



# THE Greenside

Official Publication of the Golf Course Superintendents Association of New Jersey

## Faces from the last millennium



### In this issue

- President's Message* ..... 2
- Member profile* ..... 3
- GCSANJ News* ..... 5
- Deep thought on a century of progress* . 12
- A century of progress* ..... 13
- 1st and goal* ..... 16
- Vendor Spotlight* ..... 18
- A meeting not to be missed* ..... 19
- AEC receives Environmental Stewardship Award* ..... 20
- In order to get with the program, you need a program* ..... 22

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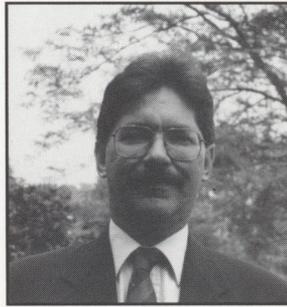
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# President's Message



## Thanks for the vote of confidence

**I**n case you did not attend the annual meeting at the USGA Golf House in November and did not hear the outcome of the election, I have to warn you—I was elected for another year as president of GCSANJ so you are stuck with me for the year 2000. Actually it is a great honor to serve in this position as well as serving on the Board for the past nine years. Thank you for your support of me and the Association.

Mike Mongon had to step down as vice president as his new position as golf course superintendent at Fairview C.C. in Connecticut would make it tough to serve GCSANJ as he has in the past. Thank you, Mike, for all that you have done for us and good luck in your new position. Ed Mellor stepped up to vice president, John O'Keefe is our new treasurer and Pat Campbell remains our secretary. With John moving up, the opening for a District 1 Director was filled by Elliott Lewis. These fine people, along with the rest of the Board of Directors, assure that GCSANJ is in good hands for quite a while!

There is a new GCSAA Chapter in New Jersey! Rutgers University now has a Student Chapter of GCSAA. Their president and driving force behind this chapter is Dennis De Sanctis, son of Finch Turf's own Dennis De Sanctis! GCSANJ is looking forward to working with these students.

The Annual Dinner Dance was held at the Barclay Hotel and, as usual, Harry and Rita Harsin were fantastic hosts. During that evening the Distinguished Service Award Recipient was named; it was a landslide vote, with Joe Flaherty, CGCS, being honored this year! I always knew Joe would eventually receive this honor, Congragulations, Joe. The shock of the night came when the Member of the Year was announced. When Mike Mongon started talking about the award recipient it sounded familiar, and when he announced that I, Ken Krausz, was the recipient of the Member of the Year distinction I was shocked! I have to say that this is the highlight of my career! Thank you to everyone who submitted my name!

***I have to warn you—I was elected for another year as president of GCSANJ so you are stuck with me for the year 2000.***

# Member profile

By Brian M. Remo

## An interview with Jim McNally, GCSANJ chapter delegate

I remember growing up, seeing the figure of a tall, broad-shouldered man who would often stop by the house or shop to visit my father. I vaguely remember the first time I met Jim McNally, but I do remember that "Uncle Jim" was the first introduction that I was given. I remember working alongside Jim's son, Scott, when I was only eight years old. Scott was 17 at the time and laughed at me when I asked him if he was my cousin. He said, "No, our fathers are just really good friends, almost like brothers."

Years later I had grown to find out that my father was among a very long list of people who considered Jim a very good friend. In 1997 I attended the GCSAA Conference with Jim and my father and was amazed by how one could not walk 20 feet without someone stopping Jim to say hello. My father pulled me aside about halfway through the trade show and whispered, "You see, most people can do the trade show in the two days allotted, but Jim probably wouldn't finish before next year's started!" However, the greatest compliment I've ever heard my father give to Jim was when I was about 17 years old. Pop and Jim would periodically point at a tree and see who retained more of their DVC Woody ID class. Jim never missed. I commented to my father about how impressed I was by Jim's memory, and he replied, "Son, I've met a lot of people and seen a lot of things. I've grown up in this business and would like to think that I know my stuff. But that man there is the smartest agronomist I've ever met."

James C. McNally was born in New York City, but he and his one brother lived their early childhood in Montvale. He attended Montvale schools and Don Bosco Prep before attending Delaware College, where he attained his Bachelor's degree in Agronomy. Jim had early aspirations of selling agricultural equipment, but soon found his calling as a super in 1964. His stomping grounds include Green Brook C.C. (super for 12 years), Manasquan River Club (six years) and Greenrock Corp. (16 years). Jim presently works as superintendent to Wayne Remo (director of Greens and Golf) at Rock Spring Club and owns a residential and commercial irrigation company as well. He resides in Ringwood, New Jersey (about three miles from the author, who can personally account for his home being the envy of all dwellers in the area). Jim enjoys working around the house, playing golf and keeping involved with GCSANJ, GCSAA and the MetGCSA. His son, Scott, and daughter, Dawn, both reside in New Jersey.

**BR:** Jim, maybe you could start with telling us how you got started in this industry.

**JM:** I was first exposed to the industry as a caddy at Rivervale C.C. where I frequently had the pleasure of talking and working with your grandfather, "Jiggs" Remo.

**BR:** In your years, could you name a few people who have been inspirations to you professionally?

**JM:** Two people come to mind initially . . . Ray Singer (Green Brook C.C. Greens Chairman) and Jim Thompson (Manasquan River Club Greens Chairman).

**BR:** Working for Greenrock for so many years, you must have had some interesting customers frequent the course. Who would you say was the best golfer, worst golfer and most

*Continued on page 4*

## Calendar

- February 8** **PUMPS - SELECTION AND TROUBLE SHOOTING:** Centre Point Holiday Inn, Jamesburg, NJ. Contact The Irrigation Association of NJ at 973-379-1100
- February 9** **ELECTRICAL TROUBLESHOOTING FOR YOUR IRRIGATION SYSTEM:** Centre Point Holiday Inn, Jamesburg, NJ. Contact The Irrigation Association of NJ at 973-379-1100
- February 14-20** **GCSAA CONFERENCE AND SHOW:** New Orleans, La. Contact GCSAA at 800-472-7878
- February 17** **RUTGERS TURFGRASS ALUMNI RECEPTION:** Aurora Room, Sheraton, New Orleans, 6:00 p.m. - 8:00 p.m.
- February 17** **"NOREASTER" RECEPTION:** New Orleans Marriott, 6:00 p.m. - 8:00 p.m.
- February 20-25** **CORNELL TURFGRASS MANAGEMENT SHORT COURSE:** Holiday Inn and Conference Center, Fishkill, NY. Contact Joann Gruttadaurio at 607-255-1792
- February 28** **NYSTA SOUTHEAST REGIONAL CONFERENCE:** Holiday Inn, Suffern, NY. Contact NYSTA at 518-783-1229
- February 29 - March 1** **RUTGERS ADVANCED TURFGRASS SYMPOSIUM:** Cook Campus Center. Contact Rutgers Office of Continuing Professional Education at 732-932-9271
- March 11** **NEW JERSEY GOLF SUMMIT:** In cooperation with the New Jersey State Golf Association, New Brunswick Hyatt. Contact NJSGA at 973-338-8334
- October 21** **GCSANJ 75th ANNIVERSARY "KICK-OFF GALA" UPPER MONTCLAIR C.C.** **Mark your calendar NOW!** Contact Judy Policastro at 973-379-1100

# Member profile

*Continued from page 3*

interesting character you had the pleasure of meeting?

**JM:** Best Pro golfer: Chi Chi Rodriguez; best golfer of all the Rockefellers: Steve Rockefeller; worst golfers: the staff, on the one day we were allowed to play!

**BR:** There is an old saying that at least once in every person's life they experience the feeling of greatness never to be compared with. Looking back, what would you say was your finest hour of accomplishment personally and professionally?

**JM:** The greatest experiences were meeting the President of the United States while they were in office—Nixon, Reagan and Ford to name a few.

**BR:** Very few of us ever second guess our choice of profession, but an interesting question asked of me once was if I had to go back and choose another route, which would I choose. How would you answer that question?



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**JM:** I don't think I would change my career choice, but I would have liked to increase my exposure by working in other states and perhaps during a major event.

**BR:** In recent years there has been a huge increase in the interest of golf course management. An almost unknown profession has turned into a more respected and recognized industry. To what do you credit this, in your opinion?

**JM:** The superintendents can give credit to themselves mostly for the increased work done with the membership and the exposure of their occupation. The assistant super has helped a great deal as well.

**BR:** It has also been mentioned in various opinions that the old school values of agronomy are in jeopardy of becoming extinct in the scientific and computerized world we now live in. Do you agree with this opinion? Explain.

**JM:** No. Weather is still the one factor that no computer can predict perfectly, and the labor that a super puts out can never be replaced.

**BR:** The golf course superintendent has to be an agronomist, manager, politician, environmentalist, businessman, golfer and a technician. Which of these characteristics is the hardest to master and why?

**JM:** Politician is the most difficult because it's hard to know who to please first—family, employer, staff, self?? A tough mix at best!

**BR:** Jim, I appreciate you sharing a piece of your life and time with us. I wish you the best of luck in 2000 and hope to see you again real soon.

**JM:** Thank you, Brian, and best of luck to you as well. ☺



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## JOE FLAHERTY, CGCS, IS NAMED GCSANJ DISTINGUISHED SERVICE AWARD RECIPIENT FOR 1999

## KEN KRAUSZ, CGCS, IS HONORED AS MEMBER OF THE YEAR

By Mike Mongon  
Superintendent, Fairview C.C.

In a ceremony held during the Presidents Ball/Annual Party, Joseph Flaherty, CGCS, was selected as our Distinguished Service Award recipient, and Ken Krausz, CGCS, was bestowed with the prestigious Member of the Year award.

Vice President Mike Mongon made the announcement and presented Ken Krausz with the Member of the Year Plaque. Shaun Barry was there to aid in "Redeye Reduction" as the Paparazzi never seems to end with Shaun.

Ken's commitment to our association, first as director, then as a member of the Executive Board as secretary, vice



From left, Joe Flaherty, CGCS, with Baltusrol Green member Bob McCoy, receiving 1993 NJTA Recognition Award.



Mike Flaherty expresses Dad's thanks while Eileen holds the Distinguished Service Award plaque.



Mike Mongon (right) presents a well-deserved plaque to our 1999 Member of the Year. Ken Krausz was truly shocked.

president and now as president has been outstanding, this while producing and editing our award-winning *Greenside* publication. His guidance and support during the drought emergency this past year was beyond reproach. His unanimous selection as our member of the year is well deserved!

President Krausz, after recovering from the shock, then called Eileen Flaherty (Joe's wife of 28 years) and son Michael (one of four children) to accept the Distinguished Service Award on behalf of Joe (who was attending a parents weekend at his daughter's college). Eileen and Michael graciously accepted for Joe and expressed how deeply moved Joe was to have been selected. Shaun Barry provided a commemorative photo for the event.

The Distinguished Service Award is given annually to a person, persons or organization who has significantly contributed to the Golf Course Superintendents Association of New Jersey through a continuing lifetime commitment.

Joe Flaherty, CGCS, served on the Board of GCSANJ from 1971 to 1979, serving as president in 1978 and 1979. Joe worked at Baltustrol Golf Club for 36 years; while there he hosted the 1967 U.S. Open, the 1980 U.S. Open, the 1993 U.S. Open as well as the 1985 U.S. Women's Open. Baltustrol was honored as Club of the Year under his tenure and hosted many local and state events, including the 1988 Met Open, which included about 14 inches of rain!

Joe graduated from the Rutgers School of Agriculture in 1964 and has been certified since 1975.

Joe sent a letter to GCSANJ thanking the membership and the committee for honoring him. He echoed Ken's remarks that being listed on page seven of the membership directory with the past recipients is a humbling experience!

*The Greenside* and all the members of GCSANJ are proud of Joe and Ken as they represent what the association is all about. CONGRATULATIONS! 🎉

Continued on page 6



# GCSANJ news

Continued from page 5

## 75th ANNIVERSARY "KICKOFF GALA" SET FOR OCTOBER 21, 2000

Mark your calendar for October 21, 2000. Upper Montclair Country Club is the place!

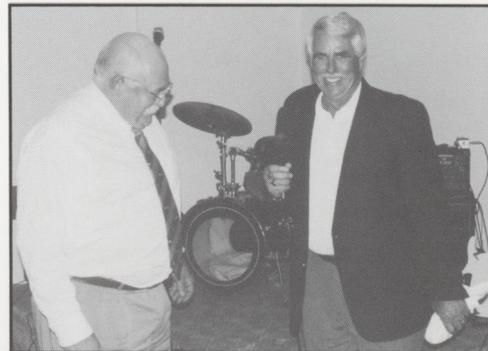
The 75th Anniversary Committee is working hard and has been sorting through all the surveys that everyone has returned. We thank everyone that returned these surveys and were very happy with the amount of them that we received. The selection is going on for the anniversary logo; by the time this gets to your mailbox the selection will have been made!

We hope that everyone makes an effort to be at the "Kick-off Gala" to start this celebration off with a bang! 🥁

## FUN AT THE SHORE

By Shaun Barry, GCSANJ Commercial Representative  
Aventis Environmental Science

For as long as I can remember, our association has been meeting at the Barclay Hotel to dine, dance, have some fun and to honor our past presidents. It is a wonderful night, and this year's event continued the tradition. Rita and Harry Harsin volunteer to be our hosts and they have a great time doing it. They are always the first people there ready to greet everyone who enters. Their smiles tell you it is ok to let your hair down and have some fun. We accept their invitation and



1998 Member of the Year John Hyland (left) nervously awaits the surprise gift from Harry Harsin.



A happy looking table at the Annual Dinner Dance.

everyone enjoys the evening.

Harry started the evening off with a special presentation. He gave John Hyland a gift from the islands. I can't describe the gift, but John is probably still wearing it with pride (unless Rosemarie Hyland has burned it by now). Every presidential couple in attendance is introduced, and then the special awards are announced. It is here that we honor both our Distinguished Service Award winner and the Member of the Year. Both winners won easily. Joe Flaherty, CGCS, received

Continued on page 7

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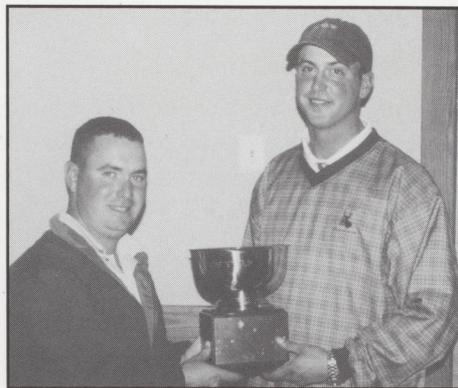
the DSA, and it was accepted by Eileen and their son Michael. Ken Krausz, CGCS, was completely taken aback by his selection as Member of the Year.

The evening continued even after the band went home. Many of the couples stayed over and got the chance for some much needed relaxation the following morning. It is the only time our association gets to include our family members in our activities and they do enjoy putting a face with the name. If you haven't been able to attend, try next year. It is too good of a time to miss. [

## CHARLESTON SPRINGS HOSTS THE FUTURE

*By Shaun Barry*

Tim Kerwin is the first assistant at Metedeconk National GC but he is also the assistant's liaison to the GCSANJ Board



*Tim Kerwin presents the C Cup to Doug Rebeles from Burlington CC.*

of Directors. Included in his duties is the responsibility for the C Championship. Brian Remo had done a wonderful job last year at Deal GC, and Tim wanted to build on that success. Dave Pease was asked to help, and he and Monmouth County came through in a big way. A date was picked and

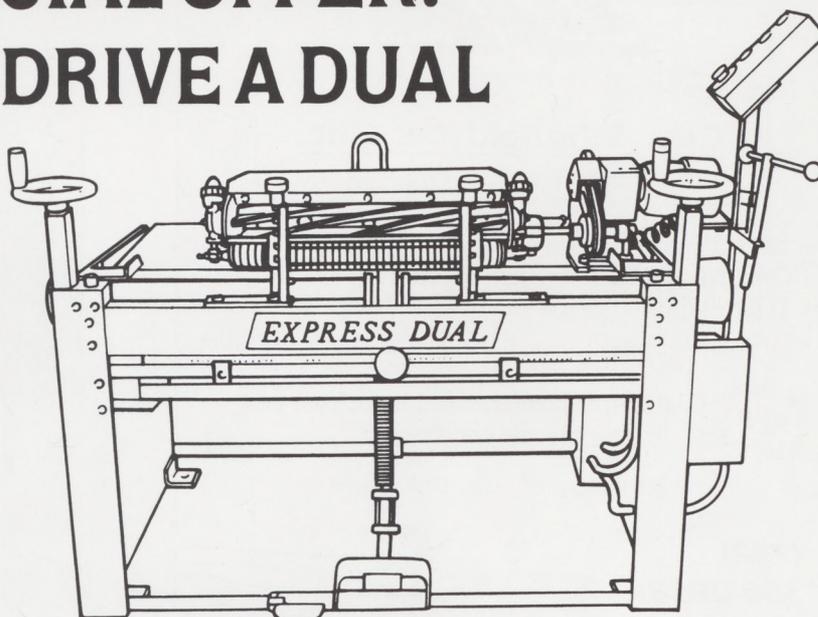
**Continued on page 8**

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*Continued from page 7*

now the C Championship could officially be called an annual event. Charleston Springs GC was the chosen site, and Ron Luepke volunteered to discuss the planning and construction phases of the course. This worked out beautifully, and then it was off for a rigorous inspection of the turf. At the end of this tour there were many smiles and some very good scores.

Doug Rebeles shot a 78. This gave him possession of the "C" Cup until next year. He beat his good friend Tony Benfield (79), who was last year's champ. Tony and Kevin Giles tied for second place. Doug's fine play also allowed him to win the net tournament. His 66 easily outpaced Kevin's 71 and Dave Mishkin's 73. In the non-C events, Vic Gerard, Jr. took the gross honors with a 72, while Shaun Barry's 67 led the net scores. Closest to the pin winners were Tony Raczynski (twice), K. Giles and Ken Krausz. Mr. Giles also had one of the longest drives. Jim Woods had the other. Our skins win-



*The future will be good hands as shown by this group of assistants at the C Championship held at Charleston Springs GC.*

ners were Jay Antonelli, T. Benfield, Jim Cadott, Bill McAteer, Paul Mudrick and D. Rebeles. They had one skin each while D. Mishkin had an eagle and another birdie for a total of three skins. Rounding out the competition was the Kerwin Cup. It is named after the first winner and can only go to C members. Tim was not able to defend his title. This year's winner is Tim Kwiat and, like last year, his score will not be shared.

The day was great and the future for this event looks bright. When next year's date comes out, mark it down on your calendar. You won't be disappointed and all are welcome. [



*(From left) Chuck Perkins, Tim Kerwin, Brian Fjelsvik and Brian Remo preparing for battle at the Annual C Championship.*

## TRENTON CC IS OUR CHAMPIONSHIP SITE AGAIN

*By Shaun Barry*

There must be something about Trenton CC that inspires the superintendent to volunteer their course to the GCSANJ for a monthly meeting. Dennis Wagner, Gerald Fountain and Justin Stewart each opened the gates and made us feel welcome. Tom Tuttle has continued that tradition, and he wants

*Continued on page 9*

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**Continued from page 8**

to do more. Not only was he a wonderful host for our Championship this year, he has asked to be considered to be the site for our next joint meeting with the Philly Association. Members like Tom sure make my job easier.

Tom was putting the finishing touches on the course when we arrived. He stopped what he was doing and got us set up for the long drive contest. Only those who had qualified at the District meetings were eligible. In the A Flight, Doug



*Tom Tuttle (left), superintendent at Trenton CC receives logo flag and thanks from Ken Krausz.*

Larson hit it nearly 300 yards to win. The B Flight winner was Shaun Barry who took many swings but won because he was the only person to keep it in the fairway. The C Flight did not have anyone keep it in play so there was no winner. This allowed Rob Finnesey from Tree Tech to give the extra money to our Foundation charity. \$400 went to the Foundation and \$200 went to the winners. Thanks, Rob, for doing this the past six years.

Once play started the "players" were separated from the "golfers." Dave Pughe enjoyed his first championship with a fine 76. For some reason he didn't find the greens a challenge but I do believe that he was the only one who felt that way (it only took me two holes for my first 4-putt). This score won the championship flight and the Sherwood Moore Cup. D. Larson (80), Brian Minemier (81) and Tom Grimac (83) were Dave's closest pursuers.

The A Flight found John Wantz leading the way with a 74. He was followed by D. Larson (75), Bob Prickett (76) and T. Grimac (77). Our winner of the Dr. Henry Indyk Cup came from the B Flight. This honor went to Harry Harsin. His 70 was the best net score of the day. (Hopefully by the time you get to read this there actually will be a new cup for all future winners.) Mr. Tuttle's 71 took second place and Kevin Collins (74) and Chip Kern (75) placed third and fourth. Everyone in C Flight won a prize because only three people qualified. Obviously our golfers are getting better. Leading this illustrious group was Ken Krausz. His 83 edged out

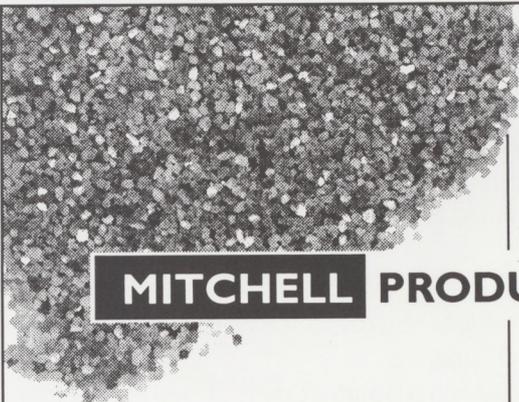
Charlie Dey (85) and Frank Horan (90). Winning the Dr. Paul Sartoretto Cup for the first time was Vic Gerard, Jr. It also was the first time that Vic has competed. His 77 gave him an easy victory.

In the net tournament, Mike Uckar's 70 was the best score. (He followed up his good day of golf by donating back the 50/50 1<sup>st</sup> prize that he won. I think that makes him a double champion.) Phil O'Brien (73), V. Gerard (74) and Chip Presendofer (75) completed the list of affiliate winners.

John Farrell had two skins in our 0-14 competition. He was joined by K. Collins, Wendell Beakley, H. Harsin and Mark Kriews with one each. Steve Chirip also had two skins, but in the 15-40 group, and C. Presendofer had one.

District 4 once again won the District Championship. Leading the way were D. Larson, B. Minemier, T. Grimac, B. Prickett, J. Farrell and Jim Waniak. D. Larson and B.

**Continued on page 10**



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# GCSANJ news

## Continued from page 9

Prickett won the course long drive contests (The Bruedan Corp. and Koonz Sprinkler Supply Co.), while closest to the pin honors went to C. Presendofer (The Dawson Co.), Peter vanDrumpt (Finch Turf Equipment), Dennis DeSanctis (Torsilieri Inc.) and W. Beakley (Wilfred MacDonald). Our thanks go out to each company with their name in parenthesis because they have sponsored a hole every meeting. We also should thank the 15 companies who donated to have their signs on the course. This money goes directly into the Foundation and is our main source of revenue.

Congratulations to all of our winners and that includes all who attended. Anyone who got to play golf, with friends, on a tough and beautifully-maintained golf course, followed up by a great meal, automatically is a winner. Many thanks to Tom and Dave and their staff for being so gracious. We had a great time and I hope we can return soon. [

## ELLIOTT LEWIS, CGCS, RECEIVES PROFESSIONAL CERTIFICATION

### KRAUSZ AND REMO RENEW CGCS STATUS

Elliott Lewis, superintendent at High Mountain Golf Club in Franklin Lakes, has completed all the requirements to be designated a Certified Golf Course Superintendent. Elliott was also recently voted in as a District 1 director on the Board of GCSANJ.

Wayne P. Remo and Ken Krausz have both completed all the requirements to maintain their Certified Golf Course Superintendent designation.

*The Greenside* congratulates Lewis, Remo and Krausz for their commitment to their careers and golf courses. [

## GCSANJ AND RUTGERS UNIVERSITY PRESENT 2000 ADVANCED TURFGRASS SYMPOSIUM

The two-day Advanced Turfgrass Symposium will be held on February 29 and March 1, 2000. The topic for February 29 will be Gray Leaf Spot, what we know and what research is ongoing. This informative day will bring all attendees up to date on this disease. March 1 will cover Global Positioning Systems and its uses on the golf course for the first half of the day and the second half of the day will feature a "Turfgrass Jeopardy". Dr. Karen Plumly will be moderating this competition that will pit first-year turfgrass stu-

dents against second-year students, two-year against four-year students and alumni from the different turf schools against each other.

There will be vendor TABLE TOP exhibits on the second day, so you can get up close and personal with your local vendors.

The location of this event is the Cook College Campus Center and lunch will be served both days. The cost for the two days is \$195 for GCSANJ members and \$225 for non-members. Registration will begin at 8:00 a.m., with the session starting at 9:00 a.m. and ending at 4:00 p.m. Contact the Rutgers Office of Continuing Professional Education at 732-932-9271 for registration information or any other questions. [

## TWO NEW JERSEY GOLF COURSE SUPERINTENDENTS AMONG THE 2000 ENVIRONMENTAL STEWARD WINNERS

Clark Weld, superintendent at the Blue Heron Pines Golf Club, and Roger A. Stewart, Jr., CGCS, superintendent at TPC at Jasna Polana, were among the winners announced by GCSAA on November 24, 1999. These awards underscore the commitment to stewardship efforts on their golf courses that enhance local environments.

The Environmental Steward Awards recognize golf course superintendents for overall course management excellence in the areas of technology use, resource conservation, water quality management, integrated pest management, wildlife/habitat management and education/outreach. "The

*Continued on page 11*



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# GCSANJ news

**Continued from page 10**

dedication of the golf course superintendent to enrich the quality of golf and its environment has truly been exemplified by all Environmental Steward applicants,” said Dave Fearis, GCSAA president.

Ken Krausz, GCSANJ, president, echoed that statement and added, “I have known Clark for a few years now and have always been in awe of him and all that he does to monitor Blue Heron Pines. Clark is part of our government relations committee and does a great job for GCSANJ. I played golf at Roger’s course this past fall, and his concern for the environment was evident throughout the entire afternoon. Roger also represents GCSANJ through his committee work with GCSAA. I speak for all our members when I say thank you to both Roger and Clark; we are all proud of your commitment to the environment.”

## CORRECTIONS!

It happens to the best of us, no matter how many times *The Greenside* gets read before going to print mistakes do happen! In the November–December issue the pictures were reversed on pages 8 and 10. The picture on page 8 should have been on page 10 and the picture on 10 should have been on page 8. My apologies to Bill Engler, Ken Givens, Gregg Armbruster and Brian Minemier!

In the September - October issue we did the member spotlight on Shaun Barry. In that article we made a huge mistake, Shaun’s “legendary sidekick’s” name is misspelled. We regret the errors and hope that next time that Seamus answers the phone that the message gets through. With a boss like Shaun I’m confident that our error will be forgiven!

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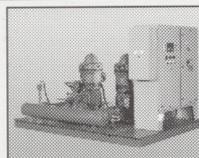


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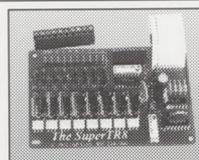
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# Deep thought on a century of progress

By Doug Vogel, Superintendent  
Packanack G.C.

## Technology

The golf course maintenance business is currently embracing the Computer Age with open arms. Although these high tech inventions are making turf management more efficient, we usually judge the merits of an innovation by how well it spares the muscles of our backs. With that said, the greatest technological improvement over the last 100 years has been the evolution of the gas-powered engine.

This big and clumsy chunk of iron has evolved into a sleek and powerful friend that can fit into the palm of our hands. Hand sickling, tarping, raking and sweeping have been replaced by string trimming, vacuuming and blowing. Hand broadcasting is now done mechanically. Driving a tractor has replaced reining in your horse.

Maybe the computer will rank #1 in the next 100 years, as it also started out big and clumsy. It just needs to work out

the details of carpal tunnel, lower back and chronic eye fatigue syndromes.

## Environmentalism

By revisiting many of our forefather's practices and retooling them, superintendents have followed the Progress by Regress Theory. Manures, compost, clipping return and biologicals were familiar terms many years ago. What goes

***For all the progress we can make, it is still best to step back and take a look at where we came from.***

around comes around, yet the Retro Greenkeeping Movement has chosen *not* to revisit the ancient autumn art of gas, match and leaves. Any reason why not?

## Professionalism

The big push this last century of greenkeeping has been the formation of associations, education and certification in an effort to portray ourselves as knowledgeable, professional employees. However, the problem has always been we preached to the choir. That was until one preacher took his message beyond his flock.

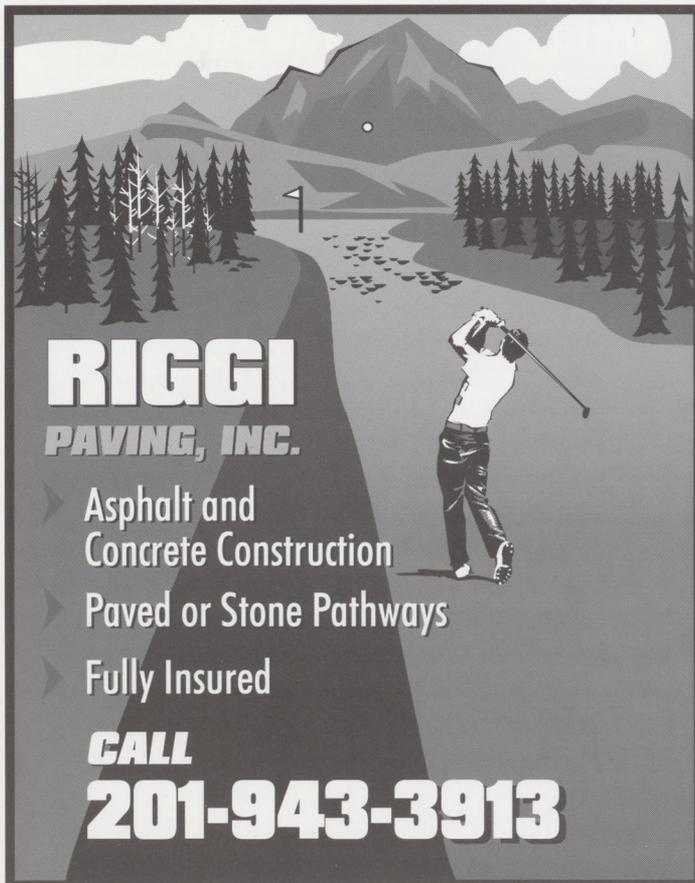
Jack Martin—hands down, bar none—was responsible for the greatest event in the profession of the golf course superintendent. With a writing style reminiscent of Thomas Paine and fervor not seen since Patrick Henry, Martin, along with Henry Indyk, demanded recognition from the USGA for the efforts of the host superintendents at their tournaments. Jack's efforts laid down the foundation for all the increasing recognition we all enjoy today.

As we enter a new century, technology will continue to increase, environmentalism and professionalism will continue to increase, and I'm pretty sure Bob Dickison will continue to use bamboo poles. For all the progress we can make, it is still best to step back and take a look at where we came from. We are reminded by the Roman philosopher Pteraglotos that "to reach back and the well of knowledge will quench the future."

## Editor's Note:

*The following is a series of letters originally published in The Greenside, August-September 1980. It is no wonder that Jack Martin, Dr. Henry Indyk and Joe Flaherty are Distinguished Service Award recipients!*

**Continued on page 13**



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# A century of progress

*Continued from page 12*

## GCSANJ SEEKS RECOGNITION

Is our work unnoticed?

Prior to the recent U.S. Open at Baltusrol, our state association decided to present a plaque to Joe Flaherty recognizing his time and effort in providing the best of playing conditions for that most prestigious event. They had hoped time would be allotted during the closing ceremonies for that presentation but met with much rebuttal from the USGA. The following two letters should give some background into these events:

June 4, 1980

Mr. Will F. Nicholson, Jr.  
President  
Colorado National Bankshares, Inc.  
Box 5168  
Denver, Colorado 80217

Dear Mr. Nicholson:

Thank you for your prompt reply to Dr. Indyk's letter. I would just like to pass along to you how many of my profession and I feel about this situation.

I would like basically to cover your two points of "analysis and review in two areas." Although the U.S.G.A. sets the standards for the tournament, it is the superintendent that brings the course up to meet and maintain those standards. I am sure you will agree that most courses chosen for the Open have a capable superintendent. The level of excellence should be obtained long before the tournament. The U.S.G.A. executive committee evaluates the course long before the first ball is struck or it is not doing its job effectively.

Adverse weather conditions, mainly rain, have nothing to do with the many hours, weeks and years the superintendent puts into the preparation of the course. Although rain may change the playing surface on any given day or days, it cannot change what has taken years to prepare. I am sure you would also agree that the superintendent's career is on the line with a tournament of this magnitude.

The men in our profession (golf course superintendents) must have a strong love for their work in order to excel. The U.S. Open is the epitome of all major tournaments. A few minutes of recognition seems a small reward for so many years of work. I am sorry to say that our profession needs public recognition rather than peer recognition. Since the inception of television and Arnold Palmer, golf has become

a major sport. The golf pro has received this recognition and deservedly so. Yet we who are responsible for the playing conditions that have changed so drastically for the better, remain basically as before, in the background.

I don't mean to sound like sour grapes or go into the history of our profession, but we are human, and recognition and reward are part of our society. It appalls me to know that the U.S.G.A. will not find two or three minutes in the closing program for a man who has worked years for them; not to mention all the other superintendents who will never have a major tournament and would love to see one of their ranks and profession recognized.

Sincerely,  
Jack Martin  
President, GCSANJ

*Continued on page 14*

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# A century of progress

*Continued from page 13*

May 30, 1980

Dr. Henry W. Indyk

Executive Director

Golf Course Superintendent Association of New Jersey

Cook College – Rutgers University

Box 231

New Brunswick, New Jersey 08903

Dear Dr. Indyk:

Yesterday I received my copy of your letter of May 22 to Al Radko. Thank you for having sent it to me. Since receiving it, I have reviewed your comments with Golf House and have been read a copy of the letter in response that Al is sending to you. I do not think it necessary for me to go into any of the points other than the subject of a presentation to the superintendent at the Awards Ceremony following the completion of play.

By electing not to make an award to the superintendent of the course which hosts the championship just ended, it is not the intent of the Executive Committee of the USGA to detract from the superintendent in any manner whatsoever. We do so because we believe very strongly that proper preparation of a Championship course is based on analysis and review in two areas. The first of these is the preparation of the course and its condition prior to the commencement of play. This preparation concerns itself with the setting up of the course as required by the USGA and then bringing the course to the appropriate standards we have established after 86 years of conducting national championships. The second is the review of conditions during the actual playing of the Championship. This second review is particularly critical if there are adverse weather conditions with which the players and the superintendent and his staff must contend. Obviously, based on this second review, it is impossible to judge the level of excellence attained by a superintendent until after completion of 72 holes of play by all of the players in the field. On the other hand, it is necessary to schedule the events at the Awards Ceremony before commencement of play on the final day. The Executive Committee of the United States Golf Association, therefore, believes it inappropriate to schedule an award to a superintendent by scheduling that award at a time prior to when an appropriate total evaluation can be made. We believe that it is appropriate to recognize those superintendents truly deserving such recognition at the Educational Conference of the Green Section held in conjunction with our Annual Meeting each year.

Although I have not had the privilege of seeing Baltusrol, I am told Joe Flaherty has it in superb condition and that by the opening of play on June 12, it will meet and may even

surpass all the criteria we lay down for the preparation of a championship course. Also, please rest assured that if the course and its condition meet our high standards before and during play, I will duly recognize Joe and his work at the Awards Ceremony. This recognition, if made, will give strong public recognition as well as peer recognition to Joe. I trust that you would agree that praise and recognition which has been earned for work accomplished is far more important than praise and recognition which has been expected.

In closing, on behalf of all of us at the USGA, please accept my thanks for the interest you take in our events and for the great service you give to golf through your work and dedication to the work of golf course superintendents. I would look forward to an opportunity to meet you at Baltusrol the week after next.

Sincerely,  
Will F. Nicholson, Jr.  
President, USGA

The following is a statement Jack Martin prepared for this publication explaining the final outcome of our Association's efforts in this matter:

I'm sure that you all realize that our profession needs more image, recognition and the like. Particularly, we can use public recognition, such as the golf pros get, especially during major tournaments. In the past, the man who works years to prepare a course for a major tournament may not even get his name mentioned.

Since neither the G.C.S.A.A. nor the U.S.G.A. chose to present a plaque for recognition of the superintendent at the U.S. Open, your president and executive director decided to try to obtain this recognition for Joe Flaherty and our profession. We started preparation for presenting Joe with a plaque from our state association in February. We had much correspondence with both Al Radko and Will Nicholson, the president of the U.S.G.A., to no avail. We then met with those two and the director of Golf House at Baltusrol on the Saturday during the tournament. I spoke with Mr. Nicholson as late as Sunday, the final day of the tournament. Although we were unable to present this plaque of recognition to Joe, he did receive a substantial amount of recognition not only during the tournament, but at the closing ceremonies. We can't help but feel that our efforts helped. We also feel that the G.C.S.A.A. should be doing more toward these ends. Incidentally, the G.C.S.A.A. received copies of all our correspondence in this matter. Hopefully, our efforts will be rewarded

*Continued on page 15*

# A century of progress

*Continued from page 14*

by further recognition of our profession in the future and at future major tournaments.

Jack Martin, President

As you may realize, our Association President Jack Martin and our Executive Director Henry Indyk had other verbal and written communications with both Al Radko, Green Section director, and Will Nicholson, Jr., USGA president, before the final decision was made on Saturday of the Open week. They had made the initial contact early in the year and as I am hopeful you will agree made every attempt possible to assure Joe Flaherty receive the recognition he so deserved.

It is my opinion that two major accomplishments were made by the present administration: first, their continued efforts throughout this entire matter, never being defeated or

taking no for an answer; and second, the final outcome, although not being what had originally been hoped for, was improved recognition for one of our peers. Recognition we hope will grow as we as professionals will continue to grow in the future.

On behalf of the *Greener Side* I want to thank Jack Martin and Henry Indyk for their perseverance in this matter. Their collective pursuit to improve our professional image is one we should all stand behind. 



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# 1<sup>st</sup> and goal

By Brian M. Remo, Golf Course Superintendent  
Richmond County C.C.

**Y**ou know, it's funny how we look back at the moments in our lives and remember the series of events that cause and affect our station in this world. It's the day before Thanksgiving as I am writing to you all today, but looking at the calendar, I see that this is the first issue of *The Greenside* that we receive in the Year 2000. I started looking back at my first full year as a super and realize what a crazy year it has been. My father said to me not too long after my acceptance of the position that your first couple of years as a super can best be defined as the years of "YES." These are the years that you feel you can accomplish anything. These are the years during which if asked to build a 14-story skyscraper to the right of the 4<sup>th</sup> green, your gung-ho attitude tears your shirt off, shows the world the big "S" on your chest and gets halfway through the construction before your recollection of the absence of any formal engineering training in your educated years hits the back of your brain like a wrecking ball. I see this profession much differently than I did last year, and I see myself as a different person as well.

I imagine my writings of collective ramblings should have some sort of climatic Obi Wan Kanobi-style advice for all the Luke Skywalkers in our profession. Well, guys and gals, here it is . . . when you get that call and your time to become a superintendent arrives, remember these words: Prepare to become Superman. Prepare to be pushed to the very extent of your abilities to the count of ten times that of your most colossal imagination. Prepare to move mountains and then put them back where they stood. Prepare to fight Mother Nature to the death. Prepare to throw things. Prepare to yell, scream, cry, laugh and kick your way through a year of ultimate challenge that culminates into ultimate satisfaction. Prepare to be prepared . . . prepare to be unprepared . . . prepare to show the world the "S" under Clarke Kent's golf shirt.

The drought of 1999 threw the proverbial monkey wrench in the idea of having a smooth year of turf management here at RCCC. Nights of automatic watering and the occasional hand watering were rapidly replaced with nights of hand watering with the occasional sprinkler that operated automatically. There was no discussion necessary, RCCC needed a new irrigation system. That conclusion was the easy part. The tough part was selling the idea to a membership that just shelled out a Grand Canyon-sized barrel of Ben Franklins to support an increase to the operating budget and the construction of a new Greens Maintenance facility that had not even been completed at the time. Even more difficult was to accomplish a proposal, design, approval and order of materials

and groundbreaking in two months. Oh yeah, and in case I didn't mention it, we're gonna put the system in ourselves.

Wall to wall, new everything, from the intake to the very last head. I must admit that when the question was asked of me whether or not my staff and I could pull it off, my big "S" started to shrink. I felt like that episode of Bugs Bunny where he had the two sides of his brain sitting on his shoulder argu-

***The course kinda looks like a 50-foot gopher had a rough night at the elk's lodge and had a hard time finding his way home.***

ing out the final decision. Conservative Brian was sitting on my shoulder saying, "I dunno Bri, seems like an awful big job to take on in your first year . . . maybe you should squeak by another year with the system you have . . . there is a list of projects to do sitting on your desk that makes the Declaration of Independence look like a fortune cookie message." Then we have the "One Flew Over the Cuckoo's Nest" side of Bri jabbing me in the neck with the arrogant fork of confidence whispering, "What the hell, Bri . . . you could use a new challenge . . . do you really want to spend another summer dragging hoses and operating the system with flag keys? Say the word!" YES. The words exited my mouth and echoed like the words "I DO" from a reluctant groom. I left the meeting with a feeling not quite describable and drove right to my assistant Chuck's house. I broke the news to him first, and his enthusiasm started our aggressive voyage toward the unknown. His final comments on the subject were, "Keep it up, boss, you're doin' wonders for my resume."

So here we are, at the midway point of the time schedule I had set for us, and we've finished over one-half of the course in only seven weeks with only nine crew members. It's amazing how your personnel can continue to surprise you in their accomplishments. Guys that we had doubts about handing a shovel to are running main lines at a lightning fast pace with the attention for detail that we never fathomed. Guys that didn't know how to wire heads are now in charge of it and doing a damn good job too! The first two weeks seemed like we got nothing done, and the last two weeks we completed four golf holes. It's not easy work. I'm not even going to pretend like it is. But if you've ever had anyone state the old phrase, "You can accomplish anything you want to if you just put your mind to it" . . . well, it's all true. I guess the coolest part about the whole experience is that you get to tear

***Continued on page 17***

# 1<sup>st</sup> and goal

Continued from page 16

up the place with a reckless abandonment and get paid to do it. The course kinda looks like a 50-foot gopher had a rough night at the Elk's lodge and had a hard time finding his way home. You could mud-wrestle on our breakroom floor, our carry-alls look like they've been through the war, and I now wonder if the PVC cement I have lodged underneath my twice-bitten fingernails is ever going to come off. The smell of primer hits my brain like the scent of Southern Comfort after your 21<sup>st</sup> birthday. I've seen enough pipe to last me a lifetime and asked myself questions that I never conceived prior to this project. Here are just a few comical statements that have exited my mouth:

"Well, they got the pipe on the truck, how in God's name do we get it off of the truck?"

"What do you mean we don't have any more Teflon? I saw 50 rolls of the stuff in the shop last week, what are you guys doin', eating the stuff?"

"Hi, is this Coastal Plumbing Supply? Yes, I'm from over

here at the golf club . . . you wouldn't happen to have five lengths of 10-inch gasketed PVC pipe would you? Uh, no sir, I'm not smoking anything."

"No, I don't think the pipe is supposed to bend like that."

"No, glue doesn't make the gaskets stick better."

"Leaves? What leaves?"

"Ok, we can't find the Border collie, did anyone bury her?"

"No, I don't think a campfire to keep us warm is a good idea. A barrel fire? No, I don't think so. What do you mean we can't heat up the soup then. What soup? Who the heck brought in 50 gallons of soup?"

All in all, I have to thank the Board of Directors for having the confidence in us to do the job we're doing. I would also like to thank our distributors for their relentless support, and my Greens Chairman for being the largest plumbing contractor on Staten Island. But most of all, I must wholeheartedly commend the 16 gentlemen that I am honored to work with on a daily basis. You guys are Superman's cape. [

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Today, 30 years later, we have nine locations and span from New Jersey to Northern Virginia. We cater to contractors, golf courses and architects. We have experts in CAD design and have a certified golf course designer on staff.

Aquarius sells a variety of golf course products such as the Watertronics pumping stations, Bear and Thompson Heads and the Thompson Control Systems. We are a full service golf course supplier.

Aquarius Irrigation Supply, Inc. tries to anticipate and solve problems for our golf course customers. Currently our salesman, Joe Askot, is actively talking to golf courses about

the new FCC communication requirement. This requirement will be effective in January 2002. All radio controls will be required to broadcast by *narrow bandwidth* for all their radio control systems. Systems are now operating at BROAD

**Today, 30 years later, we have nine locations and span from New Jersey to Northern Virginia.**

BANDWIDTH. Aquarius sells one of the few systems that comply with this standard and it can upgrade existing systems. It is manufactured by the Union Tool Irrigation Company "Thompson Controllers." Most systems sold presently will be obsolete in January 2002 and will be fineable at that time. This is a real significant issue for many golf courses. The manufacturers are continuing to sell products that will be obsolete in a few years. Please refer to the following web-site for more information on FCC Ruling PR Docket No. 92-235. Web-site: <http://www.fcc.gov/Bureaus/Wireless/Orders/1997/fcc97061.txt>.

Our commitment to honesty and integrity has enabled Aquarius Irrigation Supply, Inc. to continue as a strong supplier into the new millennium. We are thankful to our customers who have helped us achieve many of our goals. ¶



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### Fiddler's Elbow Country Club received NJTA Recognition Award

**T**he New Jersey Turfgrass Association recognized all that Fiddler's Elbow Country Club has done for the turfgrass industry and has selected Fiddler's Elbow as its recipient of the 1999 New Jersey Turfgrass Association Recognition Award.

Fiddler's Elbow and Superintendent-General Manager Dave McGhee have always been there to support turfgrass research. They have been the perennial host of the annual Rutgers Golf Classic and the host of the Winter Symposium for the past few years.

NJTA President John Buechner made the presentation during the NJTA Annual Meeting in Atlantic City on December 8, 1999. ¶

# A meeting not to be missed

By Shaun Barry

**F**iddler's Elbow once again played host to The Alliance for Environmental Concerns Annual Meeting. Nancy Sadlon is the driving force behind this association and this meeting in particular. If you have not been able to join this association, consider it and try to attend this meeting.

The morning consisted of various speakers giving their opinions and views of what an IPM program means and how it can be implemented. There really are some wonderful speakers who are very well-versed on the subject. Steve Chirip was so impressed he may try to get some of these people on future programs at Expo. Jack Martin felt that if you had not

attended this gathering, then you really had missed something important.

Following the morning session and the usual wonderful lunch at Fiddler's, we were asked to listen to a panel discussion. It seemed that every side of the pesticide issue was represented and they held our attention for the entire afternoon. Past President Dave Pease was on this panel, and he made every GCSANJ member proud with his logical and concise thoughts.

We need Nancy and her association because she works on issues that do affect our industry. She can't do it without funding. Join the organization so she can keep pursuing her efforts. Helping her is a way to help ourselves. †

---

## Hurley receives NJTA Hall of Fame Award

**T**he New Jersey Turfgrass Association has selected Dr. Richard Hurley as the 1999 recipient of the NJTA Hall of Fame Award. The award was formally presented to Hurley during the General Session of the New Jersey Turf Expo meeting during the second week of December 1999.

The New Jersey Turfgrass Association Hall of Fame Award is presented annually to a person in recognition of a continuing lifetime commitment of dedication, service and achievements contributing to the advancement of the turfgrass industry of New Jersey.

Dr. Richard Hurley, Professional Turf Unit business director for AgriBio Tech, Inc. (ABT) and past president of the

New Jersey Turfgrass Association, has become a resource for turfgrass professionals both nationally and internationally, serving as an advisor and aiding in grassing recommendations and turfgrass selection for landscape architects, golf course architects and superintendents, and athletic field managers. In addition, Hurley has been involved in breeding projects with Rutgers University, University of Rhode Island and Texas A&M in an ongoing effort to develop new and improved turfgrass varieties.

While employed with Lofts Seed and ABT, Hurley has guided tremendous efforts to promote L-93 Creeping Bentgrass, Crenshaw Creeping Bentgrass, Salty Alkaligrass, The Rebels Turf Type Tall Fescues and Palmer III Perennial Ryegrass. Dr. Hurley also serves as an adjunct professor at Rutgers University, teaching turfgrass students in the four-year and two-year programs, and has administered the Peter Selmer Loft Scholarship Fund, which has awarded over \$230,000 worth of scholarships to Rutgers' turfgrass students since its inception in 1983.

"We are extremely proud of Rich in regards to winning this award as well as in his profound efforts within the turfgrass industry. We are honored to have him as a part of our company," states Kenneth Budd, president of ABT.

AgriBio Tech, Inc. is a vertically integrated, full service seed company specializing in the forage and turfgrass seed sector, complete with research and development of proprietary seed varieties, seed processing plants, and a national and international distribution and sales network. ABT's vision is to lead the turf and forage seed industry in discovering its value potential. †

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# AEC receives Environmental Stewardship Award

The Alliance for Environmental Concerns (AEC) of New Jersey was presented with the New Jersey Turfgrass Association (NJTA) Environmental Stewardship Award at the organization's annual meeting, conference and trade show. The award was presented to Nancy Sadlon, executive director, and Wayne Dubin, AEC president, during the general session of the NJTA Expo '99 at the Trump Taj Mahal Casino/Resort in Atlantic City, New Jersey.

The award was presented by 1999 NJTA President John Buechner, who stated, "The New Jersey Turfgrass Association Environmental Stewardship Award is presented to the AEC for the competent manner in which the organization carries out its mission to disseminate a balanced source of environmental information and to be vigilant that such information is based on scientific inquiry and facts pertaining to pesticides and the environment."

The NJTA Environmental Stewardship Award was established in 1993 to recognize people and/or organizations that have performed distinguished service demonstrating dedication to the protection of the environment. The AEC and its executive director, Nancy Sadlon, join a distinguished list of Environmental Stewardship recipients. Past recipients of this prestigious NJTA Environmental Stewardship Award include: Audubon International, Ron Dodson, founder (1998); ABC News-NY, John Stossel (1997); United States Golf Association, Judy Bell, president (1996); John O. Bennett,

New Jersey State Senator (1995); Robert Shinn, Commissioner of New Jersey Department of Environmental Protection (1994); and William Hughes, U.S. Congressman (1993).

***The AEC is dedicated to the communication of scientific, factual information about pesticides and the environment.***

The AEC is a non-profit organization founded in 1981. The AEC is an organization comprised of individuals from the pesticide regulated community in New Jersey and the New York Metropolitan area. The activities of the organization include representing the user community at state regulatory and legislative meetings; education of members concerning certification, training and licensing; sponsorship of seminars and conferences; communicating facts about the responsible use and the benefits of pesticides to legislators and the public; networking with allied professionals and product manufacturers to provide factual responses to issues and concerns; and joining forces with allied associations to coordinate appropriate responses to key issues. The AEC is dedicated to the communication of scientific, factual information about pesticides and the environment. ¶

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## Grass, grain and greens

*Reprinted with permission from GCSAA News Weekley, November 1999*

Lately it seems the tendency of golf broadcasters to talk about grain on tour courses has some people in the golf course management business up in arms. Is grain a factor in playing on the PGA Tour or isn't it? To find out, we asked Jon Scott, Tour Director of Agronomy.

Grain. The very word stirs fire in the eyes of golf course superintendents and professional tour players alike. Talk to those who nurture and groom the putting surfaces, and it's either grudgingly recognized as a problem at other courses or not acknowledged at all.

Talk to PGA Tour players and the television analysts who are trying to explain the sometimes unexplainable, and grain is everywhere. Who's right?

The truth lies somewhere in the middle.

Grain is simply the direction grass grows. It is mostly

influenced by slope. Water flow and gravity tend to lay the blades downhill.

Another factor is the tendency for plants to lean toward the sun. This creates a force of leaf orientation, generally toward the south and west.

If the surface is flat, it's the dominant cause of grain.

Then there are cultural activities that have been, or perhaps should have been, employed on the putting surfaces in the months leading up to competition. This can be the cause of agitation for superintendents and Tour players.

In general, grain is described by degree of strength. If it's strong, balls don't follow the track that is expected, nor do they stop where intended. Weak grain can be read like slope and pace, and it doesn't have the same tendency to pull

***Continued on page 21***

# Grass, grain and greens

Continued from page 20

a ball off track in different areas of the same green. It is consistent, a term much valued in competitive circles.

Most PGA Tour courses have weak grain on the greens, the result of regular cultural practices including daily changes in mowing direction, verticutting and turf grooming, topdressing and brushing.

Bentgrasses are less likely to produce grain than the bermudagrasses, probably because of the finer leaf texture and more upright growth habit. This is particularly true of the new generation of creeping bentgrasses, which have fueled the controversy by theoretically possessing no visible grain. School is still out on the finer textured "ultradwarf" bermudagrasses, but it would be safe to assume that grain will still be a factor no matter what the grass.

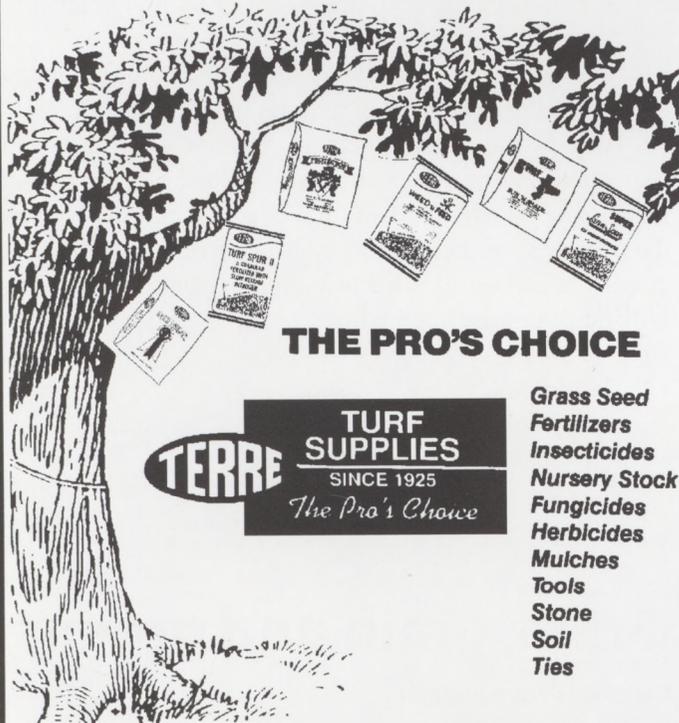
The fondness of television analysts for using grain to explain ball roll is understandable. Television is two-dimensional. The viewer is unable to see contours in the green from a camera shot. Computer graphics help, but at present they are crude representations of the subtle rises and falls of a

putting surface.

And there is no way television can depict the general lie of the land on which the course is built. At the TPC at Summerlin in Las Vegas, for instance, the land slopes from the mountains in the west to the city in the east. Contours that seem to be tilted to the west are in fact moving counter to the slope and may actually fall toward the city. Naturally, this is described as grain, and by definition it is. The mystery is that it isn't going in the direction one would visually expect. Putts toward the mountain are slower than expected. And they may break either right or left, depending on which side of the green the water flows off. Putts toward the city are fast and frequently run through the break and past the pin by several feet.

The same thing occurs with putts toward water. In most cases, greens slope toward the water, either through surface grading or landform. With water to the right of a putt that runs south to north at Summerlin, it is easy to guess which way the ball will break. This, again, is grain as it has come to

Continued on page 22



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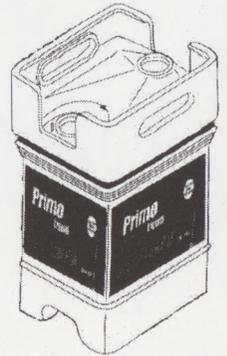
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# In order to get with the program, you need a program

By Todd Cochran, CGM  
County Park Manager, Bergen County, NJ

**B**efore you can tell an employee to "Put on your helmet and get in the game!", they must first know what game they are playing.

We all notice substandard conditions, poor work habits, unfinished projects and tasks, and poor quality workmanship. Rather than accept responsibility and take action, we frustrate over budgetary constraints, bureaucracy and red tape, staff levels, equipment and supplies, etc.

With little control of the factors mentioned above, we must look to the resource or resources that we can control. The most valuable pool of resources available to an organization, administrator or supervisor are human resources. Most neglected of the resources available is the man-hour. Instead of justifying our inefficiencies, we need our human resources to have impact, our man-hours yielding tangible results.

The following observations and recommendations are offered to assist the administrator, manager or supervisor develop a program of team building, self-esteem building, training and trust. When all parties are aware of their objectives, means and responsibility we have a program. Following the program will yield success and efficiency. All will enjoy the rewards they bring.

- Employees at all levels need obvious direction from responsive leaders who are confident decision makers.
- Objectives must be clearly stated and clearly understood.
- Instructions must be clearly stated and understood.
- Give assignments appropriate to employees' capabilities so they may consistently succeed.

- Provide means to achieve professional results (i.e. training, demonstrations, equipment, material).
- Staff should be knowledgeable with respect to the history of their facility, its purpose and their role in its operation.
- Supervisors must aggressively look for work so they may consistently make meaningful assignments.
- Whenever possible, give assignments that, when complete, yield immediate, tangible/visible results. Reinforce that work has positive impact.
- Seek out and introduce new methods and equipment.
- Together with staff, assess conditions. Identify strengths and areas in need of improvement.
- Inventory human and material resources. Do you know what you have?
- Immediately address several deficiencies with resources at hand in order to demonstrate that progress can be made without radical change.
- Gradually recoup lost productivity by having supervisor work with staff through traditionally idle periods and introduce reasonable deadlines. This will break inefficient patterns, increase accountability and indirectly address self-esteem issues.
- Acknowledgement of achievement by higher level staff is a powerful motivator.
- Staff must feel connected to the administration, not necessarily in the tightest loop, but in the loop no less.
- Administration/management just listen to the negative issues and address them honestly. When staff knows that management and administration is accessible and forthright the negativity wanes. To the contrary, even the most limited employee can sense insincerity and patronization and finds it difficult to trust and be loyal to superiors appearing to be aloof or condescending.
- Define policy.
- Apply policy consistently.
- Put square pegs in square holes. ☞

## Grass, grain and greens

*Continued from page 21*

be described and accepted.

Grass blade orientation and gravity are almost synonymous on a putting green. To deny one is to take on one of Newton's laws. To assume that grain does not exist at competition mowing heights on any grass is a mistake. It is really a matter of how much. ☞

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