



June 1979

Published monthly by the Metropolitan Golf Course Superintendents Association

Vol. IX, No. 5

MEETING NOTICE:

Date: Thursday, June 7, 1979
 Place: Mt. Kisco Country Club
 Taylor Rd. Mt. Kisco, N.Y. 10549
 Host: Superintendent:
 Superintendent: Fred Scheyhing
 Return card or call
 Club Manager: Hans Richter
 Golf Professional: Bob Johnson
 Greens Chairman: Mr. Robert Bower
 Club President: Mr. Dale Austin
 Telephones: Superintendent: 914-666-2254
 Clubhouse: 914-666-2116
 Golf Shop: 914-666-7300
 Golf: 12:00 Noon Carts: \$16.00
 Caddies: \$10.00 includes tip
 Lunch: 12:00 PM—3:00 PM
 Cocktails: 6:00—7:00 PM with Hors D'oeuvres
 Dinner: 7:00 PM \$15.00 Steak cookout
 Program: Ann Reilly—"Flowers-Roses-Annual
 Beds, etc."
 Directions: North or south—exit Readers Digest exit
 on Saw Mill River Parkway. Follow to
 light on 117. Take a left onto 117. Club
 is about one mile on right side (Sign
 saying first right turn)

COMING EVENTS:

May 29-June 3 Golden Lights Tournament, Wykagyl C.C.
 June 7 MGCSA Monthly Meeting, Mt. Kisco C.C.
 June 20 Rutger's Field Day, Adelphia
 July 9-15 1979 U.S. Women's Open, Brooklawn C. C.
 (for info. call 203-334-5116)
 July 19 MGCSA Monthly Meeting, Innis Arden G. C.
 July 25 Univ./Mass. Annual Turf Field Day
 August 16-19 Westchester Classic
 August 20 Family Picnic—Woodway C. C.
 August 22 Univ./Rhode Island Turfgrass Field Day
 September 20 MGCSA Invitational, Ridgeway C. C.

MGCSA NEWS

A beautiful spring day combined with a great golf course made for a successful MGCSA Superintendent/Green Chairman Tournament at the Brae Burn Country Club on

May 17th. Superintendent Al Caravella had the course in excellent condition and this is how the final scores looked:

First Place: Apawamis Club, 56 net for Mike Caravella and Ralph Hubbard.
 Second Place: Rockrimmon Country Club, 59 net for Bob Tosh and George Cohen.
 Third Place: Winged Foot Golf Club, 64 net for Ted Horton and Hank Malfa.
 Special Awards: Closest to the pin: George McCanless
 Longest drive: Mark Millett

Harry Auerbach, President of Brae Burn, and Gilbert Koenig, Greens Chairman, gave us a warm welcome. Peter Gogolak, a former Buffalo Bill and New York Giant, shared with us some of his more interesting experiences as a player for these two great teams. There may be a lesson to be learned from Gogolak's entry into football from soccer. His open mind and belief in himself allowed him to see how United States football could allow him the same opportunity for success that his native Hungarian soccer had. Thank you, Peter, for a most interesting experience.

Our area is beginning to feel the effects of the previous truckers' strike combined with the current tugboat strike. We not only have the backlog of regular truck deliveries caused by the strike, but we also have problems from the tugboat strike. It seems that all available trucks are tied up hauling items such as gravel normally taken care of by the tugs. The



May MGCSA meeting, Brae Burn Country Club. Left to right: R.P. Korbobo, Rutgers University Extension Service; Dr. Ralph Engel, Professor of Turfgrass Science, Rutgers University; Al Caravella, Superintendent at Brae Burn and Bob Alonzi, MGCSA President.



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Not copyrighted. If there is good here, we want to share it with all chapters – unless author states otherwise.

combined result of this situation is very tight deliveries.

I'm wondering what result this will have on our fall deliveries of lime, topdressing, etc. Last fall we had problems getting adequate liming materials because many trucks were tied up hauling salt for villages and towns. This is something to be considered. Possibly one answer may be to have materials that are normally brought in during fall be brought in during summer this season. I guess a club's storage facilities and cash flow situation would probably enter into the decisions.

Next month we will again visit Fred Scheyhing at The Mount Kisco Country Club on Thursday, June 7th. Please remember to mail your reply cards to Fred promptly upon receipt.

—Pat Lucas

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WHEN WILL IT BE READY?

How many times a season do we hear that question? Or, "When can we use it?", or "How come it takes so long?"

Questions like these and many others prompted me to investigate several concepts used by industry in planning and

organizing projects. I have found certain methods which, when applied to golf course projects definitely aided in their completion.

"Pert" (Program Evaluation and Review Technique) and "CPM" (Critical Path Method) have been used for many years in the construction industry. While these methods have been very successful on large scale construction projects, I believe their application can be just as beneficial to our smaller, less complex golf course projects.

The early forerunner of these techniques, the Gantt Chart, dates back to World War I. At that time, the U.S. Army Ordnance Bureau needed to keep informed about the progress of the many and varied materials ordered for munitions. To meet this need, Henry L. Gantt displayed how horizontal lines or bars could be used to show the progress of a job towards completion. Since then the Gantt or Bar Chart has been used widely both in industry and government.

Additional charts have since been designed to refine the Gantt Chart and to provide better control for more complex projects. "CPM" was developed in 1957 by the duPont Company to assist in the planning, scheduling and coordination of new plant construction. Since that time the U.S. Navy's Special Projects Office developed network scheduling systems now known as "PERT" for use on the Polaris Missile Project. At this time there are some ten dozen variations of both "CPM" and "PERT".

This article will deal with two systems, the Gantt or Bar Chart and the Critical Path. Where do these two systems fit into the golf superintendent's world? As I see it, we have two distinct applications for these systems:

- Planning, executing and completing any given project.
- Communicating the various facets of project stages to our superiors.

Let's begin with "A", getting the job done. "CPM" and "PERT" methods pave the way for SYSTEMATIC PLANNING. Strategy for project completion can be planned more logically when the sequence of activities are plotted out. Organization can be established and procedures set up. Possible problems can be identified and tentative solutions analyzed. Starting and completion dates can be established.

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In short, a "Road map" showing current and future progress will be established.

And now to "B", communication, just as important as "A" if not more so. The mobilization work which goes on behind the scenes of a project is seldom, if ever, recognized by superiors. And the length of time for project completion, whether it be construction of a tee or installation of an irrigation or drainage system, is seldom understood.

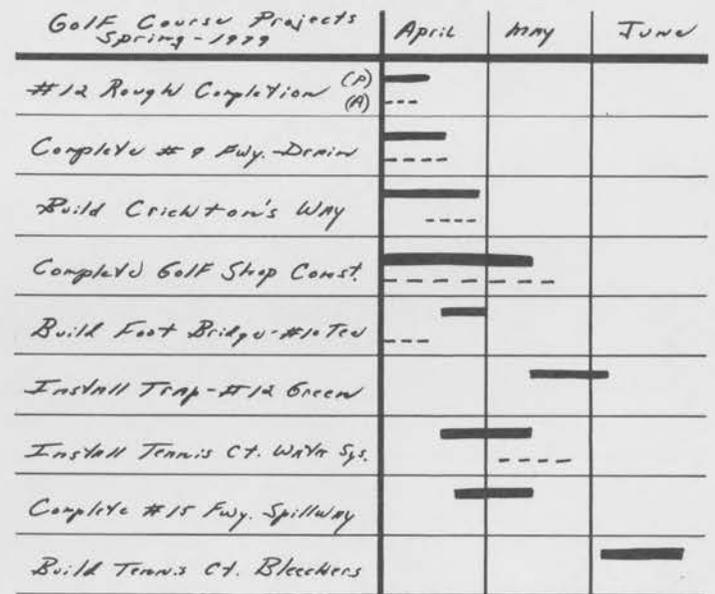
"PERT" and "CPM" offer us an opportunity to communicate our goals and objectives and the steps necessary to reach them. Visualization helps make it possible for the various steps necessary for project completion to be thoroughly explained. To have it graphically displayed on paper or on a flip chart and easel make it more easily understood. Better presentations can be made to the various governing bodies before the project begins.

THE GNATT CHART

Presented here is a Gantt Chart similar to the one I used this spring at Innis Arden. The left hand column lists activities in their planned sequence from top to bottom. Across the right top of the page are time frames indicating the time necessary for completion of the various projects or activities. Horizontal bars drawn next to each activity and under the appropriate time frame make it easy to visualize the planned starting date, duration, and planned completion date. The top bar across from the activities shows planned performance time. The second bar below it shows actual performance time. A vertical data line signifies that the project has been updated.

A chart of this type is very effective for presentation at committee meetings. Again, each person is afforded visualization of what is to be explained and therefore develops a greater understanding. These charts are good for minor projects where relationships between activities are evident. However, they do lose their effectiveness as the interrelationship between activities becomes more complex.

The Gantt Chart



THE NETWORK CHART WITH CRITICAL PATH

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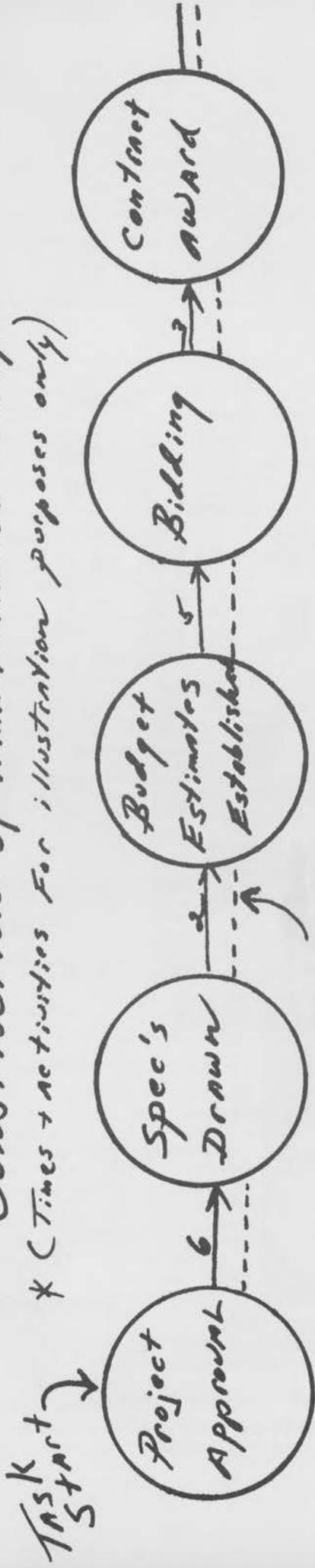
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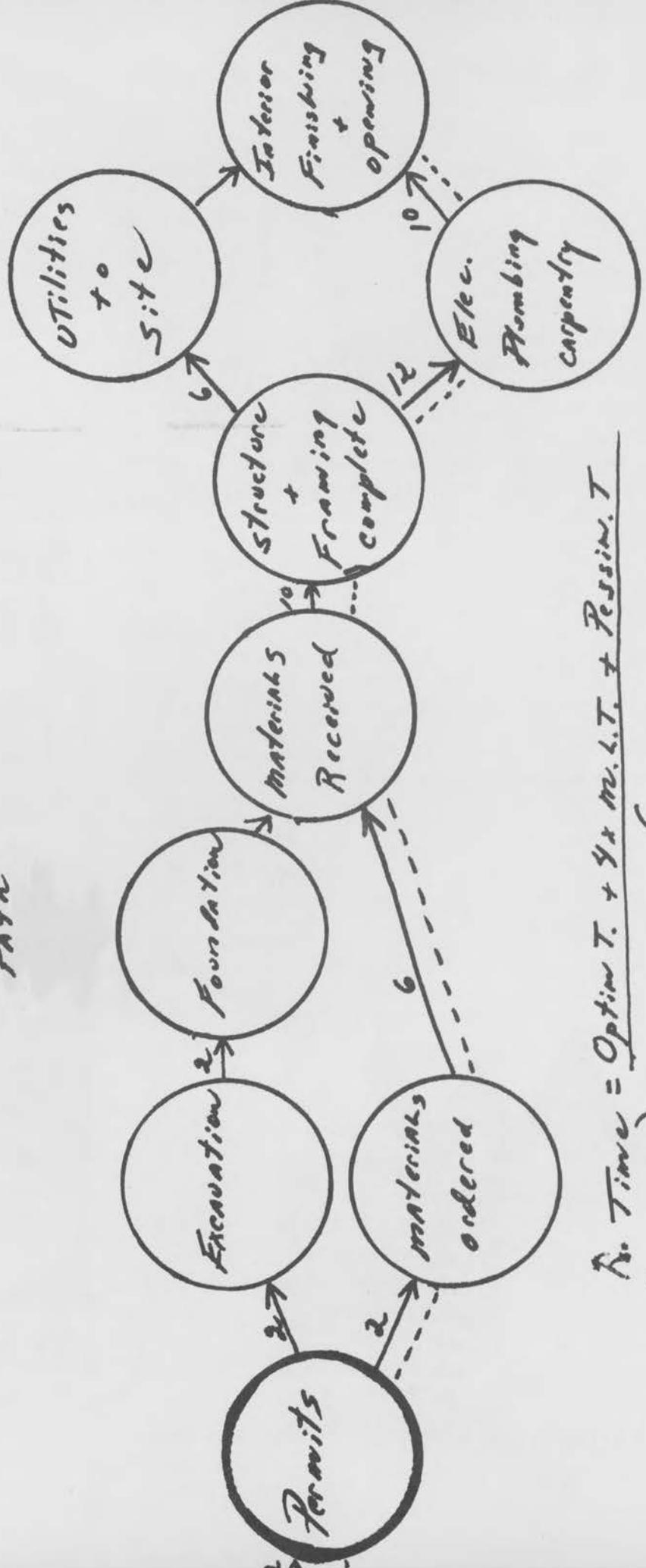
PERT Chart with Critical Path

Construction of Maintenance Shop*

* (Times + activities for illustration purposes only)



Critical Path



Net Time = $\frac{\text{Optim T.} + 4 \times \text{m.l.t.} + \text{Pessim. T.}}{6}$
(in weeks)

all persons involved in the project, i.e. the contractor and his subs, carpenters, excavators, plumbers, electricians, landscapers, etc. The next step is to list all activities necessary to project completion. It's not necessary at this point to have activities in proper time or priority sequence. It's only important to have all activities listed.

The next step is to plot the activities on the chart based on priority sequence of events which must take place in an orderly fashion to complete the project.

Each major activity is placed in a "node" on the chart in priority sequence beginning with the activity which must be done first. Following from left to right each activity is placed in its own "node" in priority sequence. In certain instances one will find that some activities can be performed simultaneously with others. In this case, the simultaneous activities will be paralleled on the network chart as presented.

The next step is to determine from the person responsible for the work how much time is required to complete specific activities. I believe you will find the following "CPM" formula for estimating time very interesting.

Four distinct times are determined. The first is called "pessimistic time" (P.T.) which is an estimate of the longest period of time it would take to complete the project if everything conceivable were to go wrong. The second time is called "optimistic time" (O.T.) and, as the name indicates, is the amount of time it would take to complete the project if everything were to go smoothly and be completed in the quickest time possible. The third is called "most likely time" (M.L.T.) and obviously refers to the best estimate of time required. Using the following formula, "realistic time" (R.T.) is calculated: (chart on opposite page)

"Realistic times" are indicated between each activity on the "PERT" chart. This process is followed for each activity until all are joined by arrows and times indicating the amount of time to complete each activity.

The next step is to construct the "CRITICAL PATH" which is a broken line that connects each activity based on the longest sequence of activities that when totaled will give the entire amount of time it will take to complete the entire

project (days, weeks, etc.) This path is called the "CRITICAL PATH" because, as the name indicates, it is critical to the project in terms of its completion.

When drawing a network, be sure to allow plenty of room to clearly display adequate activity description, dates and duration times.

Thorough texts on "CFM" for planning are available at most libraries. Try it; it may help you see where you are, where you are going and how you are going to get there.

—Pat Lucas

Something to think about. . .

Human nature being as it is, the average person's thoughts turn to God only when he is in some trouble, seriously ill, financially despondent, suffering the loss of a loved one, lost in the mountains, buckling on a life preserver or worshipping in a church service.

Alfred Armand Montapert

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Editor's Note: The following article is taken from the May issue of Fore-Front. It has a lot to offer and much of what is said dates back some 2,000 years to the Golden Rule.

It's ironic how some firms refuse to pay fringe benefits to their employees because they "can't afford it." Basic benefits like sick pay, hospitalization, vacation, etc. But suddenly when unionization takes place, it's affordable. It's like the club that couldn't afford to do a project right the first time, but did do it right when it had to be done over the second time.

The recent movies "Norma Rae" and "FIST" illustrate very well that employees are going to be treated decently, whether management does it on its own, or by a union.

Again, Fore-Front's article reprinted below has a lot of sound advice for management and supervisors.

WHAT UNION ORGANIZERS LOOK FOR

What do union organizers look for when they begin selecting an organizing target?

A recent published study suggests that unfair and harsh treatment by supervisors is a primary condition of this selection process.

The study—the Dartnell Management Report—also suggests that employees believe they can get even with management for real or imaginary wrongs by joining a union.

Here are some of the items, according to the report, that union organizers look for: a) Little, if any, personal recognition. Employees believe they could at least get forced recognition from the company; b) Lack of firm and fair discipline; c) Fear of job security. Employees feel they would have greater safety and job security numbers; d) Failure of management to exercise confident leadership; e) "Open-door" complaint procedures that do not open doors; f) Failure of management to help employees identify themselves with their employers. Employees believe they would have the opportunity to achieve a personal need satisfaction through a union; f) Favoritism; g) Lack of standard or inadequate employee benefits; h) Substandard wages; i) Failure to put company

personnel policies and employee benefits in writing.

—Fore-Front, May 1979



Host Superintendent:
Al Caravella of Brae
Burn Country Club.

DON'T DIG YET!!! CALL FIRST!!!

This article is being reprinted as a reminder. REMEMBER, if you live in Connecticut, it's the law. For everyone else, it's a good idea.

CALL BEFORE YOU DIG

One break you don't need while digging with power equipment in your yard is breaking utility equipment that's underground. Breaks disrupt service, and they're costly to repair. Also, electrical voltage and gas in broken lines can injure you and others.

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Guest Speaker at Brae Burn—Pete Gogolak, formerly with the Buffalo Bills and the New York Giants.

HANDLING, MIXING PESTICIDES

Points to observe for safely handling and mixing pesticides include:

- Personnel who mix, handle or apply pesticides should wear proper protective gear, including—as called for—impervious gloves and apron, respirator, eye protection and fully covering attire (long sleeve shirt, long pants, boots and hat).
- Whenever possible, personnel should not work alone; mixing and handling have a high degree of hazard due to potential exposure to splashes and spills of concentrated material.
- Have sufficient clean measuring and transfer containers ready before opening pesticide containers.
- Read the label; mixing procedures may have changed since last use of a compound.
- Mentally review weighing, measuring and mixing steps beforehand.
- Open pesticide containers and pour materials slowly and carefully to avoid splash and contamination. Keep the container's seal or pouring spout directed away from one's body, particularly one's face. Open sacks and bags with a knife,

rather than tearing, to avoid billow-up of dust or powder; clean the knife.

- Treat all pesticide containers as full; an "Empty container may still hold a lethal amount of toxic material.
- Do not mix higher concentrations of pesticides than recommended on the label.
- NEVER USE MOUTH SUCTION to draw liquids into a pipette or siphon during measuring.
- Use accurate measuring devices—an easily read graduated container or an accurate scale.
- Use a squeeze wash bottle and suitable solvent for rinsing small containers.
- Follow recommended rinse procedures, such as the triple rinse—30 second drain method.
- When filling a tank by hose, keep the discharge end of the hose above the tank's highest liquid level to avoid back siphoning.
- Whenever possible, stand upwind from material being handled so that any fumes or dust are blown away and not inhaled.
- After use, be sure all pesticide containers are tightly closed, externally free of spilled or dripped material and returned to the proper storage spot.
- Thoroughly clean all measuring, weighing, mixing and transfer apparatus after use.
- Clean up spilled materials immediately.
- Do not eat, drink or smoke while handling pesticides, nor afterward until having thoroughly washed face and hands with soap and water.
- Wash protective gloves with soap and water before removing them from hands. Gloves should be replaced frequently, even though they do not appear to be worn out.
- Clothing worn during mixing and handling pesticides should be washed with detergent before being worn again.
- Personnel should shower/bathe with soap as soon as possible after mixing and handling pesticides.

—International Plant Protection Center,
Oregon State University,
Infoletter No. 39—February, 1979

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