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Chapter Revises Meeting Policies

The democratic process got a full testing within the Met GCSA through the past few months and came out with flying colors. Faced with very real problems of how best to deal with charging privileges and financial obligations incurred at clubs that host Association golf tournaments and meetings, the Met GCSA Board of Directors committed to a full study of this entire matter during the Spring of 1984.

Recognizing that host clubs were not as willing to bill for signed chits, that the Chapter was developing a bad reputation for not always paying its club bills in a timely manner – the Met GCSA Board elected to convert to a cash payment system for golf meetings this year. The new cash format was used and worked well at this year's *Westchester Hills*, *Nassau* and *Apawamis* meetings.

However, with all of the best intentions, a meaningful point was overlooked when the Chapter converted to a cash payment program – our membership strongly preferred the unique courtesy and enjoyed signing privileges when visiting host clubs in the area. Acknowledging that the cash program worked, the Board of Directors was asked to reconsider this entire matter early this year. The Board responded to this request directly and immediately.

A special Ad Hoc meeting was scheduled on May 6th at the Woodway CC to discuss and review all issues relating to charging privileges. This meeting was attended by Treasurer Larry Pakkala, Tournament Committee Chairman Tim O'Neill, Joe Alonzi, Chuck Fatum, Paul Caswell and Executive Director Jim McLoughlin. Each brought a special insight and experience to this meeting and contributed handsomely

Signing Policy

The Met GCSA will provide for the privilege of signing for its members at Association functions held at local clubs – where possible.

It should be understood that only Met GCSA members are authorized to sign for charges incurred at hosting clubs. Members are asked to sign in their own names for all charges incurred by their guests.

Once members sign for charges incurred at a club, this Association will:

1. Immediately invoice attending members for all expenses; such obligations will be considered as *delinquent* if not paid within 15 days of invoicing.
2. Re-invoice all members with outstanding obligations after 30 days of original invoicing – while at the same time advising that the individual's membership privileges will be suspended if the obligation is not paid prior to 60 days of original invoicing.
3. Advise all members with unpaid balances after 60 days of original invoicing that their membership privileges have been suspended – pending payment of the obligation and re-application for membership to the Board of Directors. ■

to the development of a list of recommendations that would effectively resolve the overall problem.

Addressing the problem of finding a way to make the signing format work, the Committee quickly realized the only way to realize this goal was for the Chapter to do all billing itself – via the availability of the same computer system doing much of the Chapter's present work. In other words, the Association would establish a small computer-based billing system for its members that would be very similar to that used by clubs to bill their members.

The Ad Hoc Committee not only focused on the fiscal problem involved, but also on the related problem of reservations systems used at meetings. A good percentage of Met GCSA members have picked up the bad habit of not reserving for tournament play and evening programs. For example, over 35 members attended the *Westchester Hills* meeting in April without prior reservations. As might be expected, this creates serious problems affecting the quality of service and the image of the Association at each club site.

An indication of just how directly the Ad Hoc Committee's recommendations were on the mark – they were adopted, virtually, in their entirety at the June Board of Directors meeting and have been applied at the *Woodway* and *Pelham* tournaments – with comfort and success.

The Met GCSA found a better way – through the insight of its members, the patience and maturity of its Board and a mutual caring for the interests of its members. All members are asked to note and respect the new signing policies listed on this page. ■



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Executive Director's Report

Measuring The Quality Of Life

The concept of the QUALITY OF LIFE is something that we all need to focus on, measure with reasonable objectivity and learn to stay in touch with through the years. Basically, if we don't know where we are at relative to other times and other people – we will be out of touch and will not appreciate what we have.

From many points of view, the Golf Course Superintendent has the very real opportunity to enjoy an extraordinary Quality of Life. Few in today's world can boast of the following: indoor life, outdoor life, the absolute knowledge that he is needed, high visibility with an audience that wants him to succeed and will pay the way, the benefit of an entire industry's research and development efforts, access to a vast university-based educational system, artistic touch, a creative colorful world, fiscal management, engineering, mechanics, thousands of job sites, relative freedom and independence, nature in all its glory and challenge, a profession made for computers, inexhaustible communications opportunities, diagnostic challenge, innovation, access to the game of golf, players who respect the game as a way of life and who have an endless curiosity about what the superintendent does, winter variety, more security than the average American, an expanding earning potential, careers beyond present employment, access to the best business minds in our country, models of success to emulate – in every direction, supportive peers, ample family time, building/construction projects denied others, an industry that can afford all that you are about, leadership, all the pride you can muster, discipline, government interaction, trade associations that care and are learning to deliver meaningful assistance, good friends, architecture, stimulating reading materials, growth and life in its fullest meaning.

Because life does not give guarantees, there is no assurance that all of the above translates well for each individual superintendent and his or her family. Do we see the glass as being "half full" or "half empty?" We, alone, control our attitudes and perceptions. My observation is that the superintendent has only just begun to realize and fully appreciate the QUALITY OF LIFE potential that occupies his and his family's every day world.

Fuller realization is not that far away, however, as a better feel for today's modern business practices, communications and computer systems allow the superintendent to compliment his vast agronomic knowledge and become the *complete manager*.

The *complete manager* will perform more securely in the company of a club membership full of complete managers. The *complete manager* will feel secure enough to look outside, appreciate and enjoy the Quality of Life that is available to him in abundance. (JMCL) ■

Reservation Policy

The Met GCSA has committed to the policy of requiring its membership to make reservations prior to playing in golf tournaments and attending meetings – via the reservation card system presently in use.

Should a member not reserve via the card system for tournament play for a special reason of a unique nature – he or she may reserve via telephone call to Executive Director Jim McLoughlin (914/769-5295) up to 48 hours prior to play. Under such circumstances, no assurance can be given that there will be a place left within the field for such callers.

Under similar circumstances, a member may attend a meeting with a phone call up to 24 hours prior to the event. A member attending a meeting without any reservation will be charged a \$10.00 penalty fee. ■

Course Renovation at Innis Arden

Patrick A. Lucas, Jr., Innis Arden GC

The major renovation work recently completed at Innis Arden had been planned for many years. Our course needed a practice range and property adjacent to the club was purchased with that need in mind. Along with construction of the practice range, we wanted to use the opportunity to strengthen some of our weaker holes and enlarge some of our smaller tees. Our overall plan was as follows:

- a. Conversion of the existing 13 hole into a practice range. (this was a weak par 4 hole)
- b. Construction of a new 13th hole at the newly acquired property adjacent to the old 13th hole. (space limitation required this hole to be a par 3)
- c. Lengthening our existing 17th hole from a par 4 to a par 5 to make up for the loss of yardage on the 13th hole.
- d. Enlargement of several small trees.

The Golf Course Architectural firm of Cornish and Silva was engaged to plan and oversee the work.

One of the biggest problems faced during the onset of the project was approval of the necessary permits. The newly purchased property for the new 13th hole had a wetland area present. It was soon obvious that to obtain the necessary permits, a certain portion of the wetland had to be preserved.

The close proximity of several homes to the proposed construction location complicated the approval process as we had to consider any objection our neighbors had. After two years of hearings and several thousand engineering dollars later we obtained the necessary permits. The biggest lesson to be learned from a project like this is to allow sufficient lead time for approval of the various engineering and legal aspects of the project and budget sufficient monies for same.

With the vast amount of construction experience of our then Green Chairman, Mr. Chester Rice, it was decided that the Club would act as General Contractor. Work began in 1983 and took a little over one year to complete. As I look back over that hectic period, one of the biggest problems a Superintendent encounters in a project of this size is to maintain the course in an orderly manner during the construction process.

The first order of business was clearing and excavation work required at the site of the new 13th hole and extension of the

17th hole. We engaged Cecio Brothers Excavators of Greenwich to do this work. Cecio Brothers had done a great deal of work in the area and enjoyed an excellent reputation. Their work centered on the following:

1. Clearing the sites of tree, stumps and other debris. This was delicate work as the parameters of the clearing work in the wetland had been clearly defined by the surveyors.
2. Road and bridge construction through the wetland area. Inspectors required proper erosion control protection in the streams at all times.
3. Ledge removal. The site for the new 13 green and 17th fairway was found to have some ledge present and blasting was necessary.
4. Excavation. The various areas were cut and filled along with rough grading of the greens and tees.

This was a very critical stage of the project. It was necessary to work closely with the architects to get a "feel" on how the holes would play. We were pleased with the work Cecio Brothers performed. If there is a lesson here to be learned it is to engage an excavating contractor who has all the necessary equipment for the job, good operators to do the work, and are reasonable to work with.

During the next phase of the project we engaged Mr. Vincent Bartlett of Fall Brook Landscaping as our finishing contractor. Vinny could be best described as an artist on a JD-450. He has an eye and a flare to do some nice things with the landscape.

All greens and tees were built to U.S.G.A. specifications. Sufficient lead time was necessary to get various materials tested before approval by the Architects. We did develop a problem obtaining sufficient seed for the greens and tees. Due to the shortage of Penncross, most of the seeding was done with straight Penneagle as opposed to the original plan of a 50/50 mix. We also found out by experience that "on site" mixing of soil components is no substitute for "off site" mixing.

Glenmore Irrigation Services handled the irrigation portion of the work. The extension of the 17th hole from a par four to a par five afforded us the opportunity add another "loop" to our irrigation main lines. Our existing automatic irrigation

(continued on next page)

Coming Events

AUGUST

5	Rutgers Turfgrass Field Day	Adelphi, NJ
6	Met GCSA Board Meeting	Westchester CC
13	Met GCSA Invitational (Re-Scheduled)	Woodway CC

SEPTEMBER

4	Met GCSA Championship/Meeting	Silver Spring CC
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OCTOBER

2	Met GCSA Green Chairmen Golf	Brae Burn CC
6	LI GCSA/NYSTA Field Day	Hunt. Crescent C

Telephone Impact

Telephones should be answered promptly, with courtesy and by an informed source. (Person or machine.) Un-answered or poorly answered phones are a company insult.

Robert Cooper
Corporate CEO

Innis Arden *(continued)*

system is a Toro VT II. We installed a VT III satellite to run the new thirteenth fairway which afforded us the opportunity to use and evaluate the computerized system.

After the seeding in October of 1983, we developed some erosion problems on areas where we did not yet have turf cover. Cornish & Silva recommended another overseeding on these areas with a "Balboa Rye." This grass has the advantage of germination at the 40 degree temperatures which we were experiencing at that time.

As winter approached, we installed tobacco netting to protect the new greens and tees from desiccation.

The following Spring brought the beginnings of turf maturity to the new areas. More overseeding, frequent watering, and most of all, a change in thinking regarding fertility requirements. Seems like 10 to 12 lbs of nitrogen for the first few years is common.

The first year all greens and tees were cut by hand with Jake greensmowers. With these high sand greens and tees, be sure to have plenty of bedknives on hand the first few months of cutting.

Now in our third season of growth all areas are maturing and developing density. ■

Riders Still Walk 2 Miles

Various studies have been conducted to determine just how much exercise value is realized from a round of golf. Particularly, does riding a golf car have fitness value?

A recent informal study now suggests that maybe golf car golf also has fitness benefits. Willie Maples, Director of Golf at the Sands Greate Bay CC of New Jersey, has come up with some interesting numbers for riding golf.

Maples conducted a test, using one of his members as his subject. Maples used a wheel measuring device to follow the test player step for step throughout a golf car round of golf. The player walked 5,148 feet or 1,714 yards on the first nine and 5,114 feet or 1,704 yards on the back nine. That is the equivalent of two miles of walking.

Add this to getting into and out of the car consistently, taking practice and real swings and we can conclude that there is meaningful exercise value to riding golf. ■

Lightning Alert

During the past 25 years, 114 golfers have been killed and another 312 injured by lightning. The worst states for golfing fatalities are Michigan (12), Pennsylvania (11) and New York (8).

The reasons for the high death toll among golfers are obvious - they're frequently caught on fairways by fast-moving thunderstorms carrying or riding within metal.

When lightning starts crackling nearby, follow these safety rules: (1) put down your clubs and get away from them; (2) take off your metal spiked shoes and get out of the golf car; (3) if you are playing in a group, spread out several yards apart to reduce your target visibility; (4) stay away from open water, isolated trees, telephone poles and metal fences - all of which are frequently hit by lightning; and (5) should you feel your hair standing on end, it means that lightning is about to strike in the immediate area - drop to your knees and bend forward, but don't lie flat on the ground because the ground conducts electricity. ■

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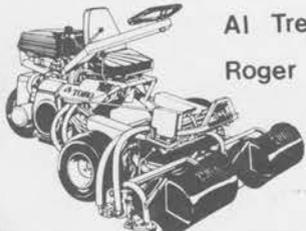


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Treatment	Rate/ 1,000 Sq. Ft.	Disease Rating % Plot Area Disease 7/8
TERSAN[®] 1991	2 oz.	0.0
Vorian ¹	2 oz.	5.5
Duosan ¹	3 oz.	5.0
Bayleton ²	2 oz.	4.2
Rubigan ³	5 oz.	11.0
Daconil 27B7 4F ⁴	6 fl. oz.	4.6
Untreated	—	26.5

Bentgrass—PennCross
Application 6/7, 6/17, 7/8
P. H. Derraden, J. D. Fry
Dept. of Agronomy, University of Maryland



ANTHRACNOSE CONTROL Michigan State University 1982
Glen Gary Golf Club, Sylvania, Ohio

Treatment	Rate/ 1,000 Sq. Ft.	Application Interval	Disease Rating % Plot Infected	
			8/5	8/17
TERSAN[®] 1991	1 oz.	21 days	8.3	0.7
Bayleton	2 oz.	30 days	11.7	1.7
Duosan	4 oz.	21 days	21.7	8.3
Clearys 3336 ⁵	1 oz.	21 days	30.0	18.3
Fungo 50 ¹	1 oz.	21 days	28.3	19.0
Daconil 27B7 4F	6 fl. oz.	14 days	38.3	28.3
Vorian	34 + .55 oz.	14 days	48.3	65.0
Untreated	1 oz.	21 days	55.0	60.0
Annual Bluegrass Applications began on July 7 Dr. Joseph Vargas, Michigan State University	—	—	58.3	66.7

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⁵Clearys 3336†—W.A. Cleary Chemical Corp.
⁶Actidione TGF and Actidione RZ†—TUCO Div. of Upjohn Co.

* Not labeled for brown patch control.
 † Not labeled for anthracnose control.

With any chemical, follow label instructions and warnings carefully.



Starting a Small Business

We live in an era when many families give thought to starting a small business. However, it takes more than capital to succeed in launching a small business. Alex Miller, Director of the Center for Venture Analysis and Entrepreneurship at the University of Tennessee, advises that a number of pivotal attributes are necessary. These are:

1. *A High Level of Energy and Commitment* – you will have to put in more than seven-hour days to get a new business off the ground. Typical days run from 12 to 14 hours. You almost need to be driven, to the point where your business becomes an obsession.

2. *A Proper Mind Set* – you can't be near-sighted or be a one-dimensional thinker. Rather, you must be flexible, learn from the inevitable mistakes and make sure not to make the same mistake twice.

3. *A Relevant Experience* – it is very important that you or someone on your team have some direct and personal experience with the business you are venturing into. Thousands of businesses fail because people know little of what it is all about.

4. *An Ability to Work Well With Others* – very simply, do not try to go it alone. Successful business people realize at the outset that teamwork pays off. You must find the right people to assist you, delegate authority to and to plan with.

5. *Creativity* – use your imagination, experience and intelligence to come up with new ideas, better products and more effective marketing methods.

6. *A Healthy Attitude Toward Customers* – if you think you are better than the people you hope will buy your products, or if you are not interested in what they think – you will not survive. Stay in touch with customers; seek their criticisms and advise.

7. *Willingness to Live a Spartan Life* – its rough going in the beginning. Get used to the word "sacrifice" – you will be making a lot of sacrifices.

8. *Integrity* – cutthroat tactics catch up with you. Integrity is always in short supply. Run your business honestly and your chances of lasting will be a lot better.

9. *An Ability to Take Advice* – no one has all the answers. Find qualified people to work with. Be willing to listen. Expert advice is golden.

10. *A Faith in Yourself and Your Product* – there are going to be obstacles and those who will tell you that you can't do it. An unflagging belief in yourself, your abilities, your intuition and intelligence will get you through troublesome times.

You have to make it happen – the right way. ■

Ridgeway Path Project

In the Spring of 1985, the Ridgeway CC decided to install a golf car path network. Worn areas had become more evident with increased play and the ever increased use of golf cars. Originally, the Club had planned to have paths from tee to green through the full 18 holes.

However, Golf Course Superintendent Earl Millett suggested that the Club might consider engaging the services of a Golf Course Architect to properly design the golf car path system. Soon after, the Club contracted with the firm of *Cornish & Silva* to develop the needed system plan.

Brian Silva spent the better part of a day with Earl and his Green Committee Chairman – touring the course and discussing the situation. Brian then concluded that Ridgeway did not need a complete golf car path network from tees to greens; rather – it only needed a limited path system from around each green to the next tee.

Paths were also needed in certain problem areas – such as wet areas that become virtually impassable when it rains. Another consideration when planning the position of paths was to what extent play would be disturbed. The game does not intend that golf balls constantly bounce off golf car paths.

Included with the Architect's plans were bid specifications and a recommended list of materials. Accordingly, all work was completed this year.

Ridgeway feels it made a good decision to bring a professional Golf Course Architect into the project. The new limited network has been well received by the Club membership – primarily because the members understand that an outside objective authority prepared the plans. Similar plans drawn within the Club might not have been as well received.

Another important factor: the Club knows it saved a great deal of money by not having to develop a full 18-hole tee to green network. ■

(John O'Keefe – Westchester Hills GC.)

IRA Outlook

No matter what tax bill President Reagan may sign into law this year, Individual Retirement Accounts will probably lose some of their attractiveness.

If deductions for IRA contributions are eliminated, which is not likely, the accounts will become merely a place where money can compound tax deferred – much as an annuity or corporate retirement plan. Even if the deduction is retained, lower tax rates would make the write-off less valuable.

Consider a working couple in the 38% tax bracket, meaning they have combined taxable annual income of \$49,420 to \$64,740. Under current law, if this couple put \$4,000 in an IRA they will save \$1,080.

For a couple who need to get their IRA savings before age 59.5 years, the outlook is grimmer. Because the penalty on early withdrawals will probably be increased from 10% to 15% of the withdrawal amount, the couple will have to keep their savings in an IRA for 10 to 20 years to outperform a non-sheltered investment. Under current law, IRA investors usually end up better off after only five to eight years. ■

Winning Proposals

How well you prepare written proposals may determine the success of your organization and career. Here are some suggested guidelines to help you market your thinking:

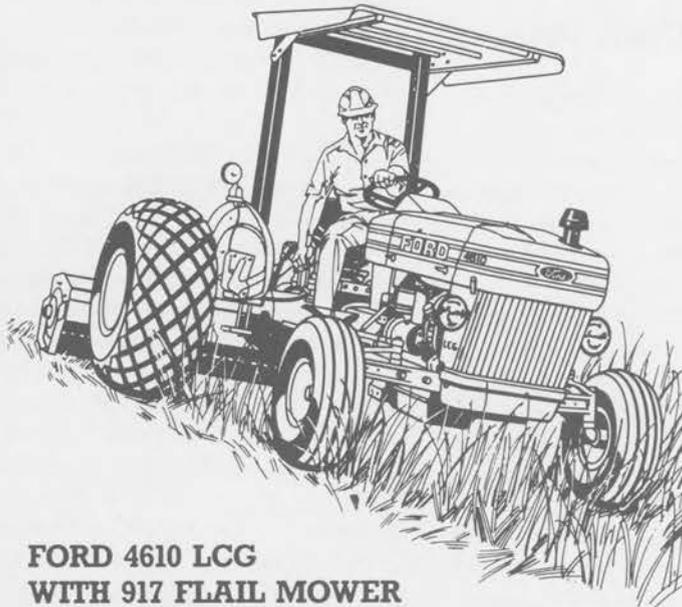
* Begin each new section at the top of the page * Be sure that no section is more than three times the number of pages of any other section * Place the Table of Contents and a list of exhibits in the front of the proposal * Limit lists to no more than six to nine items * Include exhibits in the text adjacent to where the exhibit is noted * Avoid abbreviations and colloquialisms; write to an uninformed audience * Use graphs and charts freely, but make sure they can stand alone * Limit sentence length 30 words and only two ideas * Balance "we will do" statements with "you will get" statements. ■

SOURCE: *Communications Briefings*.

Trivia

When was the last time the All Star Game and the World Series were played on the same field in the same year? (Ans. – Call Peter.) ■

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Warning Against Probationary Periods

ASAE's recent Government Update advises business organizations to consider eliminating probationary periods for new employees if they want to protect their rights to dismiss workers at will – says Judith Keyes, a partner in *Corbett & Kane*, an Oakland, California law firm.

Keyes, a labor law specialist, warns that recent court cases are forcing California employers to revise their personnel manuals and practices. An employer can no longer dismiss an employee for any reason or for no reason without risking litigation.

Keyes notes that California juries are leading the nation in the size of awards in “wrongful discharge” cases. As a result, employers should be cautious about statements that might imply that a firm is obligated to keep an employee on the payroll.

Local superintendents are advised to alert their club's legal counsel to this developing national trend and to keep abreast of what the specific law may be or will be within their particular state. ■

Managers Vs. Leaders

Managers and leaders are different kinds of people. They differ in motivation, personal history, and how they think and act. For executives who want to improve leadership skills, noting a few of these distinctions may help:

- * Leaders question established procedure and create concepts. They inspire people to look for options. They are concerned with *results*. Managers, on the other hand, limit their choices to established organizational goals, policies and practices. They are concerned with the *process*.
- * Leaders seek risks, especially where rewards seem high. They dislike mundane tasks. Managers, in contrast, have a strong instinct for survival and will tend to minimize risk taking. They can tolerate practical work.

Most important of all, a leader's effectiveness comes from his or her focus on human relationships. A leader will find it easier to develop loyalty within a staff than a pure manager. ■

Reprimanding the Wrong Way

Every seasoned manager knows the two cardinal rules of chewing out a subordinate: do it in private and avoid personal attacks. In the heat of a reprimand, however, even battle-tested executives have been known to run into trouble for one or more of the following reasons:

1. **Failing To Line Up Facts** – relying on hearsay comment or general impressions will only invite emotion-laden rebuttals and resentful counterattacks.
2. **Reprimanding While Angry** – the more angry you are, the less objective you will be – and the less effective your reprimand. Delay your confrontation until you can be sure you will not be adding to the problem.
3. **Being Vague About The Offense** – make certain the person knows exactly what the charge is – EARLY in the discussion. Do not try to soften the impact to the point where you fail to advise the individual about what is wrong – he or she deserves this courtesy.
4. **Failing To Get The Other Person's Side Of The Story** – always give subordinates the chance to explain what happened and their reasons for behaving as they did. There may be extenuating circumstances to take into consideration.

5. **Failing To Keep Comprehensive Records** – the better your documentation, the more even-tempered and productive the reprimanding session will be.

6. **Harboring A Grudge** – once you have handed out the reprimand and administered any sanctions, do not carry around any hostilities. Let the employee know that you consider the matter a closed book that everyone learned something about – and act accordingly.

7. **The Wrong Time Of Day** – when you reprimand someone, try to do it late in the day so the person can have time to adjust privately at home before reporting to work the next day.

A safe rule to follow is to treat others with the same courtesy, respect and authority that you would appreciate and expect yourself, if positions were reversed. ■

SOURCE: Prentice-Hall, Inc./ Working Smart and Learning International, Inc.

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