

of us agree that people are working harder today, generally speaking, and longer than they were 10 years ago, 20 years ago. I think our members understand that.”

Right or wrong, some superintendents inevitably feel the most preferable salary is one that compares with — or supercedes — that of fellow employees, specifically the club manager and club pro.

Again, Mona says, the disparity in pay among course employees used to be far more significant, which soured GCSAA members at the time. But in some cases today, superintendents, especially those employed by multi-course management and maintenance companies, are the highest-paid employees at the facilities, Mona says.

“We found out that the range of available salaries out there is really increasing, and the ceiling has exploded,” Bollig says.

Rightfully so, according to Shaffer, who doesn't mince words when touting the credentials of superintendents. “I have to wear 25 hats,” he says. “I see the (club pro) wearing three. I see the GM wearing six or eight.”

Specific to golf professionals, “I think we're every bit as good or way better,” Shaffer says. “Can I teach golf? No. Can he teach agronomy? No. Does he know about irrigation? Does he know about fertilizer? Just compare the apples to apples. He usually has a staff of four. I have a staff of 50. I have to go outside and deal with the elements. If I'm cold, I don't go over and turn up the thermostat. I'm not saying that he doesn't deserve what he gets. I'm just saying that I deserve every bit as much as he does.”

In regard to general managers, superintendents again shouldn't have to

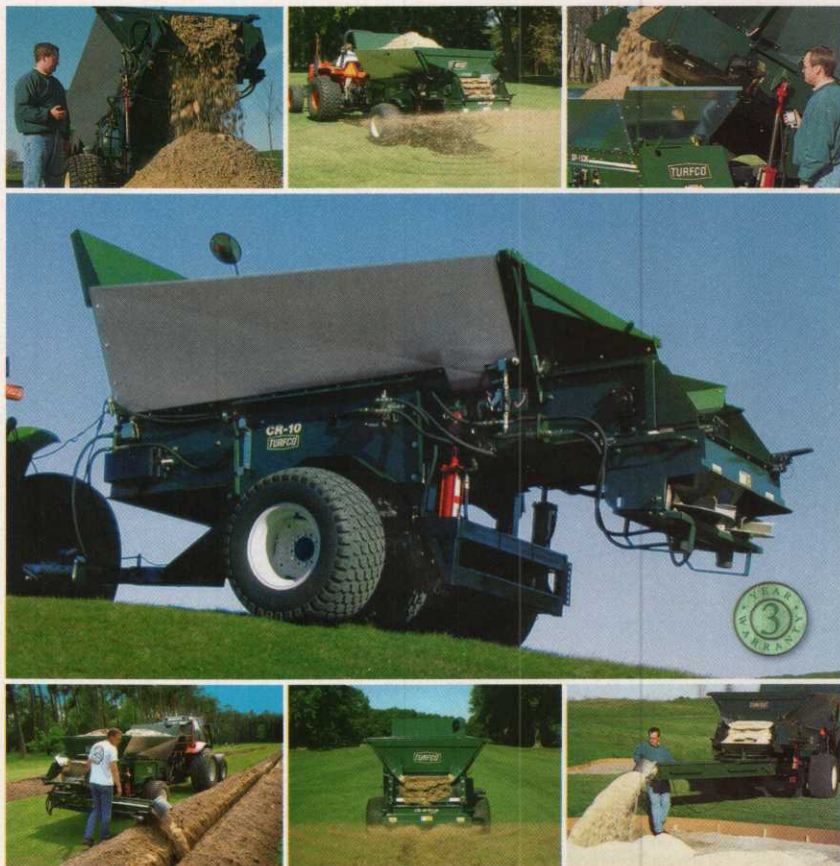
take a backseat, Shaffer says, especially if the course is the facility's primary asset, as is the case at Merion.

“I know a tremendous amount of superintendents that I feel as though they could be equal to their managers,” he says. “If you have a really qualified superintendent and a really qualified golf professional, I don't understand the

need for a general manager.”

That may be true, says James B. Singeling, executive vice president and CEO of the Club Managers Association of America (CMAA), but only if the facility features nothing more than a golf course. Throw in a restaurant, a clubhouse and employees not attached to the maintenance

Continued on page 32



The Turfco CR-10 makes it happen!



Whether you're top dressing your fairway, renovating bunkers or relocating material, the Turfco® CR-10, with a 4 cubic yard hopper, is the workhorse you've been looking for. Its patented three-position switch, cross-conveyor flow control and self-cleaning hopper make it the most effective material handler available. And now the CR-10 is available with WideSpin™ technology — allowing you to deliver light or heavy top dressing applications at unprecedented widths and depths. All this — plus a three-year warranty. The CR-10. Don't start a project without it.

Call 1-800-679-8201 for a free on-site demonstration or video.



THE LEADER. SINCE 1961.

1655 101st Avenue NE • Minneapolis, MN 55449-4420 U.S.A.
(763) 785-1000 • Fax (763) 785-0556 • www.turfco.com

Start at the Negotiating Table

Need some more advice on how to improve your salary? Visit www.golfdom.com/salary to see what Patrick R. Finlen, the director of golf maintenance operations at The Olympic Club in San Francisco, advises assistant superintendents to do in their search for greener pastures.



Happy With Your Pay?

“It’s not at all unusual now
for **superintendents** to
be making **six** figures.”

— Steve Mona, CEO, GCSAA





Don't Let Bunker Maintenance Become a Trap ... **Master It!**

**THE MOST COST EFFECTIVE METHOD
FOR LOW MAINTENANCE BUNKERS!**

TrapMaster's® patented erosion control fabric solves your toughest problems. It is 2 layers — a thick, non-woven polyester "blanket" that absorbs and holds sand in place, PLUS an innovative non-clogging polyester spunbound fabric that adds durability and prevents contamination.

EASY TO INSTALL

Sand fills the Blanket layer, keeping it in place — even on slopes with up to 60° angles!

Our non-clogging Spunbound underlayer is porous enough to let water pass through but dense enough to keep dirt from migrating to the surface and contaminating your clean sand.



Without Trapmaster™



With Trapmaster™
After 3 inch rainstorm



TRAP MASTER

Call TOLL-FREE **1-866-273-9280**
and we'll send you an information packet along with the full **TrapMaster™** story!

Visit our website: www.trapmasterproducts.com

Continued from page 31

crew, and the task is far more daunting. It wouldn't be fair to a superintendent or golf pro, no matter how qualified, he says, if he or she was pitted with the complexities of regulatory and human resource issues that come with operating a club.

“To make an analogy, if I had an airplane with a great navigation guidance system and I had a flight attendant, why would I need a pilot?” Singerling says. “All I can tell you is that I wouldn't want to fly on that plane.”

Bruce Williams, the certified superintendent at the Los Angeles Country Club, sees no problem with the general manager making more money. *Golfdom* readers support that stance, ranking general managers (56 percent) as the employees that should be paid the most, ahead of superintendents (40 percent) and club pros (2 percent).

“If he can get it, good for him,” Williams says of the general manager. “I look at that as room for me to potentially grow. I don't want to make more than the person I work for.”

In search of big(ger) money

Superintendents hoping to boost their income should start by adhering to four approaches recommended by Mona:

■ **Become certified:** The average salary of a certified superintendent rose from \$62,948 in 1998 to \$80,489 in 2005.

Continued on page 34



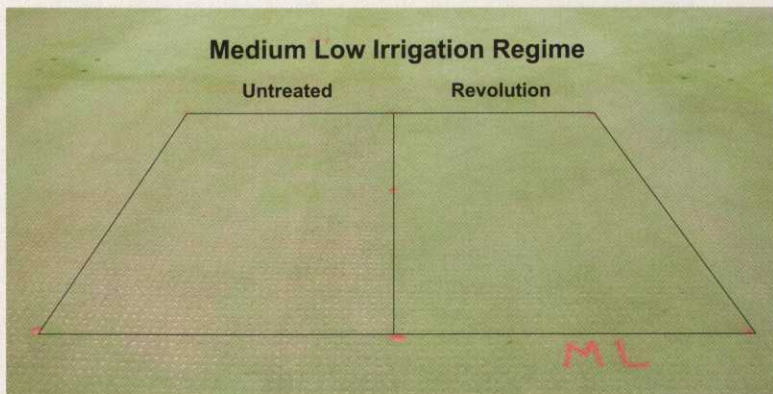
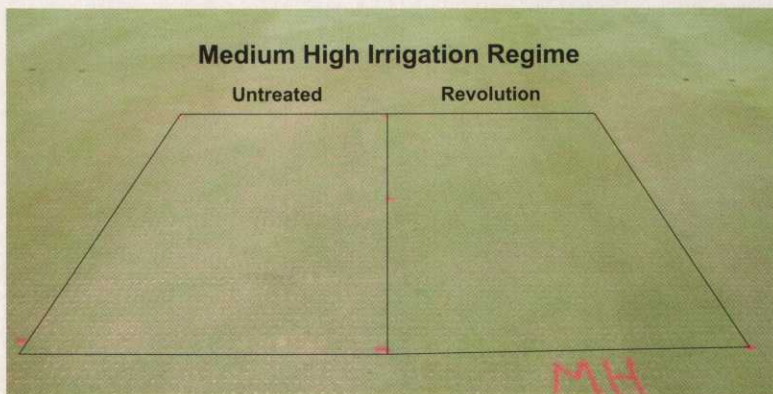
Revolution®

An essential tool for protecting your turf against stress.

Why did so many superintendents join the Revolution last year?

A comprehensive irrigation regime study conducted on A-1 creeping bentgrass at the University of Arkansas in 2004-2005 verified what thousands of golf course superintendents across the country experienced last year. Revolution helps you improve turf quality and maintain playability on putting greens and other turf areas under stress conditions, while using less water.

- Uniform moisture, even across slopes
- Consistency of turf conditions
- Drier, firmer putting surfaces
- Gives you more control over rootzone conditions
- Easier to re-wet after drydown
- Quicker recovery from stress



Isn't it time you joined the Revolution?

Happy With Your Pay?

Continued from page 32

"That's the ultimate chicken-and-egg argument, and I'm not going to get into that," Mona says, "but the facts are what they are, so you can probably draw a conclusion there."

■ **Go private:** The average salary of a superintendent employed at a private club in 2005 was more than \$80,000 compared

with the overall average of nearly \$69,000.

■ **Move uptown:** Superintendents working with a budget of at least \$750,000 made an average of \$91,000 per year in 2005. "I hate to come across flippant, but those are statistical realities," Mona says of his first three tips.

■ **Take ownership:** Finally, the superintendent who shows concern for the over-

all success of the facility will be viewed differently, Mona says, and ultimately compensated more handsomely. And who better to take the reins than the person who is already adept at maintaining budgets, managing people and displaying ingenuity, he adds. "All of those things combined put the superintendent in pretty good stead as far as how he or she can increase their value to their facility's ownership," Mona says.

Williams couldn't agree more with Mona's final recommendation. A staunch believer that more responsibility equals more money, he ties bonuses into his salary based on self-imposed goals and performance reviews.

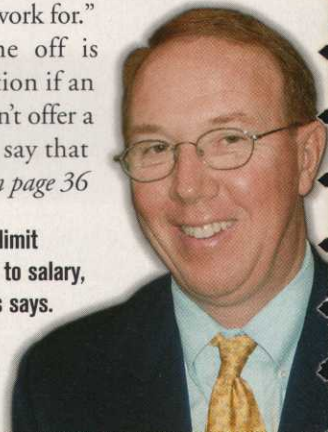
"It's not that I'm worth X amount of dollars; I've brought that value to the company, to the business," Williams says. "If you can go in and do a project and save \$200,000, you might be worth \$200,000. If you can go in and develop efficiencies, streamline operations and manage your payroll properly, you have greater value to your employer."

For those superintendents who have reached their salary cap, never fear, Williams says. There are many ways to supplement income, including consulting, speaking, teaching, writing and operating a home-based business, particularly during the off-season.

"I've heard of some people, in lieu of getting a raise, they've asked, 'Could I be allowed to do some consulting 10 days a year to assist my income?'" Williams says. "It costs the (employers) zero out of their pocket, so they say, 'OK.' The most important part is to make sure (the side work) has the blessing of the people you work for."

Paid time off is another option if an employer can't offer a raise. "Let's say that

The sky is the limit when it comes to salary, Bruce Williams says.



Sheer Efficiency

Three great mowers float independently to give you one terrific high volume grass trimmer.



Nine high lift blades create a powerful vacuum for a clean, crisp cut.

Overlapping blades and decks prevent stripping when turning.

Each deck floats independently for a uniform manicure even on rolling terrain.

Four models of 11', 13', 16' or 19' cutting widths for tractors of 35 h.p. to 60 h.p.



Commercial finishing mowers with cutting widths of 48" to 84" for tractors of 12 h.p. to 40 h.p.

Narrow transport width



bühler

Buhler Manufacturing
301 Mountain Street S.,
Morden, Manitoba Canada R6M 1X7
Ph.: 204-822-4467
Toll Free: 1-888-524-1004
Fax: 204-822-6348
E-mail: info@buhler.com
Web Site: www.buhler.com TSX: BUI

Visit www.buhler.com for detailed specifications and distributor/dealers in your area.

TURF FOOD



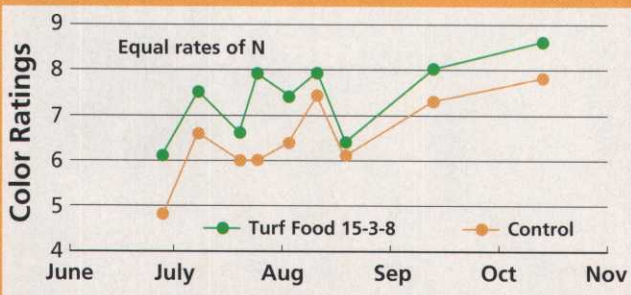
Color By The Numbers

When it comes to your greens, it's all about the color

It's not easy keeping all your greens, well, green. Turf Food granular fertilizers not only feed the turf, but also improve the life of the soil at the same time. So you get greener greens, tees and fairways and overall healthier turf...and a lot more.

- Outstanding and consistent color response
- Improved turf density and root mass

University of Wisconsin research tells the story.



Trial showed significantly better color on 7 out of 9 dates during stress period vs. comparable organic fertilizer at 3/4 lb N.

Turf Food is part of The Roots® Challenge



The Roots Challenge provides season-long turf management solutions using Roots products to attain the healthiest turf possible – even in the most stressful conditions.

ditions.

Your distributor representative, Roots territory manager and technical field staff will work with you to select the best program, monitor the applications and gauge the program effectiveness throughout the season.

Attend a local Roots Challenge Technical Conference for all the details.

Take The Roots Challenge and see for yourself – Consistent color by the numbers.

roots® ... Our Name Says It All



Read and follow all label directions. The Novozymes logo and ROOTS are trademarks of Novozymes A/S. ©2006 Novozymes Biologicals, Inc.

Happy With Your Pay?

Continued from page 34

the club's maximum ceiling is \$120,000, and you really want to stay there because your kids are in school," Shaffer says. "See if you can get \$120,000 and six weeks off."

Shaffer touts other fringe benefits such as the use of a truck ("that's at least five grand a year," he notes), reimbursement for the truck's fuel and insurance ("tack on another \$2,000"), a clothing allowance ("another two grand") and a quality retirement plan. "And if you have housing, holy heck, that saves you \$25,000 or \$26,000 a year after taxes," he says. "All of that is at least \$30,000 in perks. There are all sorts of ways to get compensated."

Unlike many highly paid superintendents, Shaffer is not bound by a contract. Like Williams, he encourages his bosses to base his employment status on performance.

"I always have to negotiate a good deal initially because I'm not really big on ask-

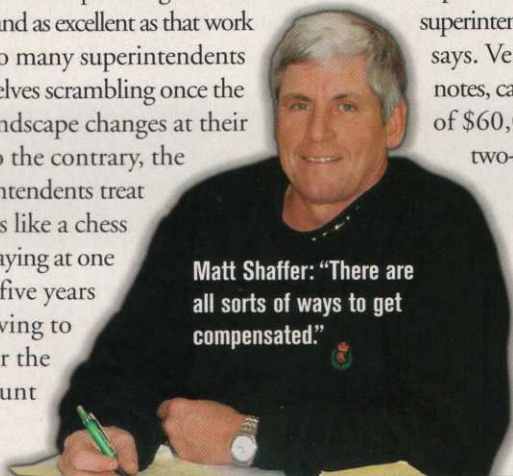
ing for raises," Shaffer says. "I go in and tell them these are the three rules from my perspective: If I meet your expectations, I get to stay. If I exceed them, it's up to you to keep me. And if I fail them, I'll resign. I treat the job like I'm an independent contractor."

The problem with many superintendents, according to Williams, is that they're inefficient at career planning. As hard as they work, and as excellent as that work may be, too many superintendents find themselves scrambling once the political landscape changes at their courses. To the contrary, the best superintendents treat their moves like a chess game — staying at one course for five years before moving to another for the same amount of time.

"Sometimes working 12 or 20 years at a place isn't all that bad either," Williams says, "but I think it's rather unrealistic today to think you're going to work for 40 years at a club. There are a few that will, and from my experience quite a few of them will be underpaid when they leave the market."

Meanwhile, there's "plenty of room at the top" for those just entering the superintendent business, Williams says. Very few professions, he notes, can offer an annual salary of \$60,000 to graduates of a two-year program.

"Believe me," he says, "if somebody wants to strive and work hard and develop a career path and a career plan, it's limitless where they can go in this industry." ■



Matt Shaffer: "There are all sorts of ways to get compensated."

GENUINE GRANITE YARDAGE MARKERS

ONLY **\$19.99** EACH

150

BIGGER IS BETTER...

6" x 10" x 2"

ASK HOW TO RECEIVE FREE SHIPPING.

100

200



CALL: 1-800-360-9959

ARCHITECTURAL BRONZE, ALUMINUM & GRANITE CUSTOM SIGN SOLUTIONS

WWW.TTGCS.COM

PUZZLE #1

SUN

Thermal Blue
Solar Green
Thermal Blue Blaze
Dura Blue

A. The best heat tolerant bluegrass under the sun.



Each variety in the Heat Tolerant Bluegrass Series has been specifically bred to thrive under heat and other challenges in the South. These bluegrasses look better than tall fescue and provide four seasons of color, plus they stand up to heat and heavy traffic better. Their playability is excellent, too. The Series started

with the popular Thermal Blue, and it now includes three other varieties. Each of the four show excellent disease and shade tolerance, yet each have characteristics all their own.

For beautiful intermediate roughs and surrounds with the luminous look of bluegrass and the toughness you need, insist that Scotts® Heat Tolerant Bluegrass varieties are part of your blends or mixtures.



www.scottsproseed.com



For more information, contact Landmark Seed at 1-800-268-2379, The Scotts Company at 608-215-3518, or visit our web site at www.scottsproseed.com.



BY LARRY AYLWARD, EDITOR IN CHIEF

Water Works

To understand the in and outs of your irrigation system is to be an expert in water management

Do you know what makes your golf course's irrigation system tick? Do you know the inner workings of the pump station, the routing of the water distribution lines and the location of every sprinkler head?

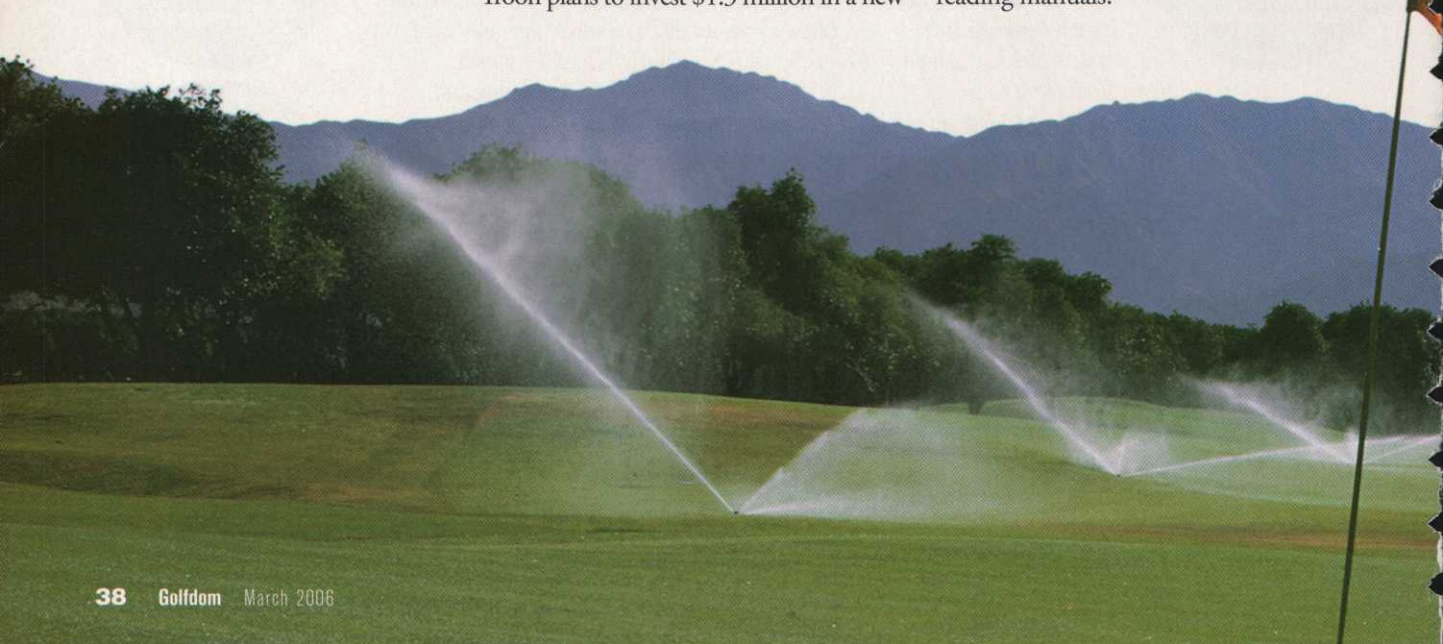
You should know the function of your irrigation system as well as Eric Clapton knows the frets on his guitar if you expect to be an expert in water management, says Mark Clark, certified superintendent of Troon Golf & Country Club in Scottsdale, Ariz. And to be an expert in water management is to be an efficient user of water. Simply put, when you know your irrigation system, you know where you might be wasting water.

Troon plans to invest \$1.3 million in a new

irrigation system in 2009. For now, though, Clark says he's striving to keep up with the Joneses by using his course's 20-year-old irrigation as system efficiently as possible. But the fact that he's educated himself about the system helps him keep pace.

"We're just trying to keep up with the guys down the street who have brand-new technology," Clark says. "I have to work a little harder, but at the end of month we're not using any more water than some of the courses with new systems. In the end, the biggest trick is to understand the equipment you have and make it work."

You can't learn the workings of an irrigation system overnight, however. It takes several months with superintendents taking time to learn things daily — and not necessarily by reading manuals.



“What better way to intimately know your golf course than go out and touch every sprinkler head and measure the spacing between every head,” Clark says.

Speaking of sprinkler heads, Clark says they are vital to minimizing water use.

“That’s really where the rubber meets the road,” he says. “The more efficient the sprinkler head, the less water you’re going to use, period.”

Nozzles are also important. The more meticulously manufactured they are, the more accurate applications they make, which leads to more uniform playing conditions, says Jim Barrett, a Roseland, N.J.-based irrigation consultant and president of James Barrett Associates.

“And that’s what this is all about. The bottom line is more uniform playing conditions for golfers,” Barrett says.

At Newton Country Club in Andover Twp., N.J., superintendent Les Carpenter has brought his course’s older irrigation system up to date with new nozzle technology. Carpenter says a new dual nozzle on the market features a 180-degree head that has benefited the irrigation system greatly. The nozzles can be set to water greens and the banks behind the greens — but at different amounts, which is the key.

“You can set up the nozzles so the ones in the rear are putting out 40 gallons a minute and the ones in the front are only putting out 20 gallons a minute,” Carpenter says. “And they’ll go 180 degrees back and forth. It’s a new technology to help older courses with block systems use the existing heads around

their greens more efficiently.”

Barrett says the irrigation segment of the golf course maintenance industry acknowledges that it needs to make equipment improvements to save water. He cites manufacturers improvements in nozzle design and water-pressure combinations as examples.

“Everybody’s goal is to minimize the waste of water,” Barrett says. “I don’t think we can eliminate the waste. Until we invent sprinklers that aren’t circular, there’s always going to be a certain amount of unevenness in the overlap patterns. We always strive for the best uniformity, but nobody has ever gotten there, and I don’t think anybody ever will. But we can get closer and closer as we get better with the products and better with the application of the products.”

It’s not a booming part of his business, but Barrett says superintendents and others in the golf course maintenance field are asking his advice on how to minimize water use. Basically, he talks to them about using surfactants, installing more efficient aftermarket nozzles on sprinkler heads, putting in sensors and conducting irrigation audits.

Carpenter says surfactants, which he uses on greens, tees and dry areas of fairway areas, have helped him minimize water use. He says his course’s budget doesn’t allow him to use surfactants generously, so he tries to get the best results from what he can use. He makes one application across the course in the spring. He then augments almost every pesticide spray on the course with small amounts of surfactants.

Continued on page 40

PHOTO BY MIKE ALEMI



Water Works

Continued from page 39

More superintendents are also implementing no-mow zones at their courses to reduce water use as well as maintenance. Carpenter has implemented several acres of no-mow zones at Newton. The strategy has not only helped save money on water and fuel formerly spent to maintain the areas, it has provided the course with an

environmental haven for more wildlife.

But Barrett notes that not all golfers are enthralled with an increase in unmaintained turf and that superintendents must be careful where they implement such areas on courses. Golfers don't want more places to lose their balls.

Carpenter and his crew also hand water frequently to minimize water use. Hand watering usually equates to labor intensive, but Carpenter insists it's not in this case. When it's August and the weather is hot and the turf has gone into summer dormancy, Carpenter says his crew members have more time to hand water because they're not mowing four times a week.

In the heat of the

desert, Clark has all the water he wants to irrigate at Troon because his course uses nearly 100 percent effluent. But that doesn't mean Clark is not trying to minimize water use like Carpenter.

"The problem is the effluent is very expensive," Clark says. "So the primary reason to minimize water use here is cost."

Also to save water in the West, Clark and his staff spray out ryegrass with an herbicide in mid-May instead of watering it to keep it alive. Clark's theory is to let the bermudagrass come in as soon as the weather heats up. Before, he'd try to keep the ryegrass green as long as possible by over-watering it and letting the bermudagrass grow in slowly.

"Once the bermudagrass is in full, we can go three days without watering it," Clark says. "In the summer we're saving 15 percent to 20 percent of the water we would normally use in the summer by trying to keep the ryegrass alive." ■



Superintendent Les Carpenter has implemented several programs at Newton Country Club to minimize water use.

Sharpen Mowers for Greener Grass



Sharpening mowers with
EXPRESS DUAL & ANGLEMASTER
produces a surgically sharp cut leading to
superior turf and a lot of happy golfers.



SHARPER SOLUTIONS

1-888 GRIND-IT • www.expressdual.com