

MID-ATLANTIC GOLF BUSINESS



A publication of the
National Golf Course
Owners Association,
Mid-Atlantic Chapter



MID-ATLANTIC

A Message from Our President

Summer is here, and golf course owners and operators in the Mid-Atlantic are hard at work striving to meet budgets and manage their properties in the most efficient manner. While no one seems to be jumping for joy, there are clear signs that the industry decline may have hit bottom and we are finally on an uptick.

Of course there are always challenges in this business, and one looming on the horizon is the new EPA regulations governing water on your course. The WOTUS (Waters of the U.S.) bill did pass, giving the EPA jurisdiction far exceeding old rules governing water use. This will create a lot of red tape and possibly water restrictions that you and your superintendent will have to deal with. Please read our article inside to get a "feel" for this, and please help us fight against this on appeal — the farmers are on our side, and they are a great ally.

There are three big pieces of news from our national office. NGCOA has launched the new communications and networking platform, *Accelerate*, and this is a great problem-solving tool for our industry. Secondly, the NGCOA has just announced new industry guidelines for online tee time distribution, with the hopes of restoring price integrity and consistent practices — our partner was the PGA of America for this project. And the third piece of news is that a new CEO has been named — Jay Karen of Charleston. Details are inside. We say farewell to Mike Hughes, who has been a great friend to our chapter.

Back in the spring we had the best National Golf Day ever, and our own board member Keith Miller, PGA of the Montgomery County Revenue Authority was on the case on Capitol Hill alongside the top industry officials. The event featured over 100 meetings with Congressional leaders.

It was nice to see some spectacular work being done architecturally, with the opening of "Full Cry" at Keswick Club near Charlottesville and the new Championship Course at Trump National alongside the Potomac. Magnolia Green in the Richmond area added a new nine, and nearby Independence Golf Club regrassed their greens in bermuda — believed to be the northern most club on the east coast to do so.

I was real pleased to see the growth of the PGA Junior Leagues, now in the third year. The Middle Atlantic PGA has been a national leader in this program, which creates a team atmosphere for youngsters, complete with uniforms, a coach and a team-inspired format (scramble). This program brings optimism to grow family golf, since we have recently witnessed the migration of golfing parents as chauffeurs, carpooling kids to other sports (e.g., soccer, little league baseball, swim teams). It's time to bring the kids over to golf. Does your club participate in this program?

Last month we had a terrific event with our allied associations, the Virginia Golf Course Superintendents Association and the Virginias Chapter of CMAA. The topic was course renovations, featuring Peter McDonough of Keswick Club, Jeff Holliday, CGCS of Salisbury Country Club and Brent Graham, CGCS of Two Rivers Country Club — over 90 attended!

We are VERY excited about this year's NGCOA Mid-Atlantic Annual Meeting, which heads to Maryland at Bulle Rock on Monday, September 28th. This is a GREAT event, complete with excellent networking, great education and fun golf on Maryland's #1 daily fee course as ranked by *Golf Digest*. Our board member Rick Rounseville, PGA plays host — SAVE THE DATE!

In other news, our friends with the Mid-Atlantic Association of Golf Course Superintendents are now embarking on a *Best Management Practices* project designed to set standards and to showcase the environmental stewardship of the golf industry. Their Stewards of the Chesapeake event will raise money for the cause — get a team and join them at the venerable Columbia Country Club in Chevy Chase, MD on August 31st!

Now a word about our Corporate Partners. We now have 25 companies supporting our organization, and their support allows us to serve you better. Recently IBS Club Software and Jacobsen have stepped up in a major way to support our Annual Meeting with award sponsorships. Companies like Performance Food Group, Yamaha Golf Cars and Acumen Golf have been with us since Day One. And we welcome Genesis Turfgrass as a new partner as well. Please visit our Partner listing and support the companies that support you!

I am honored to serve as your President, and I am pleased to serve on a board with some of the sharpest minds in the region (check them out on our board page). They are here to grow the game and serve our member clubs, and they do it pro bono! So please join us as a member, and help us grow the game and share operating successes for the betterment of our industry in the region!

Mike Bennett
NGCOA Mid-Atlantic President



2015 NCGOA Mid-Atlantic Board of Directors

President

Mike Bennett

Traditional Golf Properties
9700 Mill Pond Road
Toano, VA 23168
Bus: (757) 566-1138 x19
Mobile: (757) 342-0390
mbennett@traditionalclubs.com

Vice President

Bob Swiger

Raspberry Golf Management
P.O. Box 6175
Leesburg, VA 20178
Bus: (703) 779-2555 x102
Mobile: (202) 409-6872
Fax: (703) 779-8721
bobswiger@raspberryfalls.com

Secretary/Treasurer

Glen Byrnes, PGA

Golden Horseshoe Golf Club
401 South England Street
Williamsburg, VA 23185
Bus: (757) 220-7570
Mobile: (757) 876-9060
Bus Fax: (757) 565-8969
gbyrnes@cwf.org

Directors

John Anderes, CGCS

Queenstown Harbor
310 Links Lane
Queenstown, Maryland 21658
Bus: (410) 827-7518
Bus Fax: (410) 827-5258
JAnderes@mdgolf.com

Damon DeVito

Affinity Golf Management
304 Hickman Road, Suite A
Charlottesville, VA 22911
Bus: (434) 817-4570 x2
Mobile: (434) 906-4440
Fax: (434) 817-4574
ddevito@affinitymanagement.com

Mike Fentress

Virginia Beach Golf Management
4840 Princess Anne Road
Virginia Beach, VA 23462-4443
Bus: (757) 474-8441
Mobile: (757) 409-1626
Fax: (757) 474-8563
mfentress@cox.net

Joel Gohlmann

Billy Casper Golf
8300 Boone Boulevard, Suite 350
Vienna, VA 22182
Mobile: (571) 221-3692
Fax: (703) 893-3504
jgohlmann@billycaspergolf.com

Michael Hatch

Acumen Golf
c/o Brandermill Country Club
3700 Brandermill Parkway
Midlothian, VA 23112-4500
Mobile: (804) 363-9888
Fax: (804) 739-8019
gm@brandermill.cc

Joe Hills

Blue Mash GC / Waverly Woods GC
5821 Olney-Laytonsville Road
Laytonsville, MD 20882
Bus: (301) 674-6651
jhills@bluemash.com

Jonathan Ireland

Kinloch Golf Club
100 Kinloch Lane
Manakin-Sabot, VA 23103
Bus: (804) 784-8000
Fax: (804) 784-8717
jireland@kinlochgolfclub.com

Don Ryder

The Homestead
P.O. Box 2000
Hot Springs, VA 24445
Bus: (540) 839-7506
Fax: (540) 839-7954
Don.Ryder@thehomestead.com

Keith Miller

Montgomery County
Revenue Authority
101 Monroe Street, Suite 410
Rockville, MD 20850
Bus: (301) 762-9080
KMiller@mcr-a-md.com

Rick Rounsville

Bulle Rock Golf Club
320 Blenheim Lane
Havre de Grace, MD 21078
Bus: (410) 939-8887
rrounsaville@bullerock.com



MID-ATLANTIC

Staff & Counsel

Executive Director

David Norman

NGCOA Mid-Atlantic
1900 Manakin Road, Suite C
Manakin-Sabot, VA 23103
Bus: (804) 249-2240
Mobile: (804) 399-7802
dnorman008@gmail.com

General Counsel

Grant S. Grayson

LeClair Ryan
Riverfront Plaza, East Tower
951 East Byrd Street, Eighth Floor
Richmond, Virginia 23219
Bus: (804) 343-4381
Fax: (804) 916-7261
Grant.Grayson@leclairryan.com
<http://www.leclairryan.com>

NGCOA Regional Director

Nancy Downie

NGCOA
291 Seven Farms Drive, 2nd Floor
Charleston, SC 29492
Bus: (800) 933-4262 x 221
Fax: (843) 881-9958
ndownie@ngcoa.org

NGCOA Director of Membership

Joe Rice

NGCOA
291 Seven Farms Drive, 2nd Floor
Charleston, SC 29492
Bus: (800) 933-4262 x 222
Fax: (843) 377-6382
jrice@ngcoa.org

NGCOA Mid-Atlantic Annual Meeting Set for Sept. 28

Bulle Rock in Havre de Grace, MD to Host

Mark your calendars for Monday, September 28th for the 7th Annual NGCOA Mid-Atlantic Annual Meeting & Golf Outing. This year's event ventures to the beautiful [Bulle Rock Golf Club](#) in Havre de Grace, MD, a past host of the LPGA Championship and rated by *Golf Digest* as Maryland's #1 daily fee course (ranked #4 overall in MD).

"We are very excited to be hosting this year's marquis event for NGCOA Mid-Atlantic," said Rick Rounsville, Director of Golf at Bulle Rock and an NGCOA Mid-Atlantic board member. "The course is in excellent condition, and we look forward to a great day of networking, education and golf!"

The event will feature excellent education with speakers currently being secured to discuss the state of the golf market and what's in store

for the future. In addition, the third year of an awards program will highlight the event, with winners sharing some great ideas. There are four awards – the IBS Public Course Award, the IBS Private Course Award, the Jacobsen Environmental Stewardship Award and the Mid-Atlantic Golf Leader Award.

It is a great networking event, with a fun golf outing in the afternoon. The event is open to all golf industry professionals and club representatives. This includes golf course owners/operators (whether or not NGCOA MA members at present) and their guests, general managers and/or CMAA members, MAPGA professionals, VGCSA members, club representatives, plus official event sponsors and NGCOA VA Partners.

Look for registration forms soon or visit www.ngcoamidatlantic.org.



Bulle Rock is considered the region's best player's course and the top ranked public course in MD. The only 5-STAR Golf Facility in the Mid-Atlantic, it is continually ranked in the Top 100 listings of every major golf publication.

Donald Trump Unveils His Spectacular New D.C. Course

Special to the NGCOA Mid-Atlantic from Jerry Ratcliffe, The Charlottesville Daily Progress

The 18-cart caravan came to a sudden stop during an hour-long Trump Tour of "The Donald's" newest golf project in Northern Virginia.

"Anybody want a hot dog or a soda? It's on Trump," shouted the leader of the tour, none other than real estate magnate Donald Trump, there to tout his new course that rests along the Potomac River.

Formerly known as Lowes Island, Trump bought the property in 2009 for \$13 million, "at the height of the bad market," he said during a press conference preceding the tour. The property is now known as [Trump National Golf Club of Washington, D.C.](#), although the club is actually in Virginia, a 25-minute jaunt from the White House, or two minutes by helicopter as Trump cracked.

Tuesday's grand opening showcased the new course, the Donald J. Trump Signature Course, which is a compilation of the property's two former courses in addition to some new holes, all new greens, and a major renovation estimated at \$25 million.

The course is quality enough to have been named host for the 2017 Senior PGA championship.

"What we did is basically blew up the property," Trump said. "We built a brand new championship course that is built to the highest standards of championship play, to the highest standards of audience and viewership, to the highest standards of golf."

With spectacular views of the Potomac River on at least six of the holes, the course stretches to seven yards shy of 7,800 yards. Some of those holes play even longer with the wind coming off the river.

The signature hole is the 501-yard (from the tips), par-4, 18th, which leads back to the expansive clubhouse, which sits on an overlook with vistas of the Potomac in the distance. The Potomac Observation Deck, which hosted the press conference and has become a major host for weddings, sits atop a 50-foot waterfall cascading as a backdrop to the 18th green.

Trump envisions setting up massive grandstands and TV camera stands around that waterfall for the PGA event.

"When I bought the property it had two courses and both gave a little glimpse of the Potomac River," Trump said. "I didn't want a little glimpse. I wanted a championship course on the river."

Originally there was a massive tree line that totally blocked the view of the river from the clubhouse and 18th hole complex. Trump didn't like it.

Trees ... you're fired.

465 trees were removed, opening up spectacular river views.



The Donald points out the new holes spanning the Potomac to PGA Executives David Charles and Peter Bequa

"Through lots of hard work and lots of environmental impact statements and lots of everything, we were able to clear the area and now we have unobstructed views of the Potomac River," Trump said. "There's nothing like it. You can go 20 miles up and down the river and there's nothing like it."

Trump said that Loudoun County and the surrounding area, which he pointed out was one of the richest neighborhoods in the country, were very supportive of the project.

"They gave me permits quickly," Trump said. "We have gotten along fantastically."

He also added a \$10 million tennis center, recently visited by Serena Williams, who described it as the greatest tennis center she has seen anywhere in the world.

Trump said he hopes to host many majors at the course in years to come, that it is built to accommodate 100,000 fans, that it is convenient for pros to walk from green to tee, and that the course has no houses on it, which he believes is one of the most underestimated qualities to a golf course.

Of course, Trump National boasts the new 007 grass, considered the best on the market.

Playing the course with David Norman, director of NGCOA Mid-Atlantic, after the tour, Trump's redesign is fantastic, a true challenge to any level of golfer. Tees range from ladies (5,787), to four other sets from 6,373 to nearly 7,800, playing to a par-72.

While there were perhaps more political writers chasing Trump that day rather than golf writers, my favorite line of the day came when one reporter asked the Republican presidential candidate what woman he would choose to put on the \$10 bill.

"My mother," Trump smiled.

When it became my turn for an interview with Trump, I asked him about the whispers of building a new golf property in Charlottesville, where he bought the Kluge property, which also boasts the Trump Winery.

"We would love to do it, our next phase is golf," Trump said. "At the right time we will propose it. We have a fantastic golf architect who is dying to do it, one of the best golf architects of the world. I won't name him yet."

"We'll be looking at that over the next year or two years," Trump said. "We're very excited about it. We're very excited about how well the Trump Winery is doing. We just opened a magnificent building there. Charlottesville is a lovely, lovely place."



The 18th hole is pure Trump – complete with a spectacular water feature as a backdrop

Regional Roundup

News and Notes from NGCOA Mid-Atlantic Chapter

Keswick Club Joint Meeting Draws Big Crowd

Course Renovation Topic Featuring Top Superintendents

In June, NGCOA Mid-Atlantic, VGCSA and CMAA VA joined forces to offer a special networking and education event featuring Peter McDonough, Golf Course Superintendent at [Keswick Hall & Golf Club](#). Over 90 Owners, Superintendents, Managers, Club Professionals, Club Committee Members and Directors, plus Associate members and industry reps attended the sold out event.

McDonough is a founder of the Virginia Golf Course Superintendents Association and served as its first President in 1999-2000. For many years, Peter led the association's government relations activities. A highly respected superintendent nationally, Peter has spoken at national conferences and received a national environmental stewardship award from the GCSAA.

McDonough's presentation covered the extensive \$12M renovation project by Pete Dye at Keswick. He shared interesting stories on working with the 89-year-old legendary architect, who still likes to design "from the ground," walking the course and visualizing the results. The results are simply spectacular, as the course was transformed into a strikingly visual masterpiece, yet one that is playable for resort guests. The course has been named "Full Cry," recalling times of English fox hunting.

The second segment featured Brent Graham, CGCS of Two Rivers CC in Williamsburg and VGCSA President Jeff Holliday, CGCS of Salisbury CC, who joined McDonough on a panel to answer questions on the renovation projects in general, whether it be project-oriented or full bore. After education, attendees got to play the spectacular "Full Cry" course at Keswick following the meeting. Keswick Hall & Golf Club is a recipient of the prestigious Forbes Five Star Award.



Keswick Club



Peter McDonough, CGCS
Keswick Hall & Golf Club



Brent Graham, CGCS



Jeff Holliday, CGCS

Golf Industry Mourns the Sudden Loss of Larry S. Milanovich

The golf industry of the Mid-Atlantic deeply mourns the sudden loss of Larry S. Milanovich, MAAGCS member. Our thoughts and prayers are with his family and friends.

Mr. Milanovich died suddenly from heart complications on Friday, June 12th — he was 36 years old. He is survived by his wife Katy and a newborn son. Mr. Milanovich owned Mid-Atlantic DryJect, and formerly was the mechanic at Bay Hills.

This sudden tragic loss has generated an outpouring of support for Larry's family. A memorial tribute has been set up on the Go Fund Me website to generate much-needed support for the family. The MAAGCS invites you to join us in supporting the family — here are details:

Larry was only 36 when he left this life. He leaves behind a beautiful wife and newborn son. It was only just weeks ago they were on the road to getting things in order (life insurance), but that had not been completed. His wife Katy is now a widow and single mom, and she needs all the support in the world. The Larry S. Milanovich Memorial Fund has been set up to help the family.



Mr. Larry S. Milanovich (1978-2015)

Regional Roundup

News and Notes from NGCOA Mid-Atlantic Chapter

VSGA Update

The Virginia State Golf Association recently crowned a new amateur champion at Farmington Country Club, Charlottesville — Maclain Huge of Lovettsville, VA.

Five legendary Virginia golfers and a long-time volunteer rules official will be inducted into the first class of the Virginia Golf Hall of Fame as announced by Gib Palmer of Midlothian, president of the Virginia State Golf Association and chair of the Hall of Fame selection committee.

Chosen by a panel representing a cross-section of Virginia golf, the honorees are: Sam Snead, Vinny Giles, Curtis Strange, Lanny Wadkins, Chandler Harper, Clyde Luther.

This first class of the Virginia Golf Hall of Fame will be inducted in May 2016 in ceremonies at The Omni Homestead Resort in Hot Springs.

The Virginia State Golf Association office has relocated. The VSGA's new office information is as follows:

Virginia State Golf Association
2400 Dovercourt Drive
Midlothian, VA 23113
Phone: (804) 378-2300
www.vsga.org



MAPGA Update

Congratulations to Billy Hoffman, PGA of Westwood CC on winning the MAPGA Match Play Championship at River Bend Golf & Country Club, in Great Falls, VA, after he defeated two-time defending champion Faber Jamerson, PGA 1-up.



PGA

Middle Atlantic Section

The MAPGA announces New Mini Mulligans Tour. This new tour is a developmental tour targeted towards beginner juniors ages six to nine. The tour will consist of eight events in the Greater DC and Baltimore areas.

The PGA compensation survey results are out and are available to your PGA professional. This survey continues to be the highest participating survey for the PGA of America.

After serving the Section for almost fifteen years, Director of Operations Stacey Smith has moved back to her home state of Michigan to be closer to family. MAPGA now has an opening for an Assistant Executive Director. This position shall be primarily responsible for the coordination and implementation of Section sponsorship efforts and financial management of the association. Applications are now closed.

MSGA Update



MSGA crowns Ben Warnquist as 2015 Maryland Amateur Champion. Ben is a member at Manor CC, which hosted the event.

MSGA crowns Denny McCarthy as 2015 Maryland Open Champion. This is McCarthy's third title, and he hails from Argyle Country Club.

Teenagers Patrick Moriarty and Evan Katz, along with veteran Mark Cusic claimed the three available places during U.S. Amateur qualifying at Mountain Branch Golf Club in Joppa, MD on July 7th.

The USGA in partnership with American Express, has announced plans for the second annual **PLAY9 Day**, scheduled for Wednesday, July 29th. The initiative will broaden to include more facilities and more golfers as it continues to gain momentum and popularity as a convenient way to enjoy and experience the game we all love.

Golfers will find extensive engagement opportunities online and via social media. Facilities and golfers will be encouraged to share their photos and success stories from PLAY9 Day and the USGA will feature these across its many platforms. Within social media circles, all participants will be encouraged to promote the day via the use of #Play9Golf.

An advertisement for PLAY9 Day. It features a man in a purple polo shirt and grey pants crouching on a green, putting a ball into a hole. A woman in a white top and pink shorts is leaning over him, smiling. The background is a blurred golf course. The USGA logo is in the top right corner. The text "There's a lot to love about golf™" is on the left, and "PLAY9 DAY" with "July 29th" below it is on the right. An American Express logo is at the bottom left, and social media icons for Facebook, Twitter, and Instagram are at the bottom right. A call-to-action at the bottom says "Discover more at www.usga.org/play9".

There's a lot to love about golf™

PLAY9 DAY

July 29th

Discover more at www.usga.org/play9

#Play9Golf

AMERICAN EXPRESS

Grant Program Helps Clubs Comply with Nutrient Management Planning Mandate

On July 1, 2017 all Virginia Golf Courses will be required to have a certified Nutrient Management Plan. The good news is that Virginia's Department of Conservation and Recreation is currently offering a grant program to defray half the cost. There is \$149,000 in the budget, available on a first come, first serve basis. Here are the FAQ's and a list of approved planners to assist your club in becoming compliant:

The Department of Conservation and Recreation Golf Course Nutrient Management Plan Writing Grant Frequently Asked Questions



Q: Is there a cost-share program?

A: Currently there is not a cost-share program in place, but there are grant funds available for writing nutrient management plans for golf courses anywhere in the state.

Q: How do I receive grant funds?

A: Contact one of the grant contractors. The contractors are paid \$10 per acre to write nutrient management plans for land maintained by the golf course. Only land that will receive nutrients within the five year period of the plan can be included. This \$10 per acre grant may not cover the entire cost to write the plan.

Q: How do I contact a grant contractor?

A: See the list of contractors on the next page.

Q: How can I be sure I am getting the \$10 per acre from the contractor?

A: Ask your grant contract planner. They should be able to break down the costs of the plan for you.

Q: How long will this grant program last?

A: The grant funds are administered on a first-come, first-served basis. The funds are available now and will only be available until June 30, 2016. There is \$148,870 available through the grant.

Q: When are golf courses required to have nutrient management plans?

A: All golf courses are required to have a nutrient management plan by July 1, 2017.

Q: What is the penalty for not having a nutrient management plan by July 1, 2017?

A: The golf course owner is subject to a \$250 civil penalty if a nutrient management plan is not submitted for approval within 90 days of July 1, 2017.

Q: How long is a nutrient management plan valid?

A: Nutrient management plans for golf courses are valid for five years unless the course undergoes major redesign or renovation during that time. If major redesign or renovation occurs, the nutrient management plan will need to be revised.

Q: Who can write nutrient management plans?

A: Only a certified nutrient management plan writer can write a nutrient management plan. Anyone who has a background in turfgrass/horticulture production can become certified, but he or she has to meet the education, experience and exam requirements. For more information about certification contact Derik Cataldi, DCR's Urban Nutrient Management specialist, at derik.cataldi@dcr.virginia.gov or 804-371-7489. There are also private certified planners who write nutrient management plans. Click [here](#) for a link to the directory of certified nutrient management planners.



Derik Cataldi, DCR

Q: Do planners charge different rates to write nutrient management plans?

A: Yes. All planners have their own fee structure for writing nutrient management plans. The fee to write a plan usually does not include taking soil samples.

Q: What areas need to be covered by the nutrient management plan?

A: Any area that has the potential to receive nutrients during the five years of the plan needs to be covered.

Q: If every area that receives nutrients needs to be covered by the nutrient management plan, how many plans will a course have?

A: A golf course will only have one plan, but the organization of the plan allows for areas that are managed similarly to be grouped together in management units. Each management unit will have its own nutrient application worksheet (the schedule of nutrient applications). Talk with a certified planner about the organization of a nutrient management plan; they will be happy to explain the details, or contact Derik Cataldi, DCR's Urban Nutrient Management specialist, at derik.cataldi@dcr.virginia.gov or 804-371-7489.

Q: What are the soil sample requirements for a nutrient management plan?

A: Soil sampling is the start of every nutrient management plan. Soil test results used to write a plan must be less than three years-old.

Regional Roundup

News and Notes from NGCOA Mid-Atlantic Chapter

DCR Golf Course Nutrient Management Plan Writing Grant FAQs (cont.)

Each management area must have soil test results in order to make nutrient recommendations. Talk with a certified planner to discuss the details of this requirement or contact Derik Cataldi, DCR's Urban Nutrient Management specialist, at derik.cataldi@dcr.virginia.gov or 804-371-7489.

Q: What are the components of a nutrient management plan?

A: Each plan consists of a cover sheet, maps, soil test results, nutrient application worksheets, and reference materials. There are specific details for each part that are required by the Nutrient Management Training and Certification Regulations §10.1-104.2 of the Code of Virginia. Work with a certified planner to learn the specific details.

Q: How long does it take to complete the process of getting a nutrient management plan?

A: The length of time that it takes to get a nutrient management plan written is highly variable. This is one of the first topics that should be discussed with a certified plan writer. Ultimately, the time it takes depends on how much initial information is provided to the planner.

Q: How long will it take for the Department of Conservation and Recreation to approve a plan?

A: DCR will approve or contingently approve plans within 30 days of submission.

Q: If a plan is written before July 1, 2017, is it still good for five years?

A: If a course already has a nutrient management plan and the soil tests are less than three years old, the plan writer can make a plan revision to update the plan end date to be valid for five years.

Q: What if the course does not have an approval letter, but already has a valid nutrient management plan?

A: If a course already has a valid nutrient management plan but does not have an approval letter, work with the certified plan writer to

submit the plan to the Department of Conservation and Recreation. For instructions on how to submit a plan, contact Derik Cataldi, DCR's Urban Nutrient Management specialist, at derik.cataldi@dcr.virginia.gov or 804-371-7489.

Q: Do nutrient management plans have to be submitted to any other state agencies?

A: Nutrient management plans for golf courses should only be submitted to the Department of Conservation and Recreation (DCR). When a plan is approved, the planner will receive an approval letter from DCR that should be kept with the plan.

Approved Contractors

Alan Marshall, Ag Management Services, ag-management@comcast.net, (540) 967-3889

Angela Whitehead, Soil Horizons, soilmapper@yahoo.com, (804) 892-6678

Brent Wills, Wills Soil and Stream, soils@bramblehollowfarm.com (540) 947-0337

Bruce Petrelli, Golf Course Consult, brucepetrelli@yahoo.com, (434) 942-6351

Ethan Virts and Andrew Jeffery, Timmons Group, ethan.virts@timmons.com, andrew.jeffery@timmons.com, (804) 200-6500

Jeff Michel, M&M Consulting, mmwetest3@verizon.net, (540) 229-0134

Jon Roller, Ecosystem Services, jon@ecosystemllc.com, (540) 578-4296

Laurie Anderson, LandscapeAbility, landscapeability@cox.net, (703) 802-6318

Marshall Hibbs, MTHibbs Consulting, mthibbsconsulting@gmail.com, (502) 507-3558

Matt Austin, Essential Elements NMP, essentialelementsnmp@gmail.com, (757) 634-5595

Robert Habel, Five Oaks Agronomy Consulting, habelrf@gmail.com, (434) 665-2813

Ryan Lehrter, rlehrter@valleycrest.com, (757) 354-5663

For more grant information visit
www.dcr.virginia.gov and search: Golf FAQ

Save the Date for The Stewards of the Chesapeake Tournament – Monday, August 31

Don't miss the chance to bring a team and play The Stewards of the Chesapeake Tournament! The event is being hosted by Columbia Country Club and will benefit the industry effort, Best Management Practices Program of Mid-Atlantic Association of Golf Course Superintendents.

A goal of the event is to showcase the environmental stewardship practiced by Maryland's golf course superintendents to their staff members, general managers, club professionals, board members, committee chairs, legislators, turf professionals, industry suppliers, educators, students, government agency representatives and other interested parties.

The association plans to partner with the University of Maryland, the GCSAA, corporate partner, allied associations, our own members and others who support this important cause. The initiative was kicked off



Click to view the event brochure.

last year with a donation from GCSAA's Environmental Institute for Golf.

The event was established in 2000 by the MAAGCS in order to develop a primary source of funding to support local research projects, support environmental efforts, and government relations as they pertain to the golf industry. The tournament has raised over \$100,000 since its inception.

Host Venue Columbia Country Club, Chevy Chase, Maryland

Established more than 100 years ago, Columbia Country Club is a private, member-owned club. The Club has hosted two national golf championships — the 1921 United States Open and the 2003 United States Junior Amateur Championship. The 1921 U.S. Open was won by Jim Barnes and the 2003 US Junior was won by Brian Harman. Despite many improvements over the years and the addition of several acres in the 1930s, the golf course today is remarkably similar to the original design of 1911.



Managing for Success

Robert W. Goldfarb, President of Urban Directions, Inc.

I've been advising managers and management teams throughout the world for 30 years and am endlessly peeling back the onion to learn why some companies succeed while others fail.

Certainly, timing, luck, and the economy can shape a P&L, but at the onion's core are reasons for success or failure that are far more personal.

In successful companies, nothing is immune to debate, not even products and services upon which the company is built. At management meetings, "That could work" is heard, rather than "We tried that years ago and it flopped." Exchanges between managers are passionate but respectful. No one who voices skepticism or an irreverent idea is made to feel stupid or disloyal to the organization.

The freedom to suggest bold or opposing ideas is absent in unsuccessful companies. Management teams in such companies are so resistant to change that it's risky for a member to express doubt or suggest a new approach. Even the most confident manager is reluctant to speak up when team members are quick to dismiss concerns or ideas with a smirk.

Successful managers also know that a company, like the human body, has vital signs that measure its well-being. Doctors check your pulse, temperature, and blood pressure. Successful leaders have their own indicators: Are their products or services better than their competitors? Do they deliver on time? Do they create ideas and services that help

customers stay ahead of their competitors? Do they, instead of someone in India, answer the telephone?

While serving as a resource to the Young Presidents' Organization, an association of men and women who became company presidents before age 40, I saw time and again that successful managers are laser focused on their goals and attaining them. They are alert to events gathering over the horizon that could affect their companies. Unsuccessful managers, on the other hand, are endlessly putting out fires, darting from problem to problem, sleeplessly wondering, "Why didn't I get anything done today?"

Deep within the onion's core is perhaps the most important quality that successful business owners and leaders share—joy in taking an idea from inception to a living company. That spark is missing in unsuccessful managers.

Robert W. Goldfarb is president of Urban Directions, Inc., a management consulting firm that mentors and advises managers and management teams in public and private companies. He is author of What's Stopping Me From Getting Ahead?.



“Golf for Her” Website Launched

Content to Highlight Beginner Programs, Women-Friendly Courses, Networking Events

World Golf Foundation, the non-profit organization that develops and supports initiatives that positively impact lives through the game of golf and its traditional value, has launched a new website, www.GolfForHer.com, designed to increase women's participation in the game.

A revolutionary collaboration with the major entities in golf, the resource site is designed to attract and support female golfers of all ages and abilities. Contributing organizations include the LPGA, the PGA of America, the PGA TOUR, The First Tee, the USGA, ClubCorp, the Executive Women's Golf Association, *Golf Digest* and GOLF 20/20, a subsidiary of the World Golf Foundation.

Select website features:

- Individual sections for new players, recreational players, competitive players and juniors.
- Details on beginner programs, such as Get Golf Ready, which starts at \$99 for five group lessons.
- Information on women's networking opportunities, golf outings and charity events across the country.
- Tips about rules of the game, etiquette, equipment and instruction.
- News updates from women's professional, collegiate, amateur and junior golf.
- Information on America's best women-friendly golf courses and female instructors.
- Live social media feeds with real-time updates, spurring direct connectivity to the sources that matter to women golfers.

"The 'Golf For Her' website is an engaging tool to introduce new and encourage existing female players by showcasing the fun, networking and lifestyle aspects of the game," says Steve Mona, CEO of World Golf Foundation. "We strive to make it an innovative and appealing content aggregator for women golfers to visit and refer to others. The focus will be fresh, organized information while also embracing the emotional and human interest side of the game."

"This a place where women golfers can find answers to their questions," says GolfForHer.com launch ambassador Stacy Lewis, the No.1 player in women's golf. "We're all so quick to jump on the internet these days for answers, so this site makes perfect sense. Anything we can do to get more women into the game and to help them be more comfortable on the course is great."

Lewis' tips for new women golfers, juniors and parents will be featured in several sections throughout the site. To visit the new website, go to www.GolfForHer.com.



GolfforHer

THE ULTIMATE RESOURCE FOR WOMEN AND GIRLS WHO PLAY OR ASPIRE TO PLAY GOLF

2015 National Golf Day Recap

Attendees

WE ARE GOLF, a coalition of golf's leading organizations, hosted the eighth annual [National Golf Day](#) on Wednesday, April 15, 2015 on Capitol Hill in Washington, D.C.

"The primary goal as an industry is to make sure our voice is heard in Washington, D.C. to ensure laws and regulations that impact the golf industry are fair and appropriate," says Steve Mona, CEO of World Golf Foundation (WGF) and administrator of WE ARE GOLF.

The 2015 event featured industry leaders from the Club Managers Association of America, Golf Course Superintendents Association of America, Ladies Professional Golf Association, National Golf Course Owners Association, PGA of America, PGA TOUR, United States Golf Association, United States Golf Manufacturers Council, WGF and others were in attendance to discuss golf's economic, environmental, charitable and fitness benefits to Congressional, executive branch and agency leaders.

Activities

National Golf Day 2015 was the most successful to date with over 100 scheduled Congressional meetings in one day.

A day-long exhibit in the Rayburn Foyer featured live lessons for members of Congress and staff with Golf Channel's Michael Breed (Host of "The Golf Fix") and LPGA Teaching Professional Karen Palacios-Jansen; an aboutGolf simulator with a "Closest to the Pin" contest; state-of-the-art swing analysis from GolfTEC; Birdie Ball, the latest at-home training technology; National Arboretum's "Grassroots Initiative" overview; a Republican vs. Democrat "Putting Challenge;" and a GSCAA turf educational display.

Throughout the event, golf's leaders and other special guests discussed the game's tax benefits to local communities and asked for equal treatment as a legitimate industry with close to 15,350 small businesses.

"Today (April 15) marked a unique opportunity to share golf's significant impact with political leaders," says Steve Mona, CEO of World Golf Foundation and administrator of WE ARE GOLF. "Our broad scope is reflected in the two million jobs supported by the game and its diverse benefits to our economy and society."

Social Media

In 2015, the National Golf Day Twitter campaign (#NGD15) exceeded more than 37.6 million impressions (16 million in 2014, 7.2 million in 2013). More than 19.8 million Twitter and Facebook unique accounts were reached in a 30-day span. During #NGD15's peak on April 15 between 2 and 3 p.m. EST, the campaign exceeded 4.2 million Twitter impressions.

Want to join the conversation? Lend your voice and speak to Congressional leaders about why golf is more than a game to you.

[Click to Share Your Story](#)

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The Presidents Cup Captains Nick Price (International) and Jay Haas (U.S.) were also in attendance to speak at The First Tee Congressional Breakfast and participate in the National Golf Day kick-off in the Rayburn Foyer.

Photo Credit: Stan Badz / PGA TOUR



NGCOA Mid-Atlantic's Keith Miller of Montgomery County Revenue Authority with NGCOA Past President Linda Rogers, NGCOA Director of Membership Joe Rice and NGCOA CEO Mike Hughes.

In the News

Through publicity and media relations, National Golf Day 2015 was the most successful to date with nearly 540 million publicity impressions (233 million in 2014). Editorial placements in non-endemic media outlets included: AOL, Armed Forces Radio Network, CBS Sports Radio, Forbes.com, FOX Business, Huffington Post, MSN, National Public Radio, NewsMax, SELF, Roll Call, SportsBusiness Journal, The Wall Street Journal, Yahoo! and more.



Nick Price, World Golf Hall of Fame Member
The Presidents Cup Captain (International) - 2015

[Click for the National Golf Day Video](#)

EPA Finalizes the Clean Water Act (WOTUS) Rule

Reprinted from the GCSAA website

The U.S. Environmental Protection Agency and the Army Corps of Engineers have released a final Clean Water Rule (WOTUS rule) that includes expanded jurisdiction for the agency. It was published in the Federal Register on June 29 and will take effect on August 28, 2015.

Under this final rule, many golf course water bodies may now come under federal jurisdiction including rivers, streams, creeks, wetlands, ponds, ditches and ephemeral drainages (land that looks like a small stream during heavy rain but isn't wet most of the time). Golf courses that have these waters on them or near them will likely be required to obtain costly, federal permits for any land management activities or land use decisions in, over or near them such as pesticide and fertilizer applications and stream bank restorations and the moving of dirt.

The Waters Advocacy Coalition believe this final Clean Water Rule represents a significant expansion of federal jurisdiction beyond current practices and the limitations affirmed by the Supreme Court. Under the final rule, any water that might impact another water appears to be protected under the CWA. As a participant in WAC, the NGCOA shares this belief.

Concern remains that the new Clean Water Rule will have a negative impact on golf course properties across the country. Along with other



members of the Waters Advocacy Coalition, we are going to continue to support legislation in Congress that would have the agencies withdraw the rule and go back to the drawing board with impacted stakeholders to come up with a new rule that would create more clarity and consistency and bright lines.

Eight categories of surface waters will be regulated moving forward:

- traditional navigable waters (TNWs);
- interstate waters;
- territorial seas;
- impoundments;
- tributaries;
- adjacent waters;
- enumerated regional features with a significant nexus; and
- waters in the 100-year floodplain/4,000 feet of a water of the U.S. with a significant nexus.

The first four categories have always been jurisdictional by rule. The next two categories (tributaries and adjacent waters) are jurisdictional by rule where features meet the definition. The final two categories (enumerated regional features and waters in the 100-year floodplain/4,000 feet of a water of the U.S.) are jurisdictional where the agencies find, after a case-specific analysis, they have a significant nexus to TNWs, interstate waters, or territorial seas. The agencies have removed the proposed rule's "other waters" category and replaced it in the final rule with these two case-specific types of jurisdictional waters.

What should you be doing now?

It is important to start reviewing the water bodies on your property to determine whether they fall into any of the new categories mentioned above. If they do, then your course may need to comply with new future permitting requirements if you perform actions in, over or near them. The final rule should go into effect at the end of July so now is a good time to start assessing your water bodies.



Golf Course America is among the largest golf properties on the web, reaching over 1MM unique users across our network of independent golf publishers. We provide advertisers the opportunity to present their brands to engaged, passionate golfers who are willing to spend and travel for a higher quality golf experience.

For more information, visit us at Golf Course America or contact Bobby Sabharwal
at 917-912-3811 / bobby@golfcourseamerica.com.

NGCOA Releases Comprehensive Guidelines for Online Tee Time Distribution

The National Golf Course Owners Association (NGCOA) has released a comprehensive set of guidelines for the online distribution of tee time reservations. Endorsed by the PGA of America, the guidelines set forth a framework for third-party, online agents and golf course owners and operators to conduct business together.

"Tee times are the fuel that power billions of dollars in revenue for golf courses," says Mike Hughes, CEO of the NCGOA. "Proper education and management of that inventory is critical to optimizing yield in every channel of tee time distribution, particularly in growing online and mobile bookings. It also benefits all segments of vendors which sell into golf."

Developed following a thorough market review with input from several subject-matter experts, including online agents and the PGA of America, the guidelines are designed to help golf businesses leverage the benefits of online tee time distribution. Some key points include:

- Allowing for better control and price integrity of tee time inventory, including barter rounds
- Clarifying alternative payment modes for services
- Delineating independent and bundled services, including POS, tee sheetmanagement and tee time distribution
- Restricting online agents from purchasing course names and other keywords and terms for SEO
- Requiring online agents to post only approved tee times on their networks while prohibiting representation of availability and pricing for tee times not on their networks
- Emphasizing yield management and mobile-optimized solutions
- Promoting consistent technical standards for connectivity and content
- Offering methods to clearly and simply share data



Ultimately, the guidelines seek to create an open marketplace that fosters choice and competition.

"These are tools and a framework to assist in making informed and independent decisions when working with online agents," says Linda Rogers, past president of the NGCOA and owner of Judy Creek Golf Club in Granger, Indiana. "Having worked diligently in the field with many online agents and software providers, we are highly confident the guidelines will be incorporated into agreements that allow owners to be in control of their individual pricing and will mitigate confusion in the marketplace."

To assist NGCOA members in implementing the guidelines, the organization will soon host a series of webinars. Topics include distribution basics, data processes and marketing, reputation management, alternate distribution channels and contract structures, yield management and search engine optimization.

In the coming months, the NGCOA, in conjunction with the PGA of America, also plans to introduce a comprehensive training initiative and a guidelines compliance program.

[Click Here for FAQs](#)

[Click Here for Guidelines for Agents](#)

Jay Karen Named CEO of NGCOA

Jay Karen has been named CEO of the National Golf Course Owners Association (NGCOA). Formerly Director of Partner Relations and Membership of the NCCOA from 1997 to 2007, Karen will assume his new position on October 1.

An ambitious and energetic executive, Karen holds a deep knowledge of and passion for the golf industry. To bolster NGCOA relevancy and increase membership, his strategy includes strengthening chapter relations, expanding member services, modernizing online curriculum and other educational resources, and amplifying legislative advocacy.

Karen replaces Michael Hughes who, after 25 years leading the NGCOA, in January announced he would step down from his CEO post.

"The bedrock of the golf industry is the golf course owner," says Karen. "Therefore, I'm eager to aggressively build on Mike Hughes' remarkable accomplishments of helping owners and operators run more successful businesses."

With deep roots in the hospitality industry, Karen was most recently CEO of Select Registry, a collection of more than 300 fine inns, bed and

breakfasts, and boutique hotels. For seven years prior, as CEO of the Professional Association of Innkeepers International, his creation of the widely lauded "A Better Way to Stay" promotional campaign and a strategic partnership with TripAdvisor elevated the organization's prominence and revenues.

"Jay Karen brings fresh, new ideas, motivation and a profound love of golf to the NGCOA," says Matthew Galvin, President of the NGCOA. "While we look forward to a smooth transition and exciting changes, we are grateful to Mike Hughes for his legendary and expert leadership as he's leaving the organization at a high point."

Under Hughes, the NGCOA significantly increased membership and raised the statures of the organization and golf courses owners across the industry. He also led the formation of the Golf Industry Show, the second-largest and fastest-growing trade show in golf.



NGCOA CEO
Jay Karen

Getting to Know Accelerate

Accelerate is the exclusive networking community portal for NGCOA members. This powerful tool is available for all NGCOA members. Features included in the platform are the ability to join a community, post and reply to messages, share files, search the NGCOA resource library, and manage email participation and personal contact settings.

As a member of NGCOA, you already have a profile created for you. To update your profile and add additional information, click on the "My Profile" tab on the top menu bar. You will be prompted to login using your email address and the password NGCOA has on file. Once verified, the system takes you to your Accelerate profile page. This is where the magic happens!

From here, you can update your biography, education background, job history and add a picture (sizing and cropping tools are available once your image is uploaded). You can even update your profile using your LinkedIn account which will publish your LinkedIn information to the Accelerate site with a click of the button. As you save updates to your profile, they will automatically appear in Accelerate. We encourage you to fill out as much as possible as this is how the system will help you make connections with other owners with similar interest and businesses. In



addition within the privacy settings you can control the amount of information other members see on your profile.

By adding contacts within your profile, you will gain quick access to your contacts' profile information and the ability to send private messages faster. Other members can also see who your contacts are and which contacts you have in common, which helps you connect with more members.

Spotlighting the NGCOA Resource Library - this is where you can find information about any topic that may affect your business. It is full of Golf Business magazine articles, white papers, reports, survey results, videos, and many other items that will help you make informed decisions!

For more information on Accelerate, you can click to access the User Guide or call 1-800-933-4262 for additional assistance.

Latest edition of the PGA PerformanceTrak Newsletter Now Available

[Click here](#) to view the latest edition of the PGA PerformanceTrak Newsletter highlighting May and year-to-date facility performance for golf courses in the U.S. Select highlights included in this month's edition follow:

- May 2015 was the third consecutive month of an increase in year over year rounds played. May 2015 rounds played were up 1.8% in comparison to May 2014.
- YTD May 2015 rounds played were up 3.7% compared to the same period last year.
- Increases in median revenues through May ranged from +1.8% for golf fee revenue to +4.5% for golf merchandise revenue and for food and beverage revenue.
- A total of 32 states reported more play for the month of May 2015 versus 2014.

PerformanceTrak At-a-Glance - May 2015				
May 2015 Highlights	May 2015 ¹	May 2014 ¹	Change	% Change
Mean (Average) Rounds Played - May	2,838	2,789	▲	1.8%
Mean (Average) Days Open - May	28.8	28.7	▲	0.3%
YTD May 2015 Highlights				
Mean (Average) Rounds Played - YTD	7,930	7,648	▲	3.7%
Mean (Average) Days Open - YTD	94.0	90.3	▲	4.1%
May 2015 Median Gross Revenue Per Facility ²				
Median Golf Fee Revenue - May	\$91,566	\$90,877	▲	0.8%
Median Merchandise Revenue - May	\$20,687	\$19,682	▲	5.1%
Median Food & Beverage Revenue - May	\$69,623	\$68,204	▲	2.1%
Median Total Revenue - May ⁴	\$259,091	\$251,596	▲	3.0%
YTD May 2015 Median Gross Revenue Per Facility ²				
Median Golf Fee Revenue - YTD	\$267,903	\$263,137	▲	1.8%
Median Merchandise Revenue - YTD	\$54,531	\$52,200	▲	4.5%
Median Food & Beverage Revenue - YTD	\$180,891	\$173,093	▲	4.5%
Median Total Revenue - YTD ⁴	\$797,158	\$771,677	▲	3.3%

Partner Spotlight

Hilda W. Allen Real Estate

Hilda Allen, president and managing director of Hilda W. Allen Real Estate, is a licensed Real Estate Broker. Since 1989, Hilda W. Allen Real Estate, has been focused on the golf industry, specializing in the sale and auction of golf courses, country clubs, residential golf communities, resorts, recreational property and entitled land.

Hilda Allen was announced as the newest member of the Georgia Auctioneers Hall of Fame at GAA's summer conference on August 7, 2014.



She is the first female to receive this honor.

With over 800 golf courses sold totaling over 875 million dollars, Hilda W. Allen Real Estate has established itself as America's leading authority on golf property sales and auctions. For additional information please visit the website at www.hildawallen.com.



Putting Promotions

New NGCOA Mid-Atlantic Partner Putting Promotions has developed an innovative new revenue stream for clubs, while raising valuable fundraising for your charitable golf tournaments. Putting Promotions provides tour packages to The Masters golf tournament to be used as silent auction prizes at charitable and or trade association golf tournaments. They offer these packages on consignment and there's no obligation to tournament organizers unless a minimum bid has been received. It's the dream of many of charitable golf tournament participants to attend The Masters. Putting Promotions makes this dream a reality while raising valuable revenue for their respective organizations. They also provide all silent auction collateral including table signage outlining each package option and bid sheets.

Putting Promotions services can also be a new and unique revenue source for golf courses. They will commission golf courses in the Mid-Atlantic (VA, MD, DC) 10% for every package that they sell to one of their tournaments (\$300-\$450 in per package commission). All that they ask of the courses is for tournament sales directors to present their flyers to their golf tournament groups. Learn more about this exciting service at www.puttingpromotions.com.

For additional information, please contact: Ron Baron • Putting Promotions • 214-380-4183 • ron@puttingpromotions.com



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IBS is a software and services company that has been serving the technology needs of the club industry with integrity and pride since 1990.



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As a privately owned company, the owners are actively involved in the management of IBS. IBS' mission is to deliver solutions that enhance their customers' business. The company is established on the foundations of integrity, respect, and excellence, resulting in successful partnerships, powerful software, and unparalleled service. For more information please visit their website www.goibs.com.

As a partner with NGCOA Mid-Atlantic, IBS sponsors two major awards — the IBS Private Golf Leader Award and the IBS Public Golf Leader Award.

Yamaha Golf Cars of the Virginias

Yamaha Golf Cars of the Virginias became a Yamaha Golf Car distributor in the fall of 2007. The company is a spin-off of Virginia Power Motor Sports, a dealer for Bombardier Recreational Products (Can-Am, Sea-Doo), Polaris and a few other ATV and scooter brands.

Jim Atchison was brought aboard to get things started. He had attended Augusta Military Academy in the Shenandoah Valley and has always had a fondness for the area. Jim began his career selling Yamaha golf cars in Michigan with Boylan Golf Cars in 1990 as a fleet sales representative and brings that experience with him.

Most recently added to the team is Jorgen Jorgensen as Parts and Service Manager – giving Yamaha one of the most experienced service departments around. Jorgen brings with him over 28 years in the golf car business, his attention to detail, extensive knowledge and great customer service continues to help the company grow.

Gary Phillips is the General Manager of both Yamaha Golf Cars of the Virginias and Virginia Power Motor Sports and oversees all aspects of the business with special focus on the retail operation, which occupies twelve acres on a busy section of US 29, just north of Charlottesville.

Yamaha Golf Cars of the Virginias is always looking at different ways to serve their customers; adding new cars and 4 and 6 passenger cars to their rental fleet to better serve their customer base. For more information please visit the official website www.yamahagcva.com.





Members Save Through the NGCOA's Purchasing Network

To better serve members, the NGCOA has forged relationships with the industry's leading suppliers of products and services for golf operations. These organizations have extended members-only pricing, rebates and value-added packages exclusively to NGCOA members.

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