



CHIPS & PUTTS

OFFICIAL PUBLICATION OF THE
POCONO TURFGRASS ASSOCIATION

Founded in
1936

VOL. 6, NO. 8

NOVEMBER/DECEMBER 2000

The State of the Association (GCSAA)

*Synopsis of CEO Report to Fall Board Meeting
October 20 & 21, 2000*

*Stephen F. Mona, CAE
Chief Executive Officer*

Career Development

Qualitative research to determine the state of the golf course superintendent profession has been completed. Phase one of the study focused on superintendents. They discussed their level of satisfaction with their progress and GCSAA's efforts to advance their cause. Phase two targeted employers of superintendents, and how they viewed the role of the superintendent in the industry and the role of the association. Phase three examined how avid golfers view the role and importance of the superintendent and the association. The study isolates trends and provides direction to increase the visibility of superintendents and understanding of the profession.

The Leadership Survey continues to be picked up by major media. It has resulted in more than 15 million impressions. The golf season video news release vignettes have been viewed by more than 750,000 people. 5,000 ERS subscriptions have been provided, with more than 90 percent accessing the service online.

We continue to work with the National Golf Course Owners Association and the Internal Revenue Service on golf course depreciation issues. We also continue to monitor issues regarding seasonal employment and unionization, so that the association can be a source of information on these topics.

Communications

We are wrapping up the second year of the PGA TOUR Media Program with unprecedented success. Exposure is at an all time high, and the program has been expanded

to include weekly PGA Tour Radio interviews. GCSAA will be partnering with Golf Digest to present the Environmental Steward Awards. The combined awards will be first presented in 2002 under the title GCSAA/Golf Digest Environmental Leader in Golf Award. 74 applications have been submitted for this year's Environmental Steward Awards, with 41 chapter winners, 19 merit winners and three national winners.

Public service announcements continue to be distributed. An estimated 50 million viewers will see these three vignettes. Public Relations Toolkit tools will continue to be distributed. Upcoming tools will be tied to the 75th anniversary.

Corporate Marketing and Sales / Conference and Show / Foundation

With 595 exhibitors and 255,900 square feet of exhibit space, the trade show continues to grow as February approaches. With 71 percent of those who registered for hotels staying over Saturday night, it appears that the new closing session will be a successful addition to the Dallas Conference and Show

The Conference and Show directory has been re-designed to a pocket size for greater ease of use. We continue to develop programs that will make it easier to attend Conference and Show. Online registration and multiple registration

(Continued on page 3)

In this issue.....

- *Assoc. Financial Update*
- *Why We Fail to Delegate*
- *Managing Conflict*



President's Message.....

Thunderstorms in December? Let's get 2001 in here and hopefully get some normal weather patterns, but then again what is normal anymore?

Now that 2000 is nearly over, let's take a moment to reflect on some of the things we tend to overlook, while we are worrying if our crew is going to show up, or if the irrigation system ran properly: Our Families, Our Friends, Our Health and of course Our Crew.

2000 was a great year for me. I strengthened relationships with family and friends and even met some exciting people to whom I am looking forward to spending time with in 2001.

Unfortunately, we lost some family and friends this year, but they will not be forgotten. They will always be in our hearts.

So let's mend a fence that needs to be mended and strengthen a relationship with our neighbor. Here's to an outstanding 2001!

Gene Huelster

From the Editor's Desk.....

This issue of *Chips & Putts* contains two articles concerning GCSAA. The first is the *State of the Association* by Steve Mona (CEO of GCSAA). The importance of this piece is that it summarizes in about 1,500 words what GCSAA is doing for the superintendent and the turf industry. So the next time someone says, "The \$250 dues is a magazine subscription," you will be able to better inform them of the many, many programs GCSAA is involved with on a daily basis. The second article is a financial summary from GCSAA Treasurer, Mike Wallace. The editorial is a supplement to the accountant's edition (attached to the December issue of *Golf Course Management*) written to help us better understand the financial workings of GCSAA. Mike did a nice job of explaining some of the finances in more common everyday terms. As a person who has been to GCSAA headquarters and has had numerous contact with several facets of GCSAA, I have seen firsthand the dedication and commitment they (GCSAA) forward to the superintendent and industry. **Please continue to support them. It is vital to the turf industry.**

As always your comments are welcome. See you at the winter meetings and seminars!!

Darrin Batisky



OFFICERS & DIRECTORS

2000

PRESIDENT

Gene Huelster
Pocono Farms Country Club

VICE PRESIDENT

Darrin M. Batisky
Glen Oak Country Club

SECRETARY/TREASURER

Tony Grieco, CGCS

DIRECTORS

Jason J. Barndt
Berwick Golf Club

Mark Eisele
Country Club at Woodloch Springs

John Downer, CGCS
Elkview Country Club

Eric Reed
Valley Country Club

Steven Chirip
Egypt Farms

CHIPS & PUTTS STAFF

EDITOR

Darrin Batisky

Managing Editor

Melinda Wisnosky
R.R. 1, Box 219
Harding, PA 19643
570-388-2889
Fax: 570-388-2167

Editorial Committee

Jim MacLaren
Tony Grieco, CGCS



(Continued from page 1)

packages will provide attendees with options that fit individual needs and desires.

The Foundation's Investing in the Beauty of Golf campaign has raised \$4.5 million. For the silent auction, 85 companies have donated 118 items with a value of \$250,203. \$227,517 has been generated from 5,880 dues renewals. Additionally, the Golden Tee Club currently has 423 members.

Education

GCSAA's first videoconference was a great success. Approximately 60 individuals participated from seven sites in Texas. We are discussing opportunities for future videoconferences in the delivery of education.

We are providing information about the Professional Development Initiative to chapters and individuals upon request. Superintendent members of the Membership Standards Resource Group contacted each chapter, offering presentations on PDI. Presentations explaining PDI will be given to those chapters that request them.

We continue to develop return-on-investment methodology to determine the financial and time benefits that result from GCSAA education.

Environmental Stewardship

The first Performance Management Survey was mailed to all Class A and B members. Results will be reported at the Conference and Show in Dallas. With the Center for Resource Management, we completed final editing of the *Collaboration Guide*, which will be introduced in Dallas. A new Audubon Sanctuary specialization is being developed for the Environmental Management Program.

Information Services

We continue to respond to members' information needs, and we are redesigning and developing several new information packs. We are also developing online ordering for information packs. Additionally, we are addressing space issues for archiving association records.

Government Relations

GCSAA's relationship with our lobbying firm continues to develop well. We are working with members on environmental and regulatory issues. Water resources and use will be a major topic at the Dallas Conference and Show. We continue plans for a Legislative Conference to take place in Washington, D.C. in conjunction with our 75th anniversary. We also are preparing for the final American with Disabilities Act Architectural Guidelines regarding rules for construction and renovation of golf courses. Additionally, we will publish quarterly articles in GCM pertaining to OSHA regulations.

Historical Preservation

We have completed the first major exhibit for our new lobby display. "The Reel Story: The Evolution of the Golf Course Mower" opened September 8 and has been successful. Exhibits will rotate approximately every six months. The first four chapters of the book that will tell the story of the history of the profession and the

(Continued on page 4)

KOONZ
KOONZ Sprinkler Supply, Inc.
 No one knows irrigation like Koonz
800-772-8486

RAIN BIRD  **ESD**
 WASTE WATER TREATMENT
 & RECYCLING SYSTEM

AQUARIUS
 IRRIGATION SUPPLY INC.

So you want to upgrade existing sprinklers but don't want to dig up your old TORO® or Rain Bird® sprinkler bodies... **Bear** offers the solution...

RG6700 Series
 ...for less

RG7800 Series
 Starting at **\$62.50**

1-800-922-0717

Conversion Kits designed to upgrade existing TORO® or Rain Bird® sprinklers while still providing the superior performance you would expect from... **BEAR**®

www.callaquarius.com IRRIGATION

LESCO™

Ed Zimmerman
 Market Sales Representative

LESCO, Inc.
 1121 Lehigh Street
 Allentown, PA
 18103

800.321.5325 V.M. 6284
 610.432.2919 Office



association have been completed. The book will be completed and available by the 2002 Conference and Show in Orlando. Exhibit plans continue to be fine-tuned for Conference and Show. Seven historical exhibits are planned for Dallas.

Membership/Chapter Services

In Membership, we are preparing for the impact of the Professional Development Initiative if approved at our annual meeting in Dallas. In terms of membership recruitment, we will enlist the help of Class AA members who volunteer to participate as field representatives.

In Certification, there has been a 22 percent increase in both certification applicants as well as newly certified superintendents as compared to this time last year. We are working to ensure that our certification exam is tied to the competencies on which our education program is based.

In Chapter Relations, we had a successful Chapter Delegates Meeting that included productive discussions of PDI and classification standards. Additionally, we are in the process of implementing a new Speakers Bureau process. We will be targeting chapters that we have not visited in several years and will continue to welcome requests from all chapters for presentations.

In Governance, we have hired a consultant to provide advice on our voting processes to improve our annual election.

In the Service Center, we replied to 4,600 requests for information during FY99-00. During the first half of this year, we answered 43,600 calls that came in through our switchboard.

Research

Dr. Clark Throssell accepted the Director of Research position, replacing Dr. Jeff Nus who recently accepted the position of Research Manager at the United States Golf Association.

Internet Services

The GCSAA Web site is averaging 2.8 million hits per month, and 40 percent of our members are registered on our web site. The Conference and Show web site, which was launched September 1, has been successful in disseminating information about the event. We will continue to pursue online ordering and marketing strategies that support our web strategy initiative.

Accounting

We successfully completed our year-end closing procedures and annual audit. Additionally, we continue to investigate a "check by phone" payment process.

Executive Management

We continue to focus on our performance management system, the expansion of Conference and Show and the implications of PDI and classification standards.



We are working with Chapter Relations to improve the Speakers Bureau Program. We also are focusing on the association's role in the Golf 20/20 Conference and the results of that meeting. Additionally, we are planning to utilize our 75th anniversary celebration as a platform to advance our outreach, public relations and communications goals

Human Resources

We are working to educate staff on the role of the superintendent through "A Day in the Life of a Golf Course Superintendent" events. We also are working on staff competencies and will be conducting a pilot program for a 360-degree evaluation of association managers.

Management Information Systems

We conducted an audit of the MIS structure and made the appropriate changes and updates, including a redesign of the computer room for greater access and control of key equipment. We are working on the installation of an information kiosk in the atrium of the headquarters building, and we have installed a new training venue in the auditorium.

Publications

A survey conducted on industry publications resulted in 72 percent of respondents naming Golf Course Management as the top publication in the industry, and 70 percent indicating that they regularly read 50 percent or more of the magazine. In September 2001, a commemorative issue of GCM will be published in addition to the September issue to celebrate the association's 75th anniversary. This year's October issue of Newsline focused exclusively on Conference and Show.

NORTHERN NURSERIES, INC.

Professional Turf Products Division

RT 115, Sullivan Trail
Wind Gap, PA 18091
Phone: (610) 863-6006
Fax: (610) 863-6384



DAN FICK
SALES REPRESENTATIVE

Home Phone/Fax:
(610) 562-6812
Pager: (610) 791-8336

JOHN M. BODOCK

Lawn and Golf Supply Co., Inc.

SPECIALISTS IN EQUIPMENT AND SUPPLIES
FOR MAINTENANCE OF TURF

PHONE: (610) 933-5801
(800) 362-5650
FAX: (610) 933-8890

647 NUTT RD., P.O. BOX 447
PHOENIXVILLE, PA. 19460

Association Financial Update

By

Michael Wallace, CGCS, GCSAA Secretary/Treasurer



At the September 2000 Chapter Delegates Meeting recently held in Lawrence, Kansas, the annual Secretary/Treasurer's financial update was presented. It was suggested that this article be authored to share the information presented with other chapter members.

Three Companies in the GCSAA Family

GCSAA is the flagship organization and is a 501(c)(6) tax-exempt professional association. GCSAA Communications is a for-profit subsidiary that houses the activities that compete in the marketplace with other for-profit companies, and would thus pay taxes on any net taxable earnings. Those activities, at this point, are primarily advertising and bookstore operations. The GCSAA Foundation is the charitable, fundraising arm of the family. It is governed by a separate Board, and GCSAA's President, Vice-President, and Secretary/Treasurer, as well as the Chief Executive Officer, are among the eleven Trustees. Their financial results are reported separately, and are not discussed in this article.

GCSAA and GCSAA Communications Consolidated June 30, 2000 Financial Results

The financial results of GCSAA and GCSAA Communications are consolidated for financial reporting purposes. The combined entity will report revenues of \$19.5 million and a \$204,000 bottom line (or 1.1% of total revenue). These bottom line earnings provide funds for the retirement of debt and the purchase of capital equipment (i.e., computers, building improvements, furniture). In response to GCSAA's overall mission, we continue to budget and run the organization with a thin bottom-line objective (1 to 2%) and to thus reinvest 98% of our resources into programs and services.

Sources of Revenue by Event

Member dues were 19% of total revenue for the year, as they were the year before. The average over the last ten years is 21%.

The most significant event by far is the Conference & Show. It generated \$6.9 million in gross revenues (\$3.3 million net of expenses) that are used to fund the many programs and initiatives that do not pay for themselves, such as career development and image efforts, media relations efforts and government relations efforts. GCSAA has grown to rely on this income stream for program enhancement and growth.

Sources of Revenue by Type

Sliced yet another way, over \$10 million, or 54% of the or-

ganization's total revenues, is provided by industry, primarily in the form of advertising, exhibit fees, and sponsorships. \$3.7 million, or 19% come from program and service user fees (including Conference & Show registration, seminar registration, bookstore, etc.) and, as I stated before, \$3.7 million, or 19% of revenues, come from member dues. The remaining 8% of revenues are derived from GCSAA Foundation grants, rent and investment income.

Membership Dues

The belief that member dues cover the cost of a majority of the organization's products and services is incorrect, as was noted earlier. If member dues were required to entirely cover the program and service costs of the organization, dues levels would have to be increased to \$1,270 instead of the current \$250 level, in place since July 1, 1997. The organization spends over five times the amount of money that member dues generate.

Program Expenditures

On the program expenditure side, over \$8.3 million was spent on education, information, publications, and the web site. This includes *Golf Course Management* magazine and *Newsline*, the information center, government relations, the web site, research and related offerings. Included in those totals, \$400,000 was spent during the year to further competency-based education improvements and \$100,000 was spent to fund MSRSG meetings, needed cross-committee meetings and chapter communication outreach efforts related to the proposed member classification changes.

Approximately \$1.8 million was spent on image efforts, career development, and media relations; \$3.6 million was spent on the Conference & Show to generate \$6.9 million in revenues; and \$1.1 million was spent on member chapter services and the service center. Finally, \$3.2 million was spent in support of the program areas, which included production, accounting, executive management, human resources and management information systems. In summary, the organization is financially strong; however, two key challenges remain sustaining the positive momentum in our image, professional development and internet development efforts; and growing and protecting our revenue generating assets, especially our Conference & Show and *Golf Course Management*, in the midst of increasing competition.



Manage Conflict for Positive Results

On any healthy team, conflict is common, useful, even helpful. Without it, groups become complacent, bad ideas go unchallenged, and team members are less than honest with one another. But how do you keep conflict from getting out of hand? Follow these tips to keep conflict from turning destructive:



Focus on ideas, not people. If someone in the group comes up with a bad idea, encourage team members to question the worth of the idea, not the competence of the planner. Don't say: "Jim's suggestion will put us five days behind schedule." Better: "Let's discuss this. We may have some scheduling problems."

Acknowledge every idea's merits. When group debate heats up, calm the waters by singling out the team member who's most upset and acknowledging the merits of his position. Example: "I can see the advantage of George's view; for example (list one or two). But I'd like to suggest another line of thinking."

Use smoothing statements. Don't let team members take sides. Encourage them to consider the other side's argument. Examples: "Maybe there's another interpretation..." "What about the possibility that..."

Get some distance. If you can't get the group to reach consensus, it might be time to step back and analyze the situation. Review your team members' thinking so far. This gives you time to regroup, to suggest revisions, to raise questions, and to challenge your team members to do the same.

Thinking Together, V.A. Howard and J.H. Barton. William Morrow & Co., 1350 Ave. of the Americas, NY 10019.

VERTI-DRAIN &
ROTADAIRON
DEALERS & CONTRACTORS

570-602-3054
800-554-4863
FAX 570-602-3053

E & M GOLF SUPPLY Co.

A DIVISION OF H.V. INC.
950 SATHERS DRIVE, PITTSBURGH TOWNSHIP, PA 15640

SPECIALIST IN DEEP TINE AERATION

STEPHEN MICHAEL

PARTAC
GOLF COURSE
TOP-DRESSING



**PARTAC PEAT
CORPORATION**

Kelsey Park
Great Meadows, NJ 07838-9721

1-800-247-2326
Local (908) 637-4191
Fax (908) 637-8421



Turf Sales & Consultation

ANDRE & SON, INC.

TURF KING PRODUCTS

Serving The Area Since 1914

JOHN VOJICK
717-278-1131 Work
717-222-9712 Res.

2 MILL STREET
MONTROSE, PA 18801
717-278-3835 FAX

Lee A. Kozsey
Senior Territory Sales Lead

Zeneca Professional Products
3710 Amherst Court
Bethlehem, PA 18020-1356

Telephone (610) 861-8174
Mobile (610) 730-9185
Fax (610) 882-9358
E-mail lee.kozsey@AGRA.Zeneca.com
Voice Mail (888) 875-9990, X0163

A business unit of ZENECA Inc.

ZENECA



31 Hill Street, P.O. Box 507
Wilkes-Barre, PA 18703-0507

570-822-8181
FAX: 570-823-3579

- Layout and Design
- Typesetting
- Mac/IBM desktop publishing interface
- Laser color separations
- Scitex® electronic photo retouching
- Full electronic prepress services
- Foil stamping, embossing
- Complete bindery including saddlestitch and perfect binding

It's every player's responsibility...

- Repair ball marks
- Replace or fill divots
- Rake bunkers



A message from your golf course superintendent and GCSAA



Why We Fail To Delegate

Delegation is an ideal way to develop team members' talents and abilities while allowing you to work on important tasks. So why are people so reluctant to delegate? Some common excuses:

- **I can do it better than anyone else.** Don't expect a team member to do a task as well as you do. Think back to when the task was new to you. With time, your team members will improve. Until then, remind yourself to accept less than perfection.
- **It's force of habit.** Habits can be broken. Form a new habit: Every day, spend 15 minutes training a team member for a newly delegated task.
- **My people are too busy already.** What are they busy doing? Re-evaluate their workloads. Don't let them waste valuable time on minor tasks. Don't think you're giving them more work you're giving them better work.
- **My boss told me to do it.** More than likely, your boss really told to get it done, not to do it yourself. A busy leader's responsibilities usually exceed his capacity to see to them personally. Delegation is your only option.
- **I don't want to dump jobs onto anyone.** You're not dumping, you're delegating. As long as you assess a team member's current workload and abilities, and as long as you delegate evenly, it shouldn't be a burden for anyone.

Delegate, Harold L. Taylor. Warner Books, 1271 Ave. of the Americas, NY 10020.



Nothing Runs Like A Deere



DALE ANDREW

FINCH TURF EQUIPMENT, INC. 419 Industrial Drive North Wales, PA 19454 Web Site: www.finchinc.com	Service: (215) 661-0390 (800) 875-TURF FAX: (215) 661-9161 PARTS: (800) 78-DEERE
-------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------

EarthWorks™

Natural Organic Products

Joel Simmons

P.O. Box 278K 6574 S. Delaware Drive Martins Creek, PA 18063	www.soilfirst.com Fax: 610-250-7840 Phone: 610-250-9560
--------------------------------------------------------------------	---------------------------------------------------------------

800-732-TURF

CENTURY RAIN AID

Featuring



Hunter®
GOLF

Rotors • Valves • Central Control Systems

800-347-4272



PHILADELPHIA TURF COMPANY
 4049 LANDISVILLE ROAD, BOX 865
 DOYLESTOWN, PA 18901-0865
 OFFICE 215-345-7200 FAX 215-345-8132

MATTHEW W. BROWN
 Commercial Products
 Voice Mail
 215-340-5401

GEORGE J. SKAWSKI, JR.
 Irrigation Products
 Voice Mail
 215-340-5450





John D. Fowler
 Turf and Ornamental
 Sr. Marketing Specialist

Novartis Crop Protection, Inc.
 325 Mill Pond Lane
 Oxford, PA 19363
www.cp.novartis.com
 Tel 610 998 2896
 Fax 800 334 9481 Ext. 5899
 Fax 610 998 2897
john.fowler@cp.novartis.com

GOLF CARS INC.

LEASING • SALES • SERVICE

PAUL SZYMANSKI SALES
 4180 SKYRON DRIVE
 BUCKINGHAM, PA 18912-0247
215-340-0880 OFFICE • 215-340-1634 FAX

TURF 1



ELECTRIC GASOLINE

TURF 2



ELECTRIC GASOLINE

TURF 272



GASOLINE

CARRYALL TURF



play to win™



POCONO ROUNDUP

NEWS AND VIEWS FROM THE POCONO
TURFGRASS ASSOCIATION

Fertilizer Pricing

For those of you not keeping up with current events in the fertilizer market, the price of Urea has taken the largest price jump since the oil embargo in the early 1970's.

Urea went up \$50.00/ton since the end of 2000 with no end in sight. The cause of this is the jump of natural gas prices. Natural gas was going for \$2.00/million BTU, and it is now at \$10.00. The urea manufacturers bought the natural gas on the futures markets at the lower figure and can now sell it for the \$10.00 figure, so they are cutting down or stopping urea production and selling back the gas at a good profit.

What does this mean to you? Either fertilizer will be in short supply, or you can expect to pay more. For instance, a fertilizer with 50% of the N source, no matter what variety (except natural organics), can jump to an extra \$1.00/50# or \$40.00/ton! **Be prepared!**

In Sympathy

Our deepest sympathy goes out to Dr. Joe and Pat Duich on the sudden passing of their son Robert Stephen Duich on December 31, 2000. Contributions can be made to: Isabel Duich Educational Fund, Mrs. Joe Brennan, 3368 Prairie Dr., Pleasanton, CA 94588. Joe and Pat's home address is: 1210 Charles St., State College, PA 18601.

Congratulations!

Congratulations and Good Luck to the new superintendents:

- Andy Dumas at Silver Creek Country Club
- Vince Matics at Country Club of Scranton



Meeting

Be advised the March PTGA educational meeting will be held in conjunction with Simplot Partners at the Split Rock Lodge on March 8. If you get mailings from the PTGA and Simplot, don't be surprised. But please RSVP with either one or the other if you plan to attend. Thank you.



POCONO TURFGRASS ASSOCIATION
c/o MELINDA WISNOSKY
R.R. 1, BOX 219
HARDING, PA 18643

POSTAGE

NAME & ADDRESS

ADDRESS CORRECTION REQUESTED.