



TURF TIMES

MONDAY, SEPTEMBER 11th, 1989

Jack Nicklaus "THE BEAR" Course

ACME, MICHIGAN

Volume 18 No. 7

This Jack Nicklaus masterpiece will be the site of the Northern Michigan Turf Managers Ass'n's second FUND RAISER for further research and development.

It will be a "SHOTGUN" start at 10:00 A.M. and the game will be "Better 2 Balls of Foursome". Cost will be \$60.00 per person and includes dinner and meeting. Reservations for starting locations must be made by phoning the Pro Shop at 616/938-1620. All tee assignments will be made on a first come, first serve basis. Since there will be only a limited number that will be permitted to play, it is suggested that everyone get their foursome together and make your reservation. The tournament is open to all members and their guests.

Jeff Holmes is the host superintendent and Ken Hornyak is the golf professional. Prizes will be awarded at the "Bear Den" where a cook out will be held following golf, back of the 18th green. Cocktails will also be available at the same place with a cash bar.

You must report to the Pro Shop located on the lower level of the Sandtrap. The Sandtrap is located on M-72, 3/4 mile east of the intersection of M-72 and U.S.31, north side of road. Here you will park to get your golf cart and park while playing golf. When finished, you will return to the intersection of M-72 and U.S.31, turn right, go up the hill to the main entrance of the hotel, come in toward the hotel and then turn left to the "Bear Den", back of the 18th green. If there is any question, please ask or phone Jeff Holmes, 938-9534 (home) or 9338-9083 (work).

Dr. Jos. Vargas, Internationally known plant pathologist from M. S. U. will be our speaker. It is at this time of the year when all in the green industry desire to know the latest information relative to both types of snow mold and what are the best preventatives. This information could mean the difference between keeping your job and causing you to be looking for another, next spring.

We are not enclosing postcards with this issue of "Turf Times" because your golfing reservation will tell us of the number that will be there with the few exceptions, that will be coming for the meeting only. Plan to be with us. Lunch is available at the end of 9 holes.

NEXT MEETING

The 5th Annual Tuck Tate Golf Championship is scheduled for October as well as the annual meeting when new Directors are elected, as well as officers for the coming year. It is important that everyone interested in the Association's future be present and cast your vote. Further details will be forthcoming in our next publication.



NORTHERN MICHIGAN TURF MANAGERS ASSOCIATION

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Demographics, environmental regs dictate design

Golf course development has entered a new era, says Kevin Downing, golf and landscape operations manager for a South Florida developer and a member of the USGA Green Section Committee.

And any developer who doesn't understand that the rules have changed may end up spending all his capital on the permitting process or — worse — if he does get through permitting with his bankroll intact, "he may not be able to sell his real estate because he builds more golf course than his market can handle."

Downing, a last-minute substitute speaker for Tom Meeks, USGA director of rules and competitions, repeated the presentation he had made a few days earlier at the annual Tifton Turfgrass Conference in Tifton, Ga.

"If you build a golf course for the three-handicapper, you had better be prepared for a very long sell-out because there aren't that many three handicappers walking around out there," said Downing, who plays to a low handicap himself when on top of his game.

"With the kind of money you're talking about at today's upper-end country club community, people just aren't going to buy into a golf course they can't play."

Downing described the evolution of Willoughby GC in Stuart, a 600-acre development on sensitive wetlands (including some native habitat for the federally protected scrub jay) surrounded by commercial development and a major thoroughfare — U.S. One.

"It used to be vogue to design 'target' golf courses," Downing said. "Now it's mandatory."

His company spent \$1.1 million on the permitting process, drawing up three completely different land-use plans before finally getting permission to turn the first shovelful of dirt.

Because of new requirements for upland buffers and special treatment of littoral zones, the protected scrub jay habitat and the requirement of a local agency that 25



MARK BAILEY/FGCSA

Kevin Downing substituted at the last minute for a USGA official who could not make the trip from Far Hills, N.J., for the conference.

percent of the native vegetation be left untouched, Downing said the golf course had to be routed before the architect was hired.

"Furthermore, we had done focus groups to make sure we knew what our potential market wanted in the way of a golf course community," he said. "They not only told us what kind of roof tile they preferred, they also told us that they wanted to look out on a green golf course and blue water."

"The vistas they had in mind and the regulatory agencies' ideas of what was beautiful seldom coincided. When 25 percent of your course is scrubland and nobody wants to look at it from the golf course or from his home, it's some trick to hide it."

Downing said the focus groups also helped the developer pin down exactly how much his clients were willing to spend on dues which, in turn, told him what the operating budget of the golf course would be for the next six years.

"Finding an architect who was sensitive to environmental limits and who was willing to design a course with the vistas we felt our buyers would demand at a degree of difficulty we thought they could handle and which could be maintained for six years at \$550,000 to \$750,000 a year was not easy," he said.

The group finally settled on Arthur Hills, who had designed the much acclaimed Bonita Bay project in Naples. "Pete (Dye) refers to him as the King of Naples."

"And Art had to agree to tone down the contours on his greens — which is sort of his signature — and do some other things to make the course playable for our average prospect: an 18-handicapper who hits yard slice."

Improve Your Timing

by PATRICK M. O'BRIEN

Director, Southeastern Region, USGA Green Section

PUTTING greens usually require more frequent irrigation than any other area on a golf course. While routine irrigation cycles are usually set at the main controller, or at a satellite station, a course superintendent often may want to irrigate at other times, such as after a fertilizer or pesticide application. In some cases, for example, the nearest controller for a set of particular putting green sprinklers might be located at a satellite field station with no direct view of the green. To apply water, the superintendent must travel to a field station controller, turn on the valves that control the sprinklers around the green, and hope golfers playing that hole have not come within striking distance. Obviously it can be a disadvantage to lose sight of the area where sprinklers are being used.

Three golf courses in Atlanta have found a solution to this problem. The key device is a 30-minute mechanical wind-up timer which is placed at a convenient location within sight of the

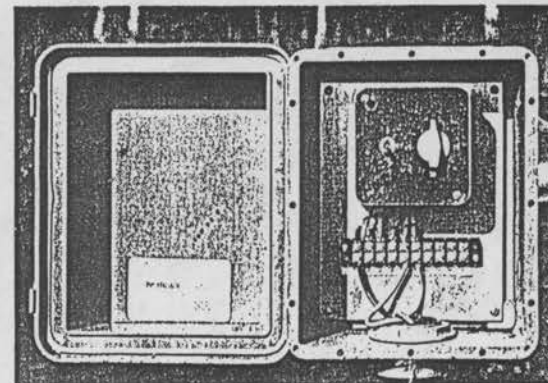
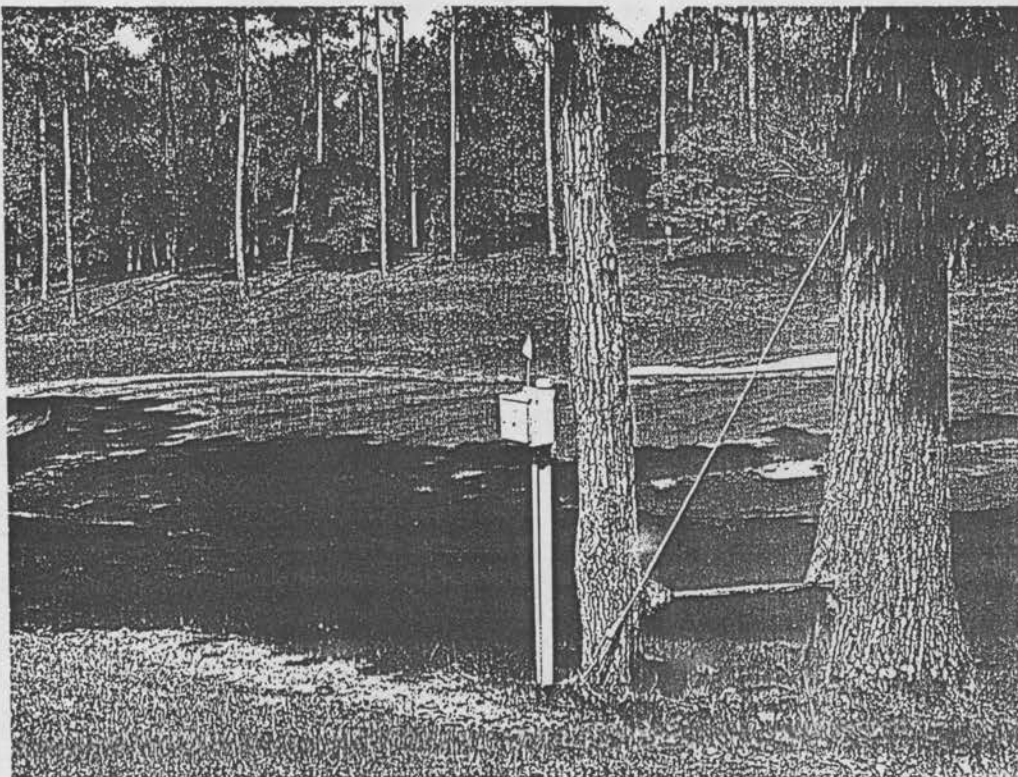
green. The timer is mounted in a fiberglass or metal box and is set on a steel post. Two 12-gauge electrical wires connect the nearest satellite field station to the wind-up timer. The wire connections are made on the terminal strip located in the box, and other connections are made between the timer and the solenoids for the green sprinklers. For golf courses that use both water and mist sprinkler heads, installing a toggle switch will allow easy operation of either sprinkler system. This technique has been employed by Mark Hoban, of The Standard Club, for example.

The wind-up timer enclosure is supported on a two-inch steel pipe, which is mounted on a two-foot by two-foot concrete pad. The 12-gauge wire is the most expensive component of the project, presently costing about seven cents to nine cents per linear foot, so a field station located a long distance from a green will require a substantial amount of wire to reach the wind-up timer. Fortunately, the new, smaller

trencher machines available today make wire installation easy. The wind-up timer system adds about \$5,000 to \$6,000 to a new irrigation system's total cost.

The wind-up timer should be located close to a green, but not so close it distracts or annoys the golfers. If it can be arranged, it could be located on the way to the next green, to further reduce travel time. The fiberglass or metal enclosures should be locked and keyed in the same manner as the satellite field stations. Neither vandalism nor lightning has been a problem at these golf courses so far.

It is important to emphasize that the wind-up timer is not a substitute for a well-designed irrigation system or for a good hand-watering program. The wind-up timer is simply a new water management tool for putting greens. To help you improve the efficiency of your irrigation program and to avoid watering your green chairman by mistake, this tip may be worth consideration.



(Left) Placing the wind-up timer within view of the green and on the path to the next hole helps improve irrigation efficiency.

(Above) A wind-up timer is relatively inexpensive and easy to install.

records, witnesses are best protection, says attorney

Mark all hazards and mix all chemicals yourself.

That was the advice of Mike Vernon, an attorney from Lake Charles, La. and a member of the USGA Green Section Committee.

"Adopt the mindset that the worst that can happen will happen", said the lawyer who represents many major chemical companies.

"A chemical company's first line of defense in any law suit regarding alleged chemical damage is that the chemical didn't do the damage, it's because the chemical was misused."

Therefore, a superintendent's first line of offense in any claim against a chemical company must be to document that he used the chemical properly.

Vernon then listed four steps every superintendent should take to prove his case:

1. Only the superintendent - or perhaps his assistant, depending on his qualifications - should do the mixing.
2. Keep a log that shows when you mixed, what you did, and who witnessed it. Always have at least one other person witness the mixing.
3. Save the label. Don't discard it with the container. As you know, federal law generally requires that every chemical have a label showing its contents and showing its application directions. Save that with your log book.
4. When you apply the chemical, keep a small amount of the chemical so that if necessary, you can have it tested later.

"That way, when some irate green chairman walks into your office and asks if you have seen what is left of the sixth and seventh greens, you will be able to document that at least, if the damage is blamed on the chemical you sprayed three days ago, you complied with the label and you can also show that you have a witness that you complied with the label." To collect damages from a manufacturer, however, it's not enough to prove that you were not at fault.

"You have to prove that they were," said Vernon.

Usually that proof will require testimony from experts, preferably experts who have nothing at stake - chemist, toxicologist, agronomist... or even the superintendent next door - to take soil samples and do whatever is necessary to substantiate the claim of chemical damage.

Vernon also addressed the issue of liability for injuries to employees, members, guests and even uninvited intruders.

Sometimes, the attack comes from the least expected quarters.

"There are innumerable horror stories and I am going to tell you one," he said, relating the story of a New Orleans country club that was ordered to pay \$693,000 to one of its members who accidentally stepped into an unmarked open drain while jogging - even though the member was not seriously injured and should have known not to jog in the area because he knew the hazard existed - he had complained about it several times to club management.

"The moral of the story is that if you are a superintendent and you have any kind of a work condition or work in progress that may constitute a hazard of any kind and if you leave it unattended, put barricades around it, put up 'DANGER!' signs, do everything possible not only to warn others of the danger but also to prevent them from being exposed to it.

"You should get a rule from the board that prohibits the members' children from getting into the ponds," Vernon said.



MIKE BALEY/FOCSA

Mike Veron represents several chemical companies in Louisiana

Ponds, he explained, are like swimming pools: they fall into the category of "attractive nuisances."

"You know why there are fences around swimming pools. Well, its a small step from a swimming pool to the ponds on your golf course," he said. "children like to get in the ponds - a lot of them try to get in and get the golf balls to sell back to the golfers."

"A kid can getinone of those ponds and get bit by a snake or alligator or get into some horseplay with his buddies and drown."

The principles of law are:

1. Prevent the potential accident if you can.

2. If you can't preventthe accident, warn about dangerous conditions.

Simple one - word warnings often aren't enough, Vernon said. Make sure you explain what the hazardous condition is. If they think you are just being snobbish, they may ignore your warnings.

In conclusion, Vernon said the rising professionalism of superintendents has a "down" side.

"You are the victims of your own success," he said. "As you continue to improve turfgrass conditions, you continue to raise the expectations of all of us who enjoy your work. And when you don't meet these expectations. too often you can wind up in court."

Credit: Florida Green

Women need choice of tees, says architect Alice Dye

Give women the same opportunity as men, said Alice Dye — the chance to choose a set of tees suited to their games.

"Women have become an economic factor in modern golf," said Dye, a golf course architect, two-time USGA senior women's amateur champion and a member of the USGA women's handicap procedure committee.

"Women hit balls, take lessons, buy clothes — and they go the whole way: outfits, shoes, socks, hats, visors — take carts, eat lunch and, since they've been out playing golf all day and they're too tired to cook, they bring the whole family to the club to eat dinner.

"And if you want to maximize this economic factor, you've got to make golf courses more enjoyable for women."

The average woman hits the ball about 75 percent as far as the average man, she noted, and the average men's course from the white tees is 6400 yards. Seventy-five percent of 6400 is 4800 yards.

"The average ladies' course in this country is 5800 yards," she said.

"Ladies definitely need a second set of tees with shorter yardage — about 5000 yards.

"On a good day, if everything goes right, the average lady hits the ball about 130 yards. If she gets two 'career' shots back-to-back, that means she's gone 260 yards

and still has a third shot from the fairway on nearly every par four.

"It's tough to make birdie putts from the middle of the fairway."

The ideal length for par-four holes for women is 240-340 yards for average players and 300-380 yards for the best, she said. Par threes should range from 60 to 150 yards.

"There isn't much you can do with par fives," she said. "The legal minimum is 401 yards and, with three of her best shots, the average lady is going to get 370-390.

"But at least you can give her a fighting chance on the par fours."

But give her that fighting chance on a set of tees with official USGA ratings, she said.

"The biggest disservice you can do to a lady is move the tees up from where the course is rated. They may score a little better but they haven't become better players. But if you move the tees up for a ladies' tournament, their handicaps are going to come down because, for the record, they have scored better against the 'official' course.

"Unless, of course, you compound the problem by setting the pins on the front edge of the greens. Remember, most of them are coming in there with woods!

"In fact, most women won't even try an iron unless she has a carry of 75 yards or less, Dye said.

"Five iron or nine iron, it doesn't really make too much difference," said Dye, whose 223 in the 1979 Senior Women's Amateur still stands as the record. "I would hate to say this in front of a group of club manufacturers, but women tend to hit all their woods the same distance and all their irons the same distance."

Throughout her presentation, Dye reminded her audience that she was advocating the construction of a second set of tees for women players, not moving the current set forward.

"Just as the men have a choice of three, and sometimes four, sets of tees," she said, "the women should have some realistic choices, too."

Credit: Florida Green

The nurse had prepared an attractive young lady for surgery and wheeled her out to the examination room. Presently a man dressed in white clothes came into the room. He stopped, looked at the girl, lifted the sheet, nodded his head and walked away. A few minutes another white clad fellow came in and did the same thing. He was followed by still another man who repeated the process.

"For goodness sake, when are you going to stop looking and operate?" the patient asked the last man.

"Darned if I know, lady," came the reply. "We're just the painters."



Management by supervision.

Ideas on Management

by **NATHAN B. HALE**,
Retired Country Club Manager, Salt Lake City, Utah

MANAGEMENT is generally considered as "directing and motivating others." It is, however, much more than this. Good management is almost like having a sixth sense. It is having a feel for things; knowing when to change policies and directions, when to expand and push forward, when to conserve or cut back. It is the capability to work well with others.

In addition, managing well is understanding and having rapport or consideration for employees and fellow workers. It is knowing which persons to hire and which to let go. Management is all this and a lot more.

In club work management has the added dimension of constantly changing boards of directors and committeemen. There are times when this may be even further complicated by a club having

ABOUT THE AUTHOR: Nate Hale has been in golf and country club management for 35 years. He served as manager or general manager for three clubs, and he knows the requirements and responsibilities of the job. In the Rocky Mountain region, he served as CMAA Regional Director and has held other offices on both the state and national levels. He is now retired and lives in Salt Lake City, Utah.

three heads or managers: a club manager, a golf professional, and a golf course superintendent.

Management styles vary widely, almost as widely as there are different kinds of people. Even so, they will generally fall into three broad categories: management by default, management by example, and management by supervision.

Management by default is just what it says. Each employee is allowed very wide latitude to handle his job as he may feel is right. He succeeds or fails on his own. This type of management generally has no place today. The sad thing is that much of this is still going on, probably more than we are willing to admit.

Two examples come to mind. First, just last year a club manager who was obviously incapable hid behind members of the staff, insisting they make all decisions. In truth they completely ran the club. In just a few months the club lost direction, and capable employees went elsewhere, simply disillusioned by lack of direction. Member activity and participation dropped noticeably, and the manager had to be replaced.

Second, a superintendent who had a passion for miniature gas motors would sit for hours in his office working on motors and radio-controlled airplanes.

His employees were left on their own or were directed by a good foreman, but one who had also been left on his own. The work was handled after a fashion, but the employees who hid out, those who played around, and those who really didn't know what to do finally cost the superintendent his job. It is doubtful if anything good can be said for this type of management.

MANAGEMENT by example has a lot going for it, although it, too, has some drawbacks. An employee knows the boss knows what he is talking about when he sees him running machinery, making repairs, and down in the trenches repairing water lines and wiring connections, etc. Often, however, the employee never really learns what to do, since the boss continues doing it all. Naturally the men will stand and only watch if the boss will let them. The most capable, qualified maintenance man I have known in 40 years has this problem. He is so qualified that, as assistants come and go, he continues to do it all. As a result, he seldom has ever taken a day off or a vacation because there is no one to do his job.

Let's not overlook, however, that management by example can teach a lot.

It can and should teach such things as honesty, dependability, proper appearance, proper language, and how to work well with others. Example can also teach interest in and concern for others. What better way for a person to learn good work habits and good work ethics, than by the example of his boss? The best employer I ever had taught me I didn't have to ask him what to do. I soon learned his answer would be, "What is right, what is fair."

Management by supervision is often difficult for a person who is a hard-working do-it-yourselfer. This method requires delegation, and to delegate properly takes considerable effort. Giving someone a job, making sure he knows how to do it, permitting him the freedom and authority to accomplish it, and supervising when needed but not interfering, is proper delegation. Note that this does not mean abdication of responsibility or supervision if needed. Delegating everything and doing nothing is back to management by default. There is a line between the two, and one must be careful to note that line. Top executives generally use a combination of management by supervision and delegation. Running a club properly also requires a combination: that of management by example and management by supervision, including delegation.

AS A CLUB manager for many years before becoming a general manager, I found that managing was unquestionably much easier and things ran smoother when I was a general manager. Why? The golf course superintendent and I spent many hours considering this. We came to the conclusion that a general manager did make things easier for both men if both would assume their proper roles. For either a club manager or superintendent to act independently of the other will undoubtedly cause nothing but chaos. The superintendent has to be the authority regarding the golf course. He knows it, and he runs it. The superintendent, with the general manager, budget and approve spending. The general manager can remove many problems that come with committees and committeemen. He can attend some of the time-consuming meetings and leave the superintendent more free to run his course and his crew. By the manager and superintendent working together, each cognizant of the other's needs, both can be successful executives in their respective fields. The general

manager has to understand this role and not interfere with the superintendent.

Regardless of whether the club has a general manager or is trying to function with three heads, someone has to assume the responsibility of coordinating everything with board members and committees. It is their club, they are the representatives of the membership who pay the bills and they unquestionably have the final say. One problem is that they are ever-changing and the business where they have been successful influences their thinking and actions. This can be most frustrating at times, and it becomes necessary to educate each new man every year. The most successful club managers and superintendents I know set up specific appointments early in each new year to meet with the new committeemen, go over financial matters in detail, review problem areas in the operation, cover the long-range projects, and most of all give each man a detailed extended tour of the entire plant and its operation. If this is done, and each new individual is asked for ideas and suggestions and honestly comes to feel his help is desired, you will find that the biggest problem is solved.

Obviously this has barely scratched the surface of management techniques. From my experience, the following list of suggestions can be most helpful.

Give Credit Where Credit is Due: Taking credit for another's ideas or work is dishonest. More than this, it

destroys initiative and loyalty. Building others up will automatically build you.

Don't Be Afraid of Change: Everyone is for progress but some are afraid of change. Keep new ideas flowing. Continually propose changes and improvements. If only a small percentage of your suggestions are accepted, it is good. By keeping the boards and committees so busy with new ideas, the superintendent and manager can direct their energies productively.

You Determine the Atmosphere Around You: This doesn't mean you have to wear a perpetual grin, but no one likes to be around a grouch. Pleasant surroundings and a pleasant atmosphere attract pleasant people.

Work Well With Others: More people are fired or held back for lack of this quality than any other. I lost the best job I ever had because I overlooked this. A smooth-running organization is fun to run.

You Are Good or Bad by Comparison: The best is the best because he is better than anyone else. If you are only the best of the worst, you still aren't good.

Lead the Way: Don't be afraid to pay the highest wages — if they are justified. Be proud to have others look up to you as the leader. Success attracts the best of everything.

A capable, qualified manager is almost priceless. The wonderful thing is that we can all become better managers if we are willing to put forth the effort.

If you have a wood burning stove or fireplace, this should interest you:

*Beechwood fires are bright and clear
If the logs are kept a year.
Chestnut's only good, they say
If for long it's laid away.
Birch and Fir logs burn too fast.
Blaze up bright and do not last.
Elm wood burns like churchyard mold,
Even the very flames are cold!
Poplar gives a bitter smoke,
Fills your eyes and makes you choke.
Applewood will scent your room
With an incense like perfume.
Oak and Maple, if dry and old,
Will keep away from winter cold.
But ash wood wet and ash wood dry
A king can warm his slippers by!*

FIELD DAY, AUGUST 31st

Thursday, August 31, 1989, at 8:30 A.M. Hancock Turfgras Research Center will be the Field Day, Trade Show and Equipment Auction at the corner of Mt. Hope and Farm Lane, MSU, East Lansing. Mark your calendar now and plan to be there to receive the latest information on turfgrass management; fertility programs; cultivation research; insect, disease and weed management; and varietal evaluations. Registration begins at 8:30 A.M. and the Field Tour starts at 9:30 A.M. Again this year the format will feature two, concurrent tours - one on lawn maintenance and one on golf maintenance. Following the plot tour will be the traditional pig roast lunch, trade show and equipment auction.

CRYSTAL DOWNS

The September issue of "GOLF" Magazine lists the 100 greatest golf courses in the world. Previously Crystal Downs was listed as the 59th. This new issue states that it has bulleted down to the 21st greatest golf course in the world. Mike Morris is the superintendent and Fred Muller is the golf professional. We were very fortunate in being able to host one of our meetings there in May. We hope that everyone took advantage of this great opportunity. Ben Crenshaw had previously stated after seeing and playing Crystal Downs, that its rating would be lowered greatly if more of the persons rating these courses would see it and better yet, play it. This has proven to be the case.

THE LAWN INSTITUTE

In case you have not heard of the Lawn Institute, County Line Road P. O. Box 108, Pleasant Hill, Tenn. 38578, Dr. Eliot C. Roberts, Director, may we suggest that contact can be made by your sending a self addressed envelope, stamped of course, to receive their special Topic Sheets (Lists -P) "Planting the Green Green Grass of Home". This msut be a business envelope in size.

Dr. Eliot Robert says that early fall or late summer are excellent times for planting new grass seed and see that the turf will be ready for winter and more heavy use one year from now.

TOURNEY BENEFITS ROBERT TRENT JONES ENDOWMENT FUND

The inaugural Robert Trent Jones invitational, a golfing event benefitting the GCSAA,s endowment fund named for the legendary architect, raised a record \$27,000 to support university scholarships.

The mid-summer tournament was held at Metedeconk National Golf Club, Jackson, N.J.--Jones' most recent New Jersey Design. Teams made up of club superintendents, officials and members, representing 15 selected golf clubs from the Northeast, contributed \$1,500 each to support the Jones Endowment Fund. Metedeconk made additional contributions to bring the total to \$27,000 -- the largest contribution to GCSAA's scholarship efforts ever by a single club.