exist. Once the owners built it, however, it didn't take the general manager long to ask Smith to take care of its surrounding flower beds.

"We never had a sit-down meeting about it," Smith says. "They assumed I would take

over the responsibility, and I assumed I would take over the responsibility. But budgeting for it has been a challenge because of the way my responsibilities evolved."

Smith has learned how to create a budget for these extra responsibilities on the fly, but he doesn't recommend his colleagues do it that way.

"We're learning as we go along, and we'll get the process down for good soon," Smith says. "It's been a little bit of a learning curve as the responsibilities multiplied."

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When members start adding intricate landscaping at the club's entrance (as they have at the Big Canyon Country Club), the superintendent should ask them to hire a staff horticulturalist.



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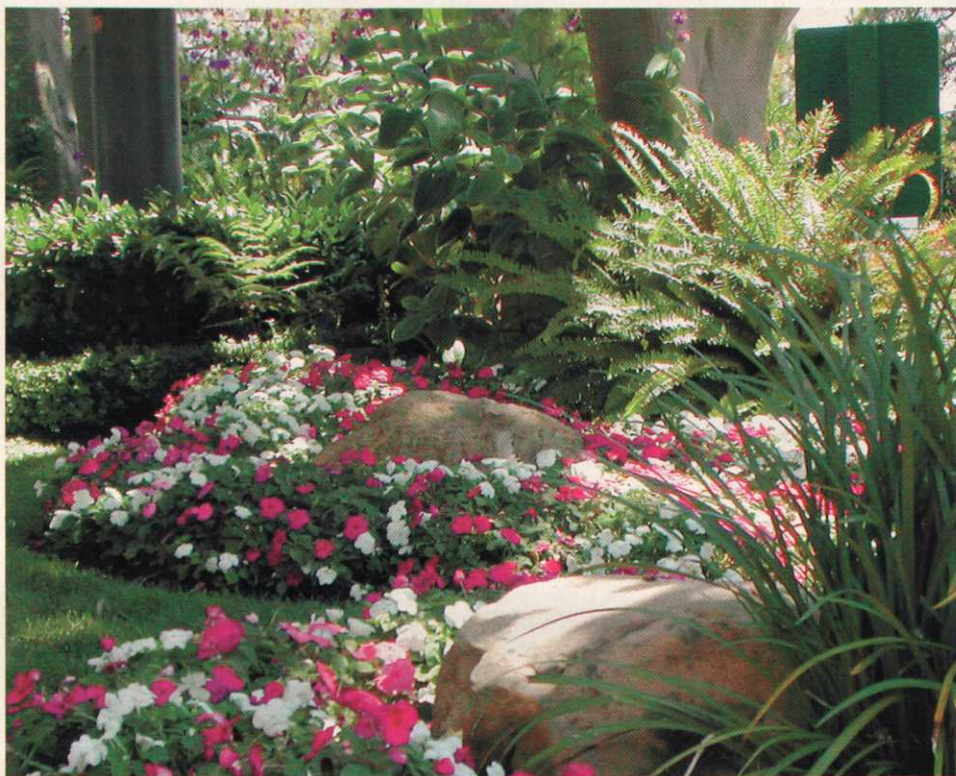
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BIG CANYON COUNTRY CLUB

Continued from page 46

Smith's story isn't uncommon. Superintendents start out being responsible solely for the golf course, but shift into more of a grounds maintenance role as new landscap-

“You don't need to be a horticulture expert, but you'd better listen to the one you hire.”

JEFF BEARDSLEY
BIG CANYON COUNTRY CLUB

ing and other maintained grounds are added. Experts say superintendents should live by three precepts when they budget to meet these new responsibilities.

First, realize that most golf courses will keep adding to the responsibilities without adding money to superintendents' budgets unless they speak up. Golfers and members often don't realize the amount of work it takes

to maintain landscaping, so superintendents need to tell them when it becomes a burden.

Second, experts say superintendents must fight for a separate grounds budget so they can document costs more clearly. Superintendents should also fight for separate staffs because the skill set for turf care isn't the same as the one required to care for flowers and other grounds.

Finally, as with all other maintenance functions, superintendents must manage the expectations of the budget committees so they can properly budget for the job, say people who've gone through the process for years. If superintendents can stick to these three principles, budgeting for grounds maintenance doesn't have to be difficult.

Containing 'landscape creep'

Dan Dinelli, certified superintendent at North Shore Country Club in Glenview, Ill., felt its presence as the years progressed. Something outside his consciousness weighed him down, stretched his resources thin and added more pressure to an already pressure-packed job. Then one year it hit him — “landscape creep” increasingly ate up his time and that of his crew.

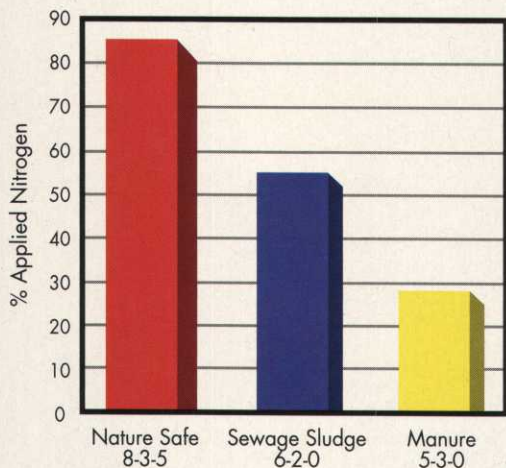
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Gaining Grounds

Continued from page 48

Suddenly, Dinelli found himself responsible for taking care of the tennis courts, pool and clubhouse — 5 acres of high-end landscaping in all — in addition to maintaining a top-notch golf course.

“The members kept adding to the landscape, and this isn’t just any landscaping. This is high-end, high-maintenance stuff,” Dinelli says. “Most superintendents work hard, and they just keep moving forward from one job to the next even as more gets added to their plates. The problem is that I eventually reached a point with the landscaping that my department couldn’t absorb it anymore.”

Dinelli asked his budget committee to fund an additional seasonal worker to maintain the landscaping. His board, however, reacted skeptically.

“We’d been doing it on our own for so long that they had a hard time understanding why we needed another body,” Dinelli says. “I

realized it was my job to get my facts together to persuade them.”

At North Shore, the budgets are mixed together under the rubric of “greens and grounds,” so Dinelli says he couldn’t provide the budget committee with historical information on how much it cost to take care of the landscaping. To combat the shortcoming, he asked three local landscaping firms (including, ingeniously, the company that did landscaping for one of the committee members) to price out how much the job would cost. The number, \$30,000, staggered the committee.

“They quickly saw that the \$18,000 I requested to add a seasonal staffer wasn’t bad,” Dinelli says. “It crystallized the issue for them.”

Separate staff

Jeff Beardsley, superintendent at Big Canyon Country Club in Newport Beach, Calif., says

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Dan Dinelli, certified superintendent at North Shore Country Club in Glenview, Ill., says his members kept adding high-end landscape until he couldn’t handle the extra maintenance duties with his existing staff.



NORTH SHORE COUNTRY CLUB