

# The Idaho Golf Course Superintendents Association

# Grass Clippings

April 2026

## 30th Annual Super/Pro Golf Challenge

At the time of this newsletter printing, we don't have a site for our 2026 Super/Pro Golf Challenge — the 30th anniversary of this event.

This longstanding opportunity for key team members to gather each year is a tool to help strengthen the relationships among a facility's key employees — which benefits the facility operations as a whole! When we gather, we know informative conversations always take place.

Interested in hosting? Contact committee chair Mark Spraktes, 208-604-5460.

## PRIORITY – Action Needed

### Message (excerpt) from GCSAA

Superintendents are proven stewards of water, nutrients, and plant protection products. At the same time, we find ourselves responding to public narratives in which uninformed opinions, sensational claims, and questionable science can spread more quickly than verified data. As GCSAA seeks regulatory flexibility and certainty for our members regarding pesticide applications, we need tangible evidence that our industry not only supports BMPs in principle but actively implements them in practice. We are asking all facilities to adopt BMPs.

It only takes a GCSAA member a few minutes to finalize a BMP facility manual. The upgrade is designed to tailor these manuals to reflect your management approaches to your golf course. Those changes can be made at any point now or in the future. The manual should be maintained and if possible, in conjunction with any water quality monitoring, nutrient management and pest management records to document the professional land management practices on their courses.

## Host a First Green Event in 2026!

First Green field trips connect schools to the local golf course and highlight golf courses as community benefits. First Green is a STEAM education and environmental outreach program using golf courses as learning labs. Interested in hosting? Reach out to Dave Phipps, Northwest Field Staff.

## Call for Idaho GCSA Member Directory Updates and Advertising

Our annual membership directory will be going to print this summer. Please take a moment to review your personal or company profile and make any needed changes by clicking on “your profile” under the members only tab.

Need to reset your password? Your user name is your email address. Click on “forgot password” and follow the prompts.

## New High with Silent Auction

We are thrilled to announce that we have surpassed our previous record, with an initial total of \$18,900!

We are grateful for the generous support from the courses in the region. Your donations of rounds for our annual silent auction held during the Boise Golf Show have been instrumental in reaching new heights. Every donation, no matter how small, has contributed to our success.

Our auction committee, led by Travis Rose, worked diligently to connect with our superintendents and secure the necessary rounds. Ken Thornock and Jason Sigmund of The Valley Club played a crucial role in distributing the rounds with handwritten notes. We also want to express our gratitude to Charisse Rose for helping Travis with the booth. Thank you to everyone involved in making this auction a success!



Help us *advocate for the golf industry* by completing your BMP today

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Golf Course Superintendents Association of America

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Did you know the events shown on our website homepage  
are only a portion of events listed?  
Click on the events tab to see a larger list.

### Welcome NEW Idaho GCSA Members!

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## HARCO FITTINGS Ductile Iron and HDPE Products



### HARCO Ductile Iron

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## Info about Idaho GCSA website!

- \* Do you have an address change? Changing the information on Your Profile in the Member's Area will automatically update the association's database. Use of proper capitalization and spelling is appreciated.
- \* Do you have any classified items? Please be sure to complete the classified section in the Member's Area.
- \* **Your username is always your email address. To set your password click on forgot password and follow the prompts.**
- \* Be sure to check the job announcements on a regular basis found in the members' only section of the website, idahogcsa.org.

*"Serve members, elevate their professional experience and strengthen communities through the enjoyment of golf."*



## President's Message

## What Winter?

**Paul Venable, President  
Warm Springs Golf Course, Boise, Idaho**

Hello everyone. Normally for this message, I would be saying "welcome to summer" and "I hope everybody had a good winter." But this year those comments may not apply to all of us.

I am fully aware that there are courses across the country and around the world that do not have to, or get to, close for winter. In our region though, we are used to some sort of seasonal break. I know that some of you pretty much always have a true off-season. You get to put your course to bed and give it and yourselves something of a break. For some there are set dates that the season ends and the course is closed. Some of us only get to call the course closed when it is covered in snow.

Speaking for myself, and I think, many in southern Idaho, we are familiar with being closed under snow for at least one to six weeks. Eight total weeks being the most in my time in the industry. Regardless of the duration, it has become an important "breather" for us and our courses.

This time is utilized in a variety of ways by all of us depending on needs. I have used it for everything from catching up on

paperwork and organizing the office to reorganizing the shop and helping the mechanic service equipment and carts. Some use it to improve themselves by spending time away or with family. Many take the time to advance themselves with education. However we use this time, it has become an expected break for us and our courses. What happens when that break never comes?

This past "winter" for me amounted to two days closed for snow. The clubhouse reported record rounds and revenue for December through February. Great for the golfers and a "beat-down" for the course. Tough on me, my limited winter crew, and for the course after spending the last three years grinding through all of the excessive side projects involved in the new clubhouse. The way we got through it is the same as all of us have gotten through the usual obstacles we get through in the regular season. Improvise, innovate, overcome. We expanded a tee into a pond to create a forced carry. Some renovated a green or bunker, or other areas. Some caught up on leveling heads. One way or another, we powered through.

All in all, my message to everyone is this: No matter what life or Mother Nature throws at us, I am confident in our ability to persevere. Congratulations to everyone on a winter survived and the best of luck on a great season.

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# Big Changes at Bigwood Golf Course

**Chris Gray, Bigwood Golf, Ketchum, Idaho**

Planning for the renovation of Bigwood Golf Course in Ketchum began in June of 2024. Construction started just after Labor Day weekend and finished in late November 2024. Earlier that summer, golf architect David Druzisky, ASGCA, was brought on by the new owners to evaluate the property and develop a renovation plan for the course.

Originally built in 1971, the Robert Muir Graves-designed nine-hole layout was ready for a complete makeover. Early discussions included several options, including replacing only the irrigation system at greens, renovating the bunkers while salvaging the greens as-is, and even (briefly) discussed artificial greens. Ultimately, the decision was made to move forward with a full renovation with careful consideration to budget and course closure time.

The identified project scope included replacement of the entire failing irrigation system, starting at the river headgate to the river pump station, the golf irrigation pump station, and all new HDPE lateral piping, sprinkler heads, and control. Greens complexes were reshaped and resurfaced with newly introduced movement within. All bunkers were rebuilt to a new natural style, with some relocated and others removed. The ninth hole was redesigned with a repositioned green to make room for an event lawn near the clubhouse. The practice putting green was also expanded and rebuilt.

Integrity Golf of California was brought on for the

*#2 Rough Shaping*



reconstruction, doing both course and irrigation improvements. Greg Baer designed the irrigation system and Jason Aanestad of Pacific Golf and Turf supplied the Rain Bird sprinkler system. Others from the local golf industry including Jesse Vincent of Wilbur Ellis, Pat Sherer of Simplot Partners, and The Valley Club team (providing extra equipment), were all very helpful

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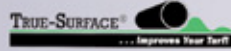
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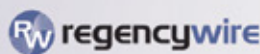


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## Bigwood continued from page 4

throughout the quick-paced effort. It truly was a team effort.

Additional improvements included enlarging, reshaping, and lining ponds. We introduced a new mowing concept with one wide and accommodating fairway height cut extending out to native grasses at the perimeter meant to instill a “new/old” aesthetic while simplifying maintenance. Fescue bunker surrounds were left natural to blend with the surrounding landscape. Reshaping of the mounding and other features in the green surrounds also improved surface drainage, getting run-off water away from greens. Cart paths were extended, and a new greens nursery was constructed using leftover materials.

In total, the project installed approximately 10 acres of bluegrass, three acres of fine fescue, and 1½ acres of bentgrass sod from Magic Valley Turf.

### #2 Sod Install



Construction began with installing the mainline from the original pump station on the north end of the property. The old irrigation system was kept online as long as possible, but eventually it had to be abandoned so we could focus on installing the new system. Rough shaping began on the south end of the course as the mainline installation progressed in that direction. Once the mainline reached areas that had been rough shaped, lateral lines were installed and final shaping work began.

Before construction began, the greens profiles were tested and with the help of soils consultant Corey Angelo, were determined suitable for reuse with some minor adjustments. Our maintenance crew stripped the old turf, removing as much of the top three to four inches of organic material as possible. Approximately four inches of new specified sand was added and tilled into the existing profile in three directions. This allowed us to maintain the original USGA subgrade drainage profile that would have otherwise been very costly to replace.

Many of the design ideas evolved in the field during construction, which I believe contributed to the success of the project. David was given full support from ownership to be creative and take a hands-on approach, shaping the course to make it more visually interesting and strategically challenging. The final result exceeded expectations—each hole features its own unique characteristics, with the bunkers and native areas defining the

### #2 Finished



course’s look. The bunkers were designed with maintenance in mind. The bottoms were sodded and sprayed with Roundup to create a barrier to reduce contamination of bunker sand from rocks and soil.

Overall, the project went very well, but also had its challenges. The final holes were sodded just before winter, and we had to pump water from nearby ponds to water the last of the sod. The new pump station was not installed until late the following spring. Some greens that had not rooted fully dried out in the spring because we did not water them quickly enough. We brought in trash pumps to irrigate from nearby creeks and ponds, but it was too late. We spent much of the summer reseeding seams and recovering areas that had dried out.

Renovations are now continuing with the clubhouse. A new restaurant is scheduled to open this summer, along with a snack shack and event lawn. The event area will include a sand beach, bocce ball court, artificial putting course, and picnic area, creating a new gathering space for golfers and the community.

All in all, the planning and construction was completed within a remarkably short time window considering the extensive scope of things addressed. The course was opened to limited play in May of 2025, but our work continued with our agenda being to take advantage of all the improvements to establish healthy turf. Players didn’t seem to mind as we heard nothing but positive feedback throughout the season. The tee sheet numbers also far exceeded expectations, and at the end of the day, that’s what it’s all about.

Doug Roberts  
CEO

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# Chapter Leadership Symposium GCSAA Headquarters

Ken Thornock, The Valley Club, Hailey, Idaho

I recently had the chance to visit the GCSAA headquarters for the Chapter Leaders/ Executive Symposium, and it was a really worthwhile experience. I'm grateful I was able to go and appreciate everyone who helped make the event happen.

Over the two days, I got to tour the headquarters, sit in on some really informative sessions, and spend time connecting with superintendents from all over the country. It was great being able to share ideas, hear different perspectives, and talk through some of the challenges and opportunities we all face in the industry. The conference also highlighted several GCSAA initiatives like



*Ken Thornock, The Valley Club; Paul Stokes, Victory Ranch; Brandon Bubar, Avondale GC; Sean Sullivan, CGCS, The Briarwood; Lori Russell, Executive Director; Allie Schneider Utah GCSA; David Phipps, GCSAA*

the GCSAA Foundation, member programs, First Green, and Rounds for Research. One of the most memorable parts was getting to meet the people behind these programs. Their passion for what they do and their commitment to supporting the industry really stood out.

Overall, it was a great event that brought together chapter leaders from across the country to learn from each other, exchange ideas, and continue building stronger chapters through leadership development and support. I'm glad I had the opportunity to be a part of it.



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# Beyond the Greens

Justin Frederick, MBA

La Grande Country Club, LaGrande, Oregon

*IEGCSA Turf's Up, Spring 2026*

In today's digital world, social media has become far more than a place to share photos—it's a platform to build identity, tell stories, and connect with a wider community. For golf course maintenance teams, it offers a unique opportunity to step out from behind the scenes and into the spotlight. That's exactly what Grounds Crew Mafia is doing: turning everyday course maintenance into a compelling brand that engages members and attracts new interest.

Traditionally, the work of a grounds crew has gone largely unnoticed. Golfers enjoy pristine greens, striped fairways, and perfectly edged bunkers without fully understanding the expertise and effort required to maintain them. Through social media, Grounds Crew Mafia brings that process to life. By sharing videos of mowing patterns, course setup, irrigation strategies, and seasonal challenges, the team showcases the skill and

precision behind every detail. This kind of content not only educates viewers but also builds a deeper appreciation for the course itself.

What sets Grounds Crew Mafia apart is its identity. The name alone creates intrigue and a sense of camaraderie, turning a maintenance crew into a recognizable and relatable brand. Social media allows that identity to grow through humor, behind-the-scenes moments, and team highlights. Featuring crew members, sharing their personalities, and documenting the daily grind helps humanize the operation. Members begin to recognize the faces behind the work, creating a stronger connection and sense of community.

Another major advantage is improved communication. Golf course conditions are always evolving due to weather, maintenance practices, and long-term improvements. Grounds Crew Mafia uses its platform to keep members informed—whether it's explaining why greens are being aerated, why certain areas are temporarily closed, or how current work will improve play in the future. This level of transparency helps shift the narrative from confusion or frustration to understanding and support.

Engagement is where social media truly shines. Grounds Crew Mafia can interact directly with members through comments, polls, and Q&A sessions. Whether asking for input on course changes or simply responding to feedback, this two-way communication builds trust and loyalty. Members feel like they're part of the process rather than just spectators.

Consistency and authenticity are key to success. Grounds Crew Mafia doesn't need overly polished content—what resonates most is real, day-to-day storytelling. A quick clip of rolling greens before a big event or a snapshot of frost delays can be just as impactful as a professionally edited video. The goal is to stay consistent, stay genuine, and let the work speak for itself.

In the end, Grounds Crew Mafia represents more than just a social media page—it's a shift in how golf course maintenance is perceived. By embracing digital platforms, the team is building pride, strengthening relationships with members, and creating a brand that reaches far beyond the course. It's proof that with the right approach, even the most behind-the-scenes roles can take center stage and make a lasting impression.

Looking back, I am proud of the path that has brought me from the forest of my past to the fairways I care for today. I'm grateful to be part of the Idaho golf community and excited to continue growing in a profession that I truly love.



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# I Can't Believe My Youngest Boy Didn't Play High School Golf

## Bryce Burton, Valli Vu, Afton, Wyoming

I can't believe my youngest boy didn't play high school golf. My sister lost 100 lbs years ago and I'm convinced that was the reason my kid gave up on golf. This may seem like a weird thing to write about, but it has influenced me and my family in ways I would have never imagined.

My younger boy, Jase, spent a lot of time with me on the course. He would hit buckets of balls while I was working and even pick the range way before he should have been driving the picker. I assumed he would play golf as he got older. My good buddy is the high school coach, so we always talked about Jase as he came to the junior clinics. I do like to reflect on life sometimes and find the tipping points that seem to have led up to the situation that I'm now in. So follow along, it's a fun story.

I have sometimes wondered if my brother, sister and I are even related. I still have Girbaud Jeans from high school that fit me and I'm patiently waiting for them to come back in style so I can be cool again. My sister was a chunky monkey all growing up. I'm not trying to be mean; this is just a statement of fact. She

has always struggled with her weight. My brother is a good average of us both. He's a good-sized kid, but he was a slaphead before he even got partway through his high school career.

So fast forward to the early 2000s, Brooke and Ben (my sister and her husband) started on their health journey. They were doing great, so good in fact, that my sister dropped 100 lbs. Now that is almost one of me. They were motivated and wanted to do something they never imagined being able to do. A marathon! They signed up and started their training as another reason and motivation to keep working on their fitness goals.

One weekend, Brooke and Ben came home to visit and because they were in the middle of their training, they asked my wife and me to join them on a run. I am not a runner! I grew up playing golf in the summers and skiing in the winters. I did play high school golf but no other sports because the coaches prohibited athletes from skiing if they were part of a team. Seemed back in the day there were a lot of kids injured from skiing and that would hamper the team. I was not going to give up skiing. My wife was a sports nut in school. She played about every sport available. So really what I'm trying to say is that a training run wasn't something I was excited about but both my

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## My Youngest Did Not Play Golf

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wife and I weren't scared to go for a run.

This training run was what I like to refer to as a "slog" or slow jog. The thought went through my mind that "at this rate, the race would be called on the count of darkness" before they were able to finish. As we ran around the neighborhood, we visited while we ran, not running hard enough to not be able to talk. While we were slogging along, we got the invite to join them in this marathon. We agreed, knowing that we weren't sure we would finish. Like I said "I'm not a runner."

So I was committed to run a marathon! I ran all I could that summer "training" not really knowing what I was doing. I was told a person needs to put in the miles, so that's what I did. When race day finally came, Ben and I went to the starting line, and my wife and sister decided they would run together but not with us. I had no idea there were 1000 others with the same idea as us. We didn't know where to stand. The guys toeing the line were in sponsors' jerseys wearing watches that cost more than my first car. The watches would divvy out information to the runners about heart rate, pace, time splits, global positioning, and probably more information that the scientists needed to get the Apollo missions to the moon. Quite sure we weren't going to keep up with those guys, we made our way towards the back of the crowd. These were our kind of people. The ones who you could tell were first-timers or missing a leg or definitely not in shape enough to finish but willing to go after a goal as well.

The starting gun fired, and the crowd shuffled to the start line. For us in the back, it took a good few minutes to even let our timing bibs cross the line. The pace was deathly slow. We were almost stepping on each other's heels; we were packed in and decided we'd better start passing people because it hurt to run so slowly. We were right at that uncomfortable speed that is too fast to walk but too slow to jog. And that is how we started to run our marathon. We would pick out someone in front of us and make a small goal of passing them. When we accomplished that task, we would pick out another person who was recognizable and try to overtake them. Repeat, repeat, repeat.

Three hours and thirty minutes later, I was done. My brother-in-law was around four hours, and I honestly can't remember the times of my wife or my sister, but it was a good experience for them both. This was the turning point in our lives that I believe

kept my boy from a mediocre high school golf career. My daughter, who was around 9 or 10 at the time, decided she wanted to run a half marathon, so she started running some, and in the summer of 2011, we ran a local half marathon together. She did great. The bug caught my younger boy, who wanted to "beat his sister." Jase ran his first half marathon when he was 9 years old, and I'm not sure he has hit many a golf ball since.

We have spent the last few years chasing Jase and watching him run cross country and track. It's been a highlight of our lives. His running career took off, and he did well enough that there are colleges that want him to run for their teams. I'm super excited for him. It's been fun for me to watch how life has turned out so far in ways I wasn't planning on. I always assumed my kids would play more golf than they do. I definitely let them make their own choices and tried not to pressure them into one thing or another. Either way, my thoughts are that a person needs something to go out and enjoy, either to push themselves to improve or just keep them active. But more than that, I am always surprised at how many times I think I have things figured out and then, years later looking back, life didn't turn out the way I imagined. In this case, the kid who had more access to golf than any other kid in a hundred-mile radius is dating the girl who is the reigning Wyoming 4A state champion golfer, and she makes fun of his swing if they do end up at the golf course.

## New Members continued from page 2

Tee Thibert

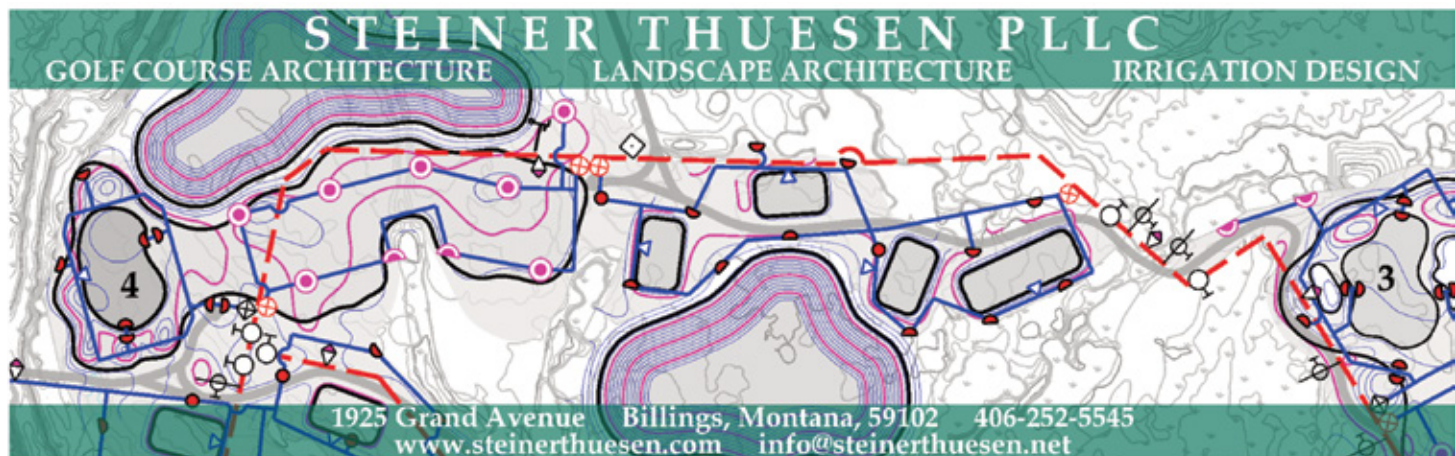
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# Poa: To Fight or Not To Fight...

Jeff Hegland

Iron Horse Golf Club, Whitefish, Montana

*Peaks & Prairies GCSA, The Perfect Lie, November 2025*

As I write this, we at Iron Horse Golf Club in Whitefish, Mont., are currently applying our eighth application of PoaCure. Poa has been a hot topic at Iron Horse from grow-in to the present day. The current club board and greens committee have asked us to take a more aggressive approach and have committed to at least a three-year PoaCure trial.

Over the past 25 years, many things have been tried to limit Poa as much as possible, with most of the effort focused on greens and approaches. A relentless plugging program on greens has been quite successful in maintaining virtually Poa-free putting surfaces.

That being said, for this article, I will only be referencing applications to Kentucky bluegrass. Eight applications have been applied to bluegrass mowed at 1" or lower, which includes tees, fairways, and our practice facility—totaling roughly 50 acres.

## The Process

I'll summarize our experience with PoaCure and the process

we've used so far to provide a regional, hands-on review rather than a national research or technical approach.

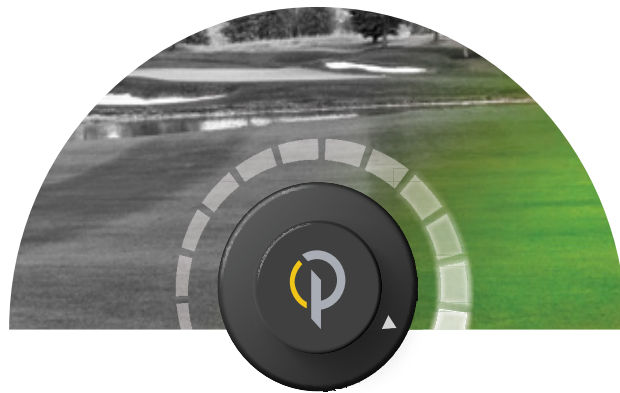
We began this program on August 10, 2024, and made a total of four applications in 2024—one application every two weeks, with the final application on September 21. All applications were made at the labeled rate of 1.2 oz of PoaCure per 1,000 sq. ft., sprayed in two gallons of water per 1,000 sq. ft.

We decided to close for a few hours during the first several applications due to the need to water the product in immediately with approximately 0.20" of irrigation. This step alone presented a bit of a challenge. We chose to create specific Poa programs in our irrigation satellites and had one or two people dedicated to following the sprayers and managing water immediately after each application.

For our course, putting that amount of water down definitely created some pretty wet playing conditions right after each application.

## The Results

Now for the after-effects. We started to see yellowing, a sunken appearance, and generally unhealthy Poa fairly quickly in some areas—approximately 20 days after the initial application.



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By day 30–45, things started looking pretty good or bad, depending on your perspective, with large patches being discolored and beginning to thin out.

We found that some areas were affected far more than others. By this time, it was mid-October, and time to move on to normal winter preparations.

Going into winter, it became clear that PoaCure was working.



*Bleached out bentgrass #1 approach, March 26, 2025*

### Spring 2025

All of the areas where we saw Poa injury last fall looked even more affected—or completely dead—this spring. Time to double down, right?

We started right out of the gate with two additional applications on April 21 and May 5. Now, after six total applications, many of these areas were so thin that it was difficult to mow during the wet spring without creating a muddy mess.

At that point, we decided to sod out the worst Poa-kill areas using two semi-loads of big roll. For the other affected areas, we took more of a hands-off approach, as it is not recommended to aerify or seed into treated areas to preserve the pre-emergent properties of PoaCure.

That being said, we did try to push the bluegrass with extra fertility in many locations, hoping it would slowly fill in.



*Poa knocked back and little to no activity hole 3, June 4, 2025*

By early June, these areas were still mostly bare with little to no Poa activity. However, just a few weeks later, those same bare spots looked as though we had seeded. The only problem? We hadn't. It was all Poa, filling back in—and quickly.

By late June to early July, you almost wouldn't have known

we had done anything at all. Let's just say, we were disappointed in the pre-emergent performance.

### Bentgrass Battle

As a side note, we also decided that if we were going to attack Poa, we could go after the bentgrass in those same areas. We applied two applications of Tenacity in the fall of 2024, followed by one in the spring of 2025.

Wow. You combine bleached-out bentgrass and mostly dead Poa, and what you get is—what I would call—a pretty ugly golf course. (All in an effort to have a pure stand of bluegrass.) Maybe the old saying "green is good" applies now more than ever!



*Poa is basically totally filled back in at hole 3, August 7, 2025*

### Fall 2025 & Reflections

After the rapid Poa regeneration in June, and a summer of pretty darn good course conditions and aesthetics, we once again loaded up our sprayers for two more applications on September 6 and September 21, wrapping up the final applications of 2025.

As I write this in mid-October, we're just now starting to see the Poa yellow out and show that sunken appearance again. I'll be honest—it almost feels like we're starting over for the first time.

### Looking Ahead

The biggest questions moving forward:

- Will we ever get to a point where Poa doesn't bounce back so vigorously?
- Can we get control of the seed bank in the soil?
- Will we eventually gain the upper hand?

We've done small test plots with more regular summer applications, and we're seeing much better control in those areas—seemingly eliminating the summer rebound effect.

### Final Thoughts

After two seasons, our battle is far from over, and there's still much to learn and adjust as we try to improve Poa control using PoaCure.

If you're considering this program yourself—or being asked by membership to control Poa—just know that there is finally another tool available. But I would caution: it's not foolproof, and the road is likely to be long, expensive, and a little ugly along the way.

With the significant financial investment and the current trial results, I still find myself wondering: Poa—To Fight or Not To Fight...

# Strategic Planning Meeting Summary (Feb 22, 2026)

## Adam Lott, Whitetail Club, McCall, Idaho

The Idaho GCSA leadership met to define priorities for the next 12 months, refine its mission and vision, and identify actionable steps to strengthen the chapter.

### Key Priorities

The chapter is focused on:

- Growing membership and re-engaging former members
- Developing the workforce pipeline through student outreach (First Green, FFA, schools)
- Increasing engagement, particularly among assistant superintendents
- Enhancing events and member value, including revising the Pro/Superintendent event
- Maintaining strong financial health
- Strengthening leadership by increasing board participation and accountability

- Recognizing member achievements through awards programs

### Strategic Insights

- **Strengths:** Strong leadership, solid finances, quality education events, and industry partnerships
- **Challenges:** Member apathy, low participation, geographic barriers, and difficulty recruiting board members
- **Opportunities:** Event improvements, expanded outreach, stronger partnerships, and increased volunteerism
- **Risks:** Labor shortages, lack of young professionals, water/regulatory pressures, and continued disengagement



### Mission & Vision Update

- New Mission Statement: Serve members, elevate their professional experience and strengthen communities through the enjoyment of golf
- New Vision Statement: Idaho GCSA members will be leaders advancing the game and profession

### Key Action Items

1. Launch a Board Outreach Plan to recruit and engage members
2. Rebrand and enhance the Pro/Superintendent event into the “Idaho GCSA Open” for 2027
3. Develop marketing tools (e.g., QR-coded business cards) to promote the chapter and industry

### Overall Takeaway

The meeting emphasized growth, engagement, and accountability. Success will depend on proactive outreach, stronger member involvement, and consistent follow-through on strategic initiatives.



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