



## CHAPTER 5

### Coordinating with other military resources, plans, and personnel

Developing a successful environmental stewardship program is more than checklists, best management practices, and recognition awards. A successful program usually involves the participation and support from other programs and personnel within the military installation and respective service. Developing an understanding of how the golf course “fits” within the larger context of its surroundings both physically and institutionally, and understanding how the operation and maintenance of the course is related to other personnel and resources is an important aspect of planning within the big picture.

#### Develop an “Understanding” of the Golf Course Within the Larger Context

##### Example:

- What is the role of the golf course within the installation? Is the course used primarily by inexperienced golfers or soldiers who need a break from training exercises? Or is the course used primarily by more experienced golfers, officers and retired personnel? How might the role and expectations of the course affect maintenance plans and practices?
- What is the physical setting of the course? Do adjacent land uses create opportunities for things like wildlife habitat enhancements where coordination with other base personnel such as forestry is required? Some adjacent land uses may require modifications in maintenance practices in order to avoid conflicts or future problems. In cases where the golf course is in close proximity to an airfield operation special practices may be required to limit wildlife to avoid possible aircraft strike hazards from birds. The golf course superintendent should coordinate with the appropriate base personnel to address these issues.
- What is unique and distinctive about the course? Having a clear understanding about the unique opportunities and limitations of the course can help guide the superintendent in the environmental planning process and help in identifying the various expertise and resources that may be available to provide assistance.

- What environmental resources and expertise are located at the military installation? One of the unique aspects of military golf courses is the presence and availability of an environmental expert at each installation. Specialists in wildlife resources, forestry, water resources, pesticide use, and environmental safety are often available and able to assist the golf course superintendent in dealing with special problems or concerns. The superintendent should take advantage of these resources and get to know the appropriate personnel prior to having a problem requiring their expertise.

## Develop an Awareness and Understanding of Installation Plans and Programs that Could Affect Course Maintenance

As outlined in step one of the planning process and described in Chapter 3 a variety of policy and regulatory guidance concerning environmental and natural resource programs are produced by DoD and the individual services. The guidance may be in the form of instructions, directories, regulations, guidelines, handbooks, and plans. The superintendent should develop an awareness and understanding of these various guidance documents and how they relate to the golf course. The appropriate environmental personnel should be able to provide access to the relevant materials and reference documents. While each installation may vary in its guidance documents and natural resource plans, some examples of guidance references include:

### DOD

- DODD 4700.4 Natural Resources Management Program
- Guide to Integrated Natural Resource Management, April 1997
- DODI 4715.4 Pollution Prevention, June 1996
- DOD MIL-HDBK 1028/8A, Design of Pest Management Facilities, Nov. 1991
- DOD 4150.7 DOD Pest Management Program, April 1996
- MOU between EPA and DOD with respect to Integrated Pest Management, March 1996
- Executive Order 13148 Greening Government Through Leadership in Environmental Management, April 2000
- Handbook for DOD Natural Resource Managers, Jan. 2002

### ARMY

- AR 200-3 Natural Resources – Land, Forest, and Wildlife Management, Feb. 1995
- AR 200-5 Environmental Quality – Pest Management, Oct. 1999
- Army IRP Management Plan, Mar. 1999 (HTML DOC)

### NAVY

- OPNAV Instruction 5090.1B Environmental and Natural Resources Program Manual, Nov. 1994
- OPNAV 6250.4B Pest Management Programs, Aug. 1998 (PDF)



## AIR FORCE

- Pesticide Reduction Plan, Nov. 1996
- Air Force Directories and Air Force Instructions (AFI) 32 series, Environmental Quality
- 32-1053 Pest Management Program, April 1999, (PDF)

## MARINE CORP.

- P5090.2A Environmental Compliance and Protection Manual, Jul 1998
- Commanders Guide to Environmental Compliance and Protection
- USMC Environmental Awareness Guide, 1997
- USMC Environmental Campaign Plan

These guidance documents and many others can be located on the DOD web site at

[www.denix.osd.mil](http://www.denix.osd.mil)

In addition to the references cited above there exist various plans and programs for natural resource or environmental management that have been developed specifically for each installation. These plans can provide valuable information for the superintendent concerning course maintenance practices or how to deal with particular problems such as endangered species protection, control of invasive plant species, guidance on approved pesticides or new safety procedures. Some examples of natural resource installation plans include:

- Integrated Natural Resource Management Plan
- Pest Management Plan
- Wildlife Management Plan
- Forestry Management Plan

Also some military installations may be participating in special programs or new initiatives that could affect golf course maintenance. For example, some bases may have a particular expertise and interest in the use of native plants or water conservation programs in response to local concerns or issues. The golf course superintendent should be aware of these programs and look for ways to integrate the relevant actions and expertise into the planning process for the course.

In the case of the Air Force, Bill Bushman at the Air Force Center for Environmental Excellence in San Antonio Texas has developed and applied the "GEM" planning process for some Air Force golf courses. This program involves the use of an environmental checklist for baseline assessment that is similar in many respects to the baseline assessment checklist contained in Chapter 3 of this guidebook. (see appendix H). For courses participating in the GEM planning process the work completed in that program can be substituted for similar requirements in this guidebook. The superintendent should review and coordinate that activity with the appropriate Air Force personnel.

# Coordination Principles and Methods

Coordination with programs and personnel outside of the typical golf course maintenance routine requires initiative on the part of the superintendent but can result in many benefits to a successful environmental stewardship program. When interacting with other programs and people remember a few basic principles:

- **Be Informed** – find out what others do at the base and what their priorities are.
- **Be Open-minded** – respect the opinions and expertise of others even when it may conflict with your own ideas. Be willing to reexamine assumptions.
- **Be Prepared** – when seeking out other expertise be prepared to describe your own environmental goals and management practices.
- **Be Inquisitive** – ask questions and don't be reluctant to ask for specific advice.
- **Be Persistent** –

*Nothing in the world can take  
the place of persistence.*

*Talent will not; nothing is more  
common than unsuccessful  
men with talent.*

*Genius will not; unrewarded  
genius is almost a proverb.*

*Education will not; the world  
is full of educated derelicts.*

*Persistence and determination  
alone are omnipotent.*

The Superior Business Firm Roundtable

