

A photograph of the Golden Gate Bridge in San Francisco, California, spanning the Golden Gate Strait. The bridge is a suspension bridge with two large towers and numerous suspension cables. The water is blue, and the sky is a mix of blue and orange, suggesting sunset or sunrise. The city of San Francisco is visible in the background on the left side.

Bridge Your Budget Communication Gap

Chris Carson
Echo Lake Country Club
Westfield, NJ

Typically, we are
professionals...

...working for Amateurs.

TEACH THEM!

Course Management Standards Document

- The starting point for meaningful budget preparation and discussion
- Identifies, specifically, what you do on a daily/weekly/yearly schedule
- Will help if you have a polarized membership



Standards

- Green Speed
- Frequency of cutting
- Bunker maintenance
- Course setup
- Pest thresholds
- Preventative or Curative?
- Don't forget about the weather...
- ...or about the golf calendar

Let's talk about Meat

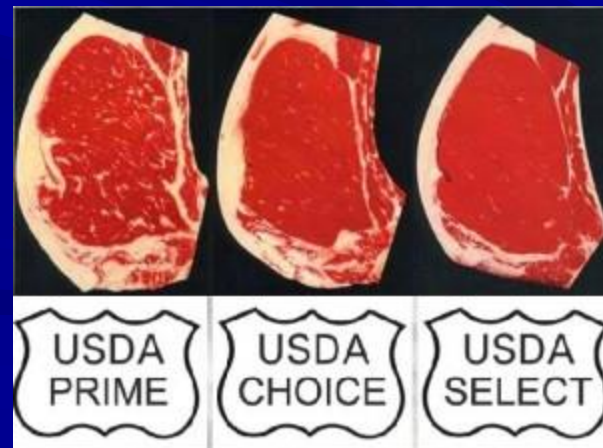


USDA meat grading

- Prime
- Choice
- Select
- Standard
- Utility
- Cutter
- Canner

Which would
you choose?

Why?





Is your mission statement
relevant and up to date?

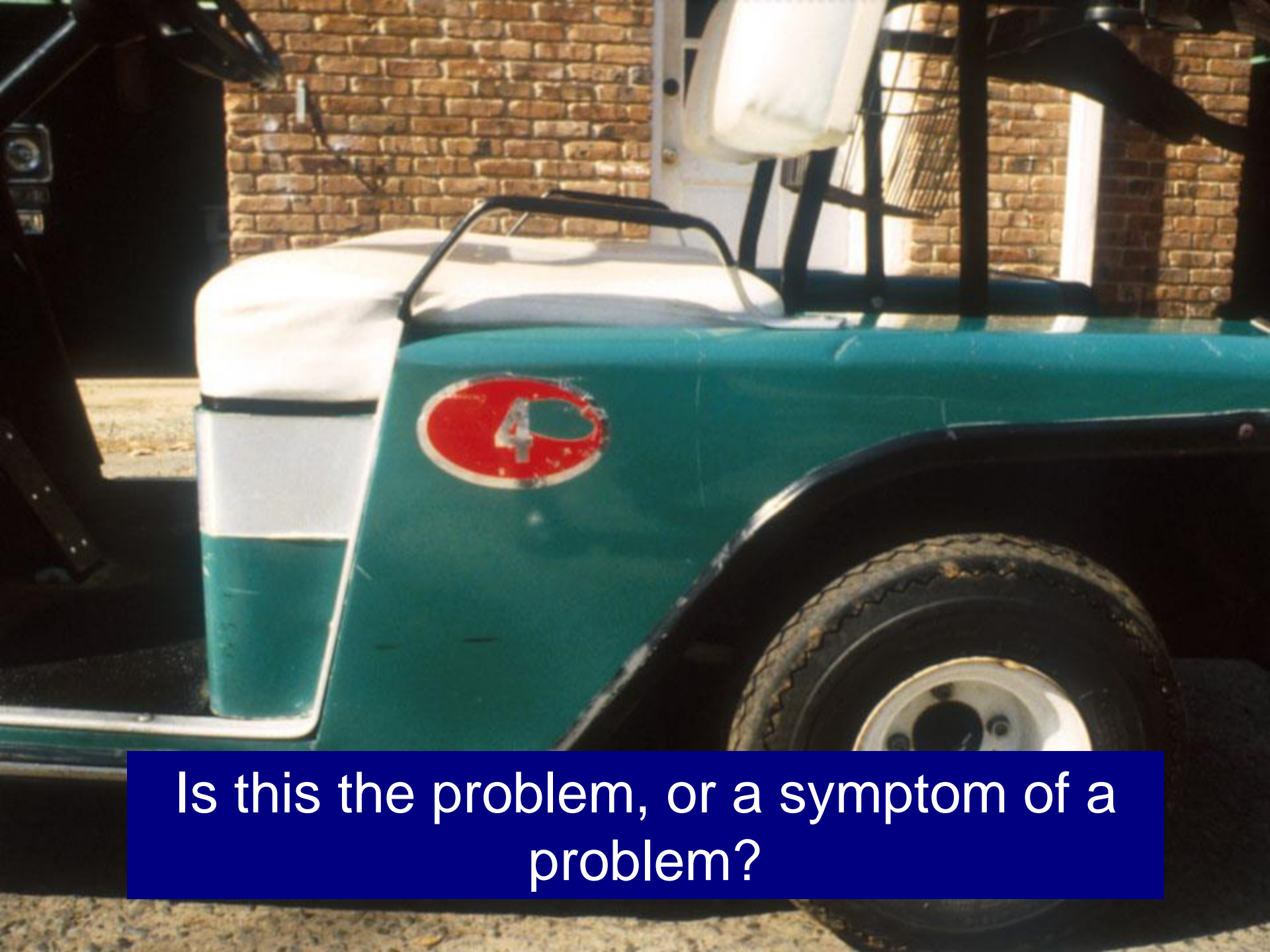
Is it short?

“Exceed the expectations of
every guest by providing a once
in a lifetime experience,
every time”

Pebble Beach Resorts
Mission Statement

If you can't bring your decision
makers to the problem...

...bring the problem to them.



Is this the problem, or a symptom of a problem?

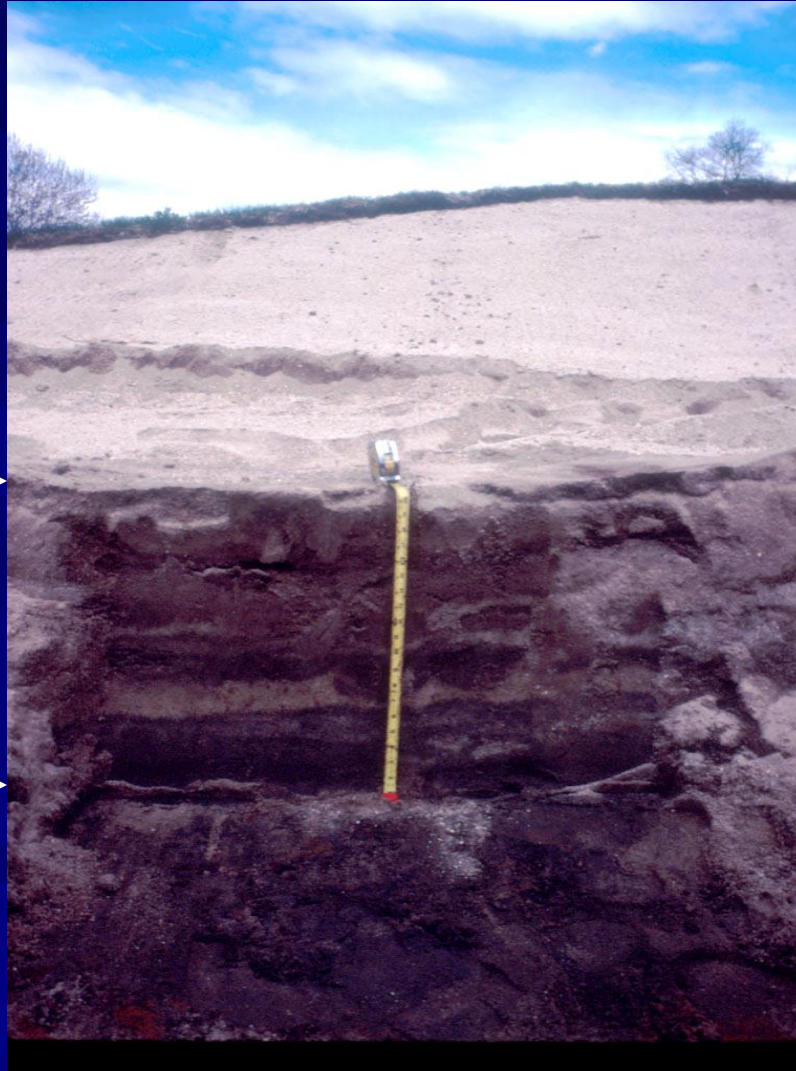




4.5
inches!

“The bunkers need more sand!!!”

21 inches of
layered sand



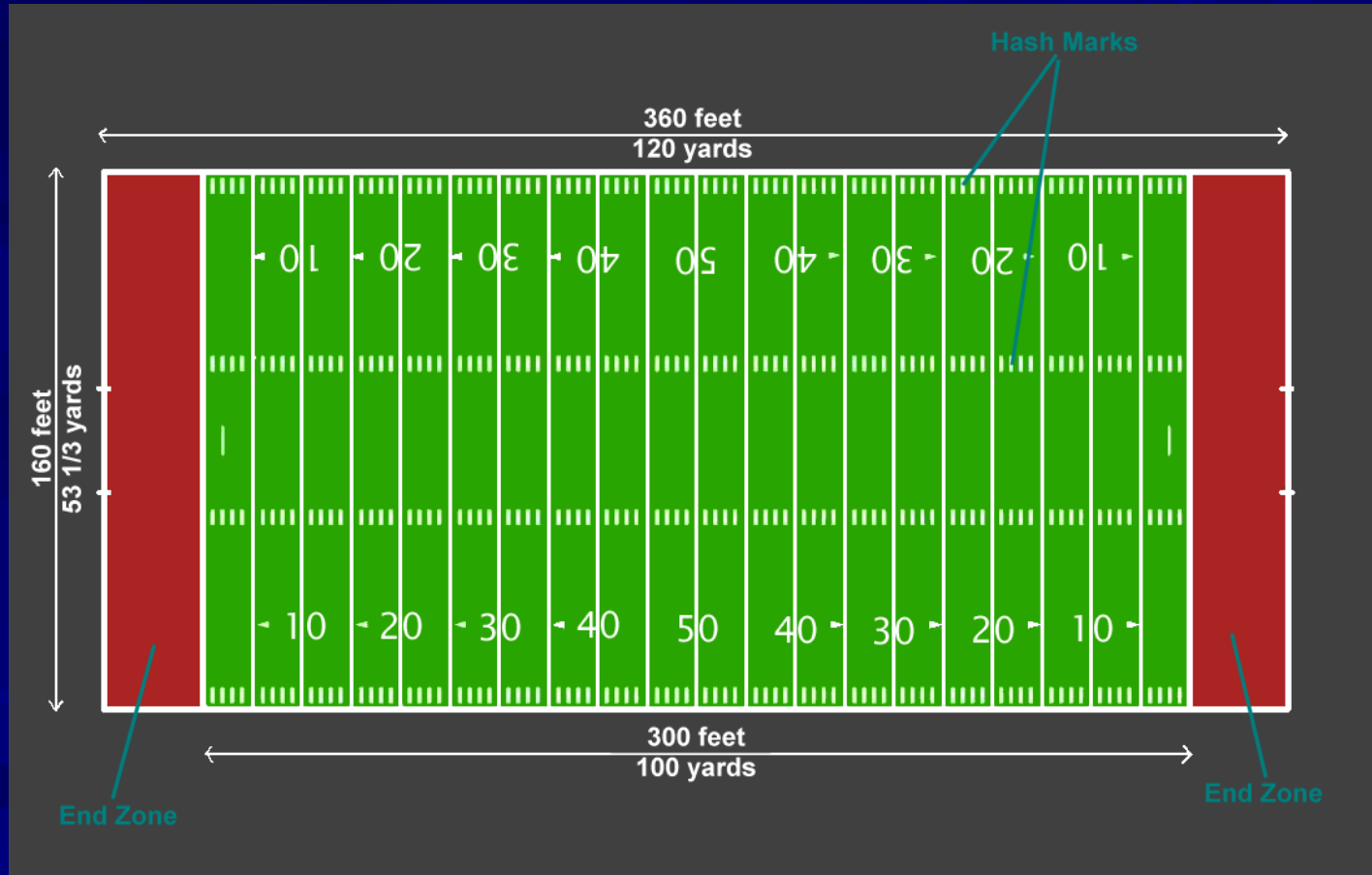








Can you describe one acre quickly and easily?




How about a Greensmower?

A \$40,000 Spin Grinder?

Tour the Maintenance Facility

- Lets your members see the heart of your operation
- Gives them a feel for the equipment...
- ...and visibly shows them that you are taking care of this investment!



A close-up photograph of a large industrial machine, likely a paper mill or textile loom. A prominent feature is a large, horizontal roller with a corrugated metal surface. A person's hand is visible in the lower foreground, holding a small, white rectangular card or piece of paper. The card is positioned near the machine, possibly to measure or inspect something. The background is dark and industrial, with various metal components and structures visible.

Will they be
able to guess
this machine's
cost?

Decipher the Hour Meter

1 hour = 60 miles

Take the opportunity to tell your committee about problems you are encountering as they happen...

...keeping them informed on
issues that concern you...

...and setting the stage for
appropriate increases for next
season.

Our goal should be:
No Surprises!

“I would like \$3.2 million for a new irrigation system, please.”

Members just love to spend money on things they don't really see!

So, Show
Them



Pre-sell your requests

It is much harder for those who
are passing judgment on the
budget to cut an individual and
the work he does...

...than it is to slash, say, 10%
from a budget that is presented
as a lump sum.

“Humanize” your plan



Most of us work hard to be
“invisible”.

It is your job to give life to
your staff.

Think about the
caddies at your club,
or the waitresses.



How about a photo?





These may not be as effective.

Invest time to properly spread your budget.

It is important to avoid
red flags!



If **red flags** develop, head off questions by communicating.

A monthly variance report
is a very useful tool.

-----CURRENT PERIOD AMOUNT-----
 Last Year This Year Budget Variance Account Reference

***GOLF COURSE**

Payroll & Related

43,989	43,459	46,500	(3,041)	Payroll
10,888	8,909	9,533	(624)	Employee Benefi
167	399	333	66	Meals
55,044	52,767	56,366	(3,599)	Total P/R Costs

Other Expenses:

9,403	16,588	9,500	7,088	Chemicals
0	1,081	2,000	(919)	Seed & Fertiliz
0	0	1,000	(1,000)	Top Soil & Sand
241	5,443	0	5,443	Trees & Shrubs
3,214	1,315	4,000	(2,685)	Electricity
1,255	1,548	1,000	548	Gas & Oil
165	148	179	(31)	Telephone
963	420	798	(378)	Sundry Supplies
0	0	0	0	Special Project
1,600	90	1,500	(1,410)	Conference & Du
1,191	2,474	600	1,874	Repairs-Irrigat
3,125	2,751	3,000	(249)	Repairs-Equipme
0	0	0	0	Repairs - Shop
444	148	200	(52)	Uniforms
150	250	166	84	Alarm System
399	399	408	(9)	Vehicle - Superi
0	0	0	0	Fences

Answer
 the
 questions
 before
 they get
 asked

605	2,520	850
2,240	1,787	3,900
1,350	2,250	1,494
3,672	3,652	3,672
0	0	0

What question will they ask next?

Anticipate

Prepare

Get into their heads

Use Comparables

Average life span of equipment

2012



Maintenance Budget Survey



Nationwide 18-Hole Maintenance Budget

		2010 Actual		2011 Actual		2012 Budget	
Total		\$692,835		\$696,524		\$727,730	
Line Items							
Labor		\$405,412	58.5%	\$407,603	58.5%	\$412,603	56.7%
Power Irrigation		\$17,479	2.5%	\$18,053	2.6%	\$18,696	2.6%
Utilities Maintenance Building		\$13,693	2.0%	\$14,125	2.0%	\$14,718	2.0%
Equipment Lease Expense		\$31,252	4.5%	\$31,448	4.5%	\$33,492	4.6%
Repair / Maintenance Equipment		\$30,826	4.4%	\$30,839	4.4%	\$30,526	4.2%
Fertilizer		\$35,924	5.2%	\$35,543	5.1%	\$36,851	5.1%
Herbicides		\$9,640	1.4%	\$10,292	1.5%	\$10,252	1.4%
Fungicides		\$30,430	4.4%	\$29,887	4.3%	\$29,938	4.1%
Insecticides		\$5,138	0.7%	\$5,506	0.8%	\$5,714	0.8%
Growth Regulators		\$3,534	0.5%	\$3,735	0.5%	\$3,861	0.5%
Wetting Agents		\$3,307	0.5%	\$3,530	0.5%	\$3,877	0.5%
Fuel and Lubricants		\$24,651	3.6%	\$28,258	4.1%	\$29,786	4.1%
Small Tools		\$3,206	0.5%	\$3,161	0.5%	\$3,352	0.5%
Equipment Rental		\$2,169	0.3%	\$2,252	0.3%	\$2,404	0.3%
Irrigation Repairs and Maintenance		\$9,350	1.3%	\$9,526	1.4%	\$9,179	1.3%
Refuse / Waste Removal		\$2,749	0.4%	\$2,876	0.4%	\$3,061	0.4%
Sand / Soil		\$12,555	1.8%	\$12,917	1.9%	\$13,958	1.9%
Seed / Sod / Sprigs		\$8,981	1.3%	\$9,034	1.3%	\$9,282	1.3%
Continuing Education / Travel		\$2,167	0.3%	\$2,096	0.3%	\$2,425	0.3%
Dues / Subscriptions		\$948	0.1%	\$973	0.1%	\$1,021	0.1%
Service Agreements		\$6,038	0.9%	\$6,208	0.9%	\$6,455	0.9%
Golf Course Accessories		\$4,966	0.7%	\$4,939	0.7%	\$4,901	0.7%
Office and Building Supplies		\$2,357	0.3%	\$2,451	0.4%	\$2,473	0.3%
*Water (29% Purchase Water)		\$80,729	11.7%	\$82,929	11.9%	\$86,882	11.9%
*Overseeding (18% Overseed)		\$22,968	3.3%	\$21,753	3.1%	\$22,284	3.1%

Executive Summary (continued)

2011 18-Hole Maintenance Budget Ranges by Region*								
Budget Range	Overall	Pacific	Upper West-Mountain	Southwest	North Central	Transition	Southeast	Northeast
< \$200,000	7.2%	7.0%	7.9%	1.7%	11.2%	7.1%	4.9%	6.6%
\$200,000-\$350,000	16.0%	5.2%	15.9%	6.1%	25.6%	20.0%	9.2%	16.0%
\$350,001-\$600,000	28.7%	23.5%	31.7%	21.7%	33.5%	33.2%	23.9%	26.2%
\$600,001-\$1,000,000	27.9%	32.2%	34.1%	25.2%	23.2%	26.8%	30.1%	28.1%
\$1,000,001-\$1,500,000	13.9%	18.3%	7.3%	26.8%	5.9%	10.6%	20.9%	17.2%
>\$1,500,000	6.3%	13.9%	3.0%	19.1%	0.6%	2.3%	11.1%	5.9%

**Maintenance budgets include all labor expenses*

Table 1 2011 maintenance budget ranges by region

In Table 2, maintenance budget averages are categorized by facility type. In 2011 municipal courses averaged \$537,547, Semi-Private, \$527,146, Private, \$900,483 and Daily Fee, \$515,798.

2011 18-Hole Maintenance Budget Ranges by Facility Type*					
Budget Range	Overall	Municipal	Semi-Private	Private	Daily Fee
< \$200,000	7.2%	6.2%	12.4%	3.0%	13.5%
\$200,000-\$350,000	16.0%	21.9%	23.3%	7.6%	25.1%
\$350,001-\$600,000	28.7%	39.2%	31.7%	22.6%	32.0%
\$600,001-\$1,000,000	27.9%	25.0%	24.4%	32.9%	21.1%
\$1,000,001-\$1,500,000	13.9%	6.2%	7.1%	22.5%	5.6%
>\$1,500,000	6.3%	1.5%	1.1%	11.3%	2.6%

**Maintenance budgets include all labor expenses*

Useful comparables:

- Cost of maintenance per hole
- Number of employees at neighboring clubs
- Payscale of neighboring clubs
- Payscale of nearby businesses
- Point out differences: water costs, total acreage, membership expectations

“A cynic knows the price of everything, and the value of nothing.” Oscar Wilde

Especially in tough economic times, discuss VALUE!

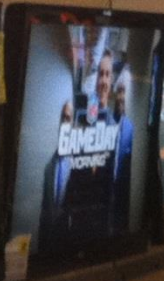
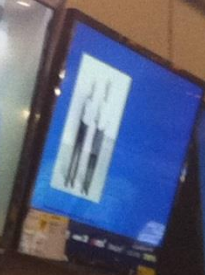
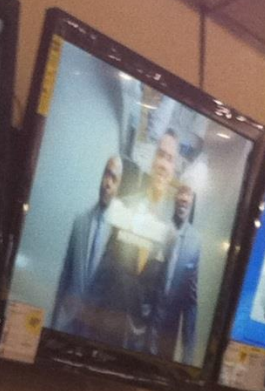
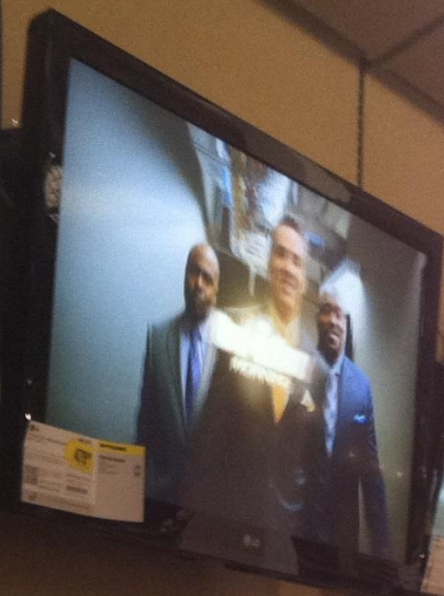
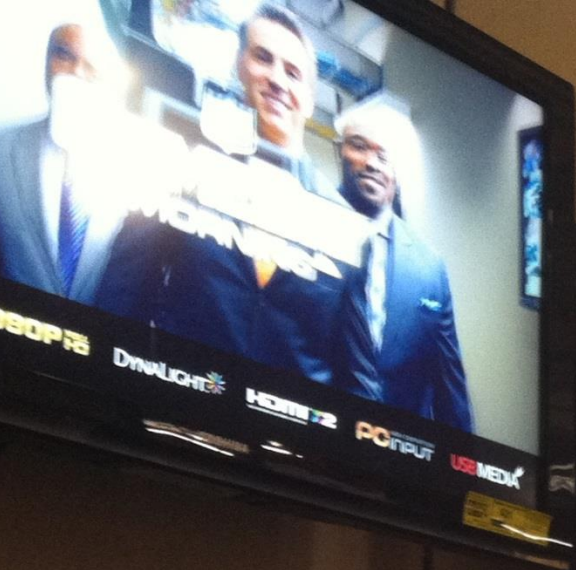
Toro Sand Pro 3020: The Sand Pro is a vital machine for bunker maintenance. Equipped with a plow and rake, it can perform all sand-related tasks efficiently.

Our current machines are 12 and 20 years old; we have gotten much more useful life out of these machines than the 7.5 year industry standard, and it is time to replace the oldest.

Do you want to upgrade
equipment that is still
serviceable?

Let's talk about Televisions





SHIPPING IN
HDTV



GPS Controls: The next step?



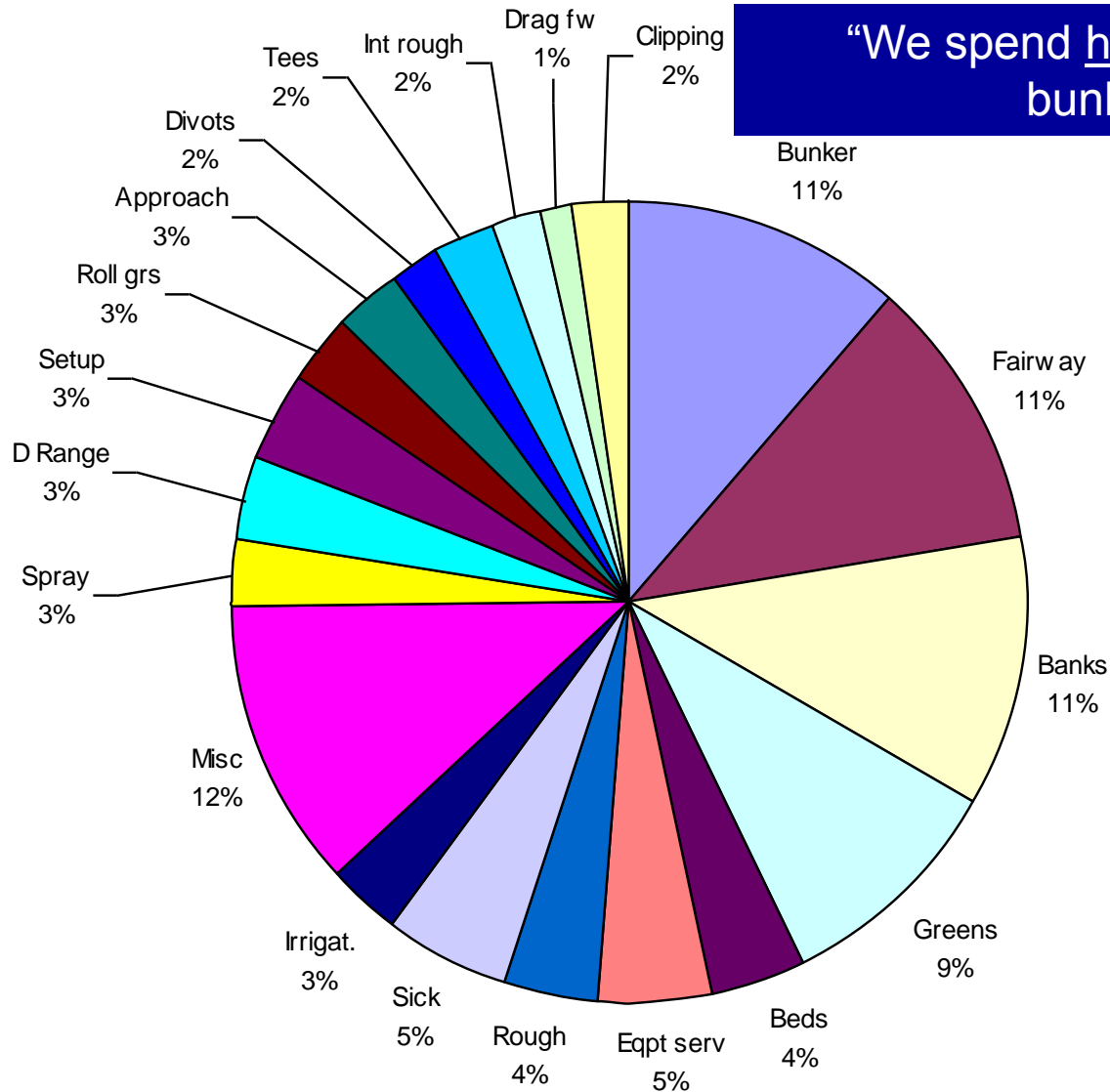
My Boss, in October, 2011:

“Tell me what you need...

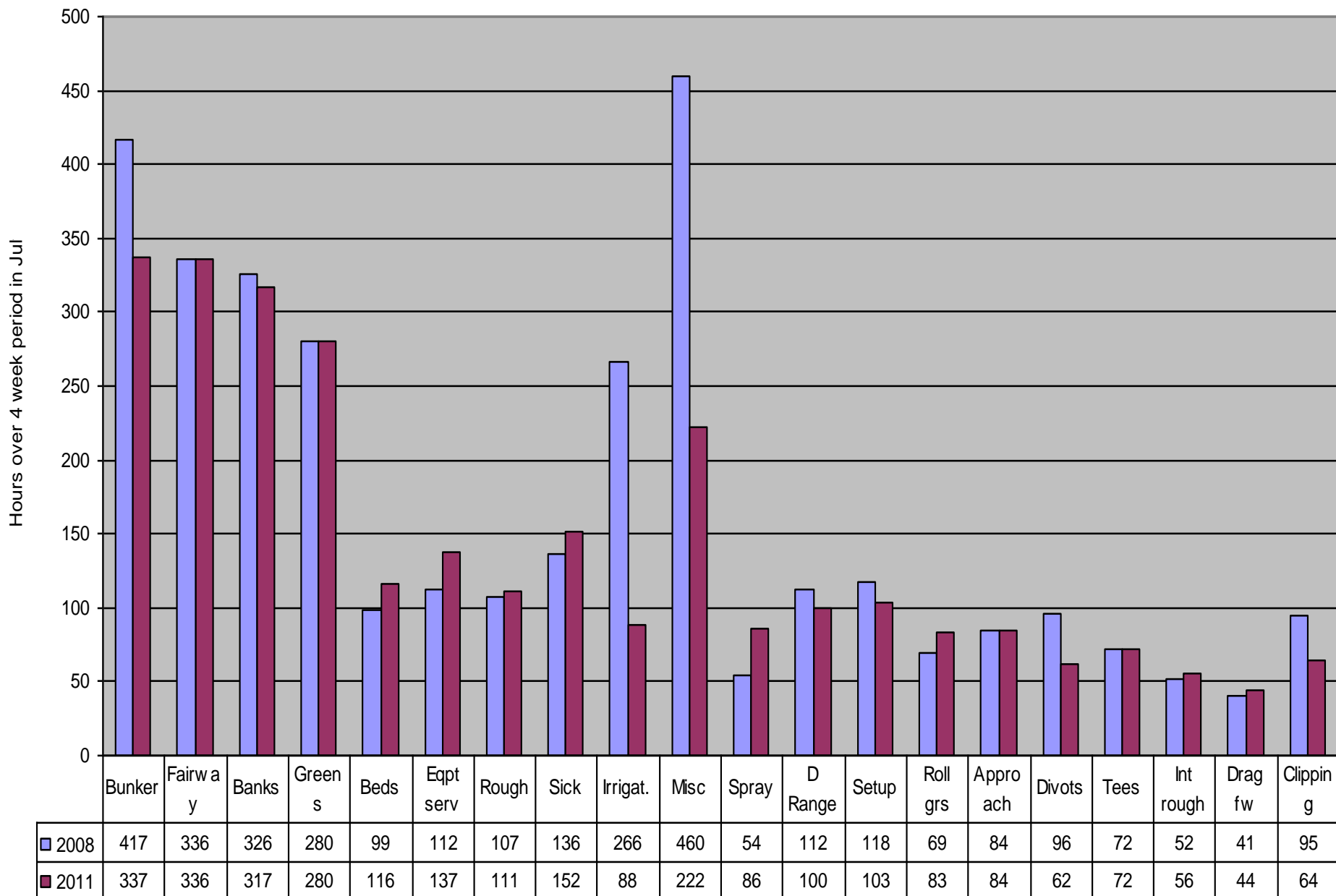
...but don't say
manpower!”

Manpower usage, 4 weeks July 2011

“We spend how much time on bunkers???”

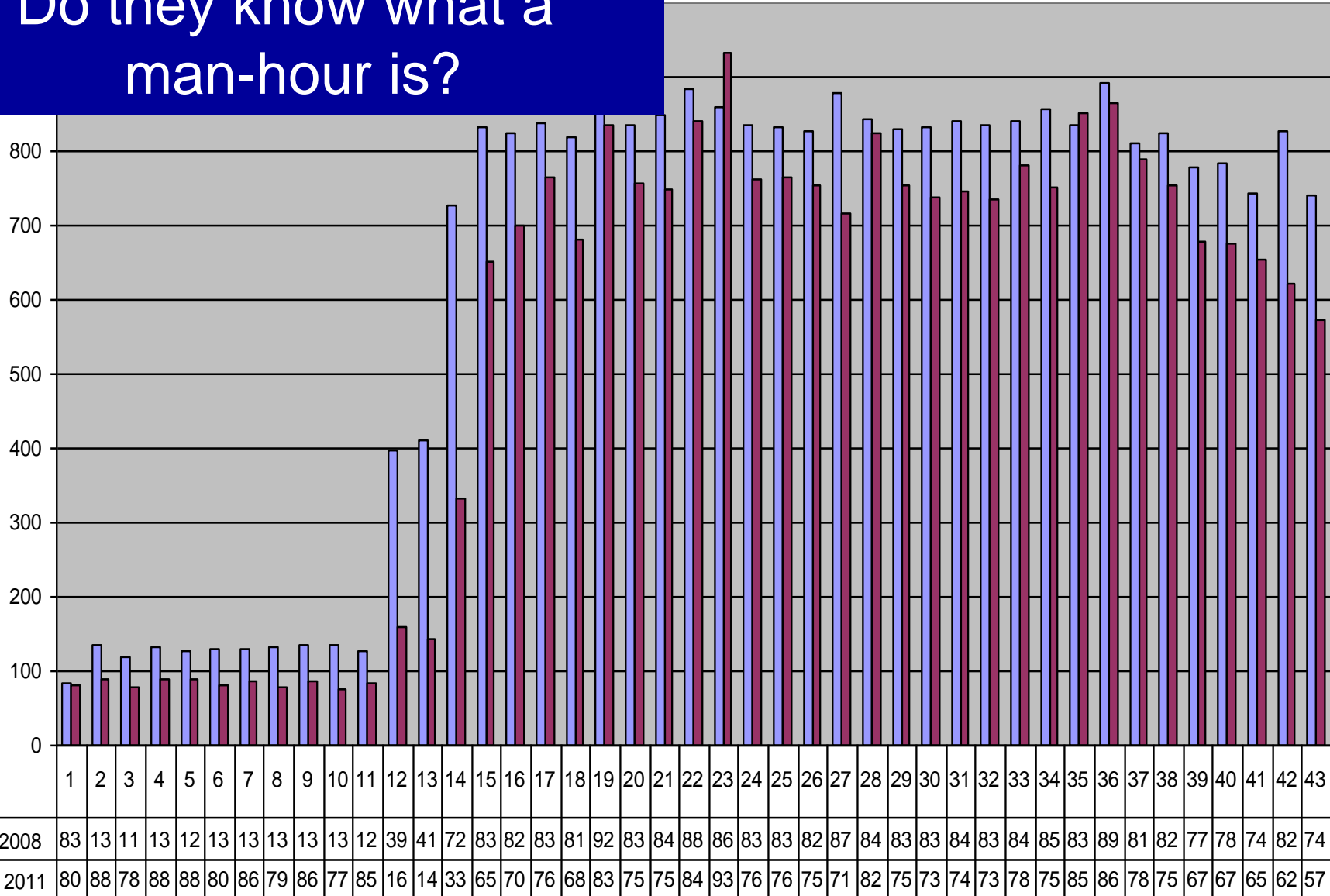


Total hours in 2008: 3,332. In 2011: 2,713. Difference: 619



Weekly man-hour comparison, first 43 weeks, 2008 (27,066 total) vs. 2011 (23,248 total), Jan 1 to Oct 23. Difference: 3,818

Do they know what a man-hour is?



Weeks 1-43

My Boss, after these graphs
were presented at the next
Green Committee Meeting:

“So what you are saying
is that you need
manpower?”

The Great Recession hits,
one assistant gains
a head job:

“Chris, you don’t need
two assistants!”

Understandable, but...

...we DO need two assistants!



The real question was:

What tasks and responsibilities
were being underserved?

Don't forget that you are
SELLING!



Old Navy sweater table

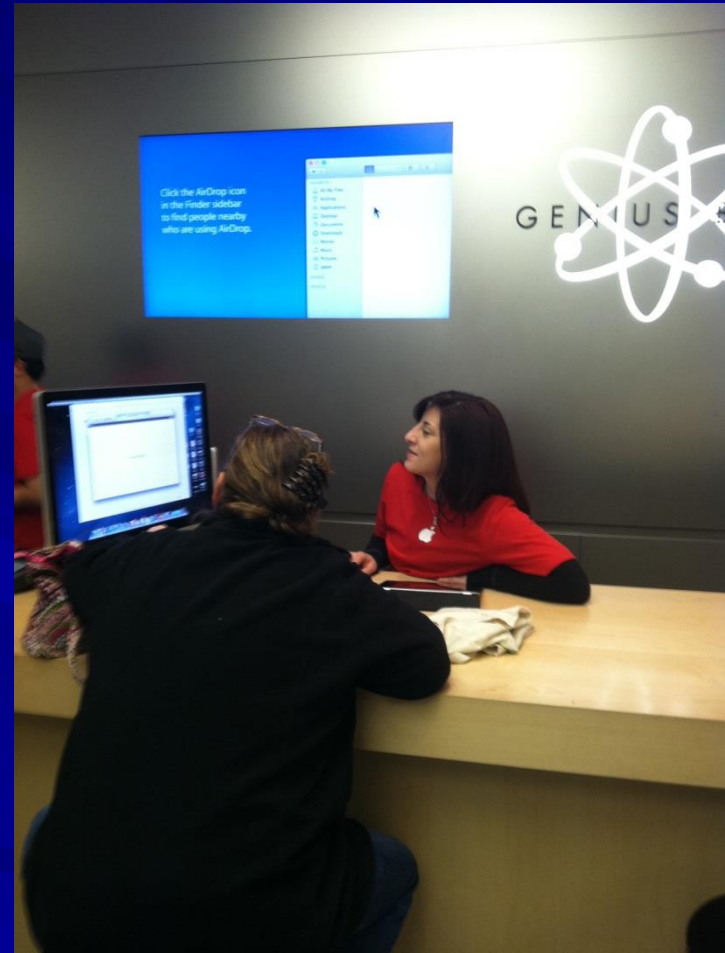
Would you like to buy from this?





Apple Marketing = Genius!

- Expertise
- Easy to buy
- Lots of help
- Well displayed
- Great products



Pre-purchasing advice

I am always amazed and intrigued at the amount of products out there that come with big claims in terms of their huge benefits to turf and soils alike. There is a plethora of such products around, from biological to some that provide simple forms of plant nutrient but are marketed as a wonder product. In my many years of independent turf research looking at products and materials, I have looked at and measured the effects of such

products on turf grass. At the conclusion I have come to. Whether such products help or not, but in my honest opinion, people say. It's important to wait with time. We now live in an age where what impressive thing's it is to exaggerate the product. The gullibility of the reader and the fact that they are possibly too lazy or simply too busy. Such information shows how much that. My advice to anyone who you can place utter faith in everything. Quite often, I see a salesman or promoter of a product. A key area for me is how much it costs but we need to see if there has been any statistical verification of these is in short - No! One of the things that was so minute and tiny that it was almost ZERO and at great expense. Merchants in the turf industry who are scaremongering is so rife that what is poor information is often what turf managers ask for quality literature to support and justify claims made and not just go by the sales hype in magazines or from company brochures or presentations. Most of the time people are spending a lot of time and money on products that are producing that elusive few percent of improvement but does this X% warrant the cost and timely application of such products?. It has to be said that the amount of Iron or Nitrogen contained within some products is really the only thing that shows signs of improvement (hence the colour response) yet this leads the buyer into believing the product as a whole is the reason for improvement when in fact in most cases it's the most expensive form of N or Fe they will ever buy. One worrying aspect for me, is the publication of research work by persons who are being paid to research, measure and evaluate the product or products by the product company (where biased or influenced results can occur) so, again, it's important to get such information from reputable sources and one's you can place faith in. Far too often, I see research done by companies that are promoting and selling the products. Therefore, I have to question the validity of it.

AVOID JARGON!



“We plan on controlling outbreaks of *Rhizoctonia solani* with pyraclostrobin...”

“We plan on controlling Brown Patch disease with chemicals...”



2008 Chemical Program

Area of greens = 100,000 feet²

Date	Target disease	Trade name	Amount per 1000ft sq.	Amount per 100,000ft sq.
4/15/2008	Dollar spot	Banner	.5 fl. ounces	50 fl. ounces
4/29/2008	Dollar spot			
5/13/2008	Dollar spot			
5/27/2008	Dollar spot			
6/10/2008	Dollar spot			
6/24/2008	Brown Patch			
	Dollar spot			
	Brown Patch			
	Anthracnose			
7/8/2008	Dollar spot			
	Brown Patch			
	Anthracnose			
7/22/2008	Anthracnose			
	Brown Patch			
	Pythium			
8/5/2008	Anthracnose			
	Brown Patch			
	Pythium			
8/19/2008	Anthracnose			
	Brown Patch			
	Pythium			
9/3/2008	Anthracnose			
	Dollar spot			
9/17/2008	Anthracnose			
	Dollar spot			
10/1/2008	Anthracnose			
	Dollar spot			
10/15/2008	Anthracnose			
	Dollar spot			
11/15/2008	snow mold prevention			
12/15/2008	snow mold prevention			

Chemical	Total applied			
Banol	600 fl. ounces	4	\$700 per 6 quarts	\$2,800.00
Banner	900 fl. ounces	4	\$600 per 2 gallons	\$2,400.00
Endorse	1200 ounces	7	\$164 per 11 pounds	\$1,148.00
Daconil	900 ounces	6	\$165 per 10 pounds	\$990.00
Chipco 26GT	2500 fl. ounces	4	\$550 per 5 gallons	\$2,200.00
Total Yearly Cost				\$9,538.00

Make it easy for
your customer
to buy your
product!





ECHO LAKE COUNTRY CLUB
WESTFIELD, NEW JERSEY
PROPOSED IRRIGATION POND

SITE PLAN RENDERING

Hatch Mott MacDonald



VIEW TOWARDS PROPOSED BRIDGE
FROM EXISTING POND EDGE

Fourteen Take Home Tips

1. Agree on your goals:

Mission Statement, Standards Document

2. Bring the Problem to Them

3. Bring them to the Problem: Tour Shop

4. Present Visually if Possible

5. Avoid Surprises!

6. The Budget Process is year-round

7. Give “Life” to your Budget and Staff

Fourteen Take Home Tips

- 8. Answer Questions Before they are Asked
- 9. Use Comparables
- 10. Focus on Value
- 11. Present your Story in Their Context,
Not Yours
- 12. Don't forget that you are Selling!
- 13. Avoid Jargon
- 14. Make it Easy for your Customer to Buy
Your Product

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