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Vol. 16 No. 6



Tee to Green

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Vol. XVI, No. 6

Tournament Program Matures

Many fail to recognize the intrinsic value of a solid tournament program to a GCSA Chapter. Tournaments provide the foundation and stage for most of the meeting forums throughout the course of the year.

The monthly tournament is the core about which educational and social programs are positioned. Attractive forums will draw up to half the Association's membership at one time – providing a healthy exchange environment for all participants.

The Met GCSA Board made a 1983 commitment to a better tournament program. Since then, Tournament Committee Chairmen Larry Pakkala and Tim O'Neill have carried through handsomely on all policy and procedural enhancements. These include: scheduling daily competitions with a variety of formats and a minimum 20% prize distribution; mailing notices independent of *Tee to Green*; preparation and mailing pairing sheets prior to play; introducing the Rules quiz concept; and streamlining the meeting program – essentially by putting speakers on before eating time.

Despite escalating costs at clubs, the Met GCSA has been able to reduce the cost to members for meetings through re-

cent years. This is a direct compliment to the respect each club has for its hosting Superintendent. Met CMA President Eric Caspers and Met PGA Executive Director Charlie Robson have also been highly instrumental in working with our Association in helping to establish attractive pricing schedules. Thank you gentlemen.

To complement these efforts in the tournament area, the Chapter's Education Committee has focused quite successfully on providing speaker programs of unique interest and quality – through the concerted efforts of Chairmen Ted Horton and Ed Walsh.

The results of the 1983 Board commitment are easily seen: with golf entries increasing from 40-50 to 65-75 per event; similarly, meeting attendance has grown from a former average of 80 to over 110 per event; answers to Rules quizzes have increased from 15 to 45 per test; overall Association membership is up in all classes; and meeting pre-reservation counts now approach 99% of those attending – putting an end to a formerly serious problem.

Possibly, of more import – the local golf and club community recognizes the Met

GCSA effort to present the game of golf in a truly professional manner. Clubs now seek to host key tournaments and specific Met GCSA Rules questions are requested for use at clubs. Guests enjoy sharing the Met GCSA tournament scene.

The key to a successful tournament-meeting program is the host Superintendent – more for the respect each commands within his club than for the duties performed. The Met GCSA did not miss a beat in 1986 with the following hosts: John O'Keefe, Gerry Kunkel, Ken Flisek, Tony Baviello, Larry Pakkala, Peter Rappoccio, Dennis Flynn – with Mike Reeb coming up next. Each recognizes the *privilege* of hosting member tournaments and meetings. Through such activity their clubs acquire a feel for the profession and its standards as in no other way.

One problem that has not been resolved to date is the matter of handicapping – slope and all. Members are encouraged to earn an official handicap through the MGA's free offer at their clubs. Otherwise, the Met GCSA tournament program is alive and doing very well. ■

1986 Met GCSA CHAMPIONSHIP

Championship Flight:

- * Mark Millett - 153
- * Les Kennedy - 159
- * Chuck Fatum - 161
- * Curt Niven - 161
- * Scott Niven

* Earned spot on Met GCSA Team for Chapter Championships.

Class A (Net: 10-18):

- Joe Alonzi - 146
- * Barry Petrasko - 149

Class A (Net: 19+):

- Bob Bruce - 146
- Skip Cameron - 152

Class B (Net):

- Charlie Siemers - 150

Class C (Net):

- Cary Mullane - 136

WOODWAY INVITATIONAL

- Low Gross:** Metropolis - 67
- 2nd Gross:** Silver Spring - 67
- 3rd Gross:** Century - 67
- Low Net:** Westchester - 61
- 2nd Net:** Milbrook - 62
- 3rd Net:** Mt. Kisco - 62



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Executive Director's Report

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Never Is A Long Time

Our first responsibility in life is to ourselves, then our families, our church and country; thereafter – the next most important concept we should keep sight of is . . .

You will NEVER be more than you perceive yourself to be.

This is one of the fundamental truths of our lifetimes. We identify with life's "role models" primarily through family experience and schooling. With all its best intentions, the country's university system is doing a totally professional job in preparing its students *agronomically* for their careers; however, with all its best intentions, the country's university system is just beginning to package and deliver the practical *business disciplines* every Superintendent-Manager requires – in the fields of general, financial and communications management; and with all its best intentions, our country's university system is only beginning to envision the necessary *role models* Golf Course Superintendents need to fulfill.

The flaw of the system that is being corrected is that the faculties of turf management schools have been traditionally void of club-experienced people. Contrastingly, the faculties of our nation's schools of law and engineering, for example, have for some time positioned industry experience within their faculties. Consequently, Superintendents generally graduate at some disadvantage – with minimal insight into the multiple *roles* they will be asked to fill or will need to pursue during their careers.

Little wonder, therefore, that Superintendents have been left more or less on their own to develop instincts for: a strong manager-executive image; leadership roles within their clubs and the industry; overall club operational matters; a caring for and a sensitivity to the Rules of Golf; playing golf as a *function* of their jobs – with club officials and members; the value of and need for golf handicaps; marketing their profession within and outside their clubs; job security; stress management; working long weeks during the season; a career that should peak at age 65 and not 45; contesting the vertical job barrier, how their skills might translate outside the profession; communications and information management; negotiating agreements; fiscal matters; how to constructively use the non-stressful winter months; an appreciation for their extraordinary professional skills, knowledge and experience; a true feel for the indispensable role each fills at a golf course facility; and finally – **PRIDE** in their jobs and profession.

As Superintendents reach to identify with these expanding roles, so too their families are part of the search and part of the solution.

Where do we go from here? How does the Superintendent address this fundamental challenge? The prognosis for the future is bright; *first* – because the university system and the general industry educational process will continue to grow and respond to the needs of the profession; and *second* – because the problem is being identified, Superintendents can take the initiative and reach to fill what is in reality an unlimited number of roles within the industry. You will need a *VISION* to succeed, however, because "You will NEVER be more than you perceive yourself to be." (JMcl) ■

"People seldom improve when they have no other model but themselves to copy after."

Goldsmith

Right to reprint must be requested of the Editor.

Are You Prepared for a Pesticide Inspection

John Carlone, Middle Bay CC

With all the negative publicity that has occurred recently regarding chemicals used for professional lawn management purposes, unannounced pesticide inspections are a virtual certainty for many golf courses. A recent article in *People Magazine* about Daconil 2787 and a segment on ABC TV's Show 20/20 focusing on the risks with certain chemical uses – has increased public fear of pesticides. Against this background, the DEC is beginning to strictly enforce the laws regarding the storage, use and disposal of pesticides.

The following Check List has been prepared to help superintendents prepare for a pesticide inspection: (1) Confirm your applicator certification and keep your license available at all times; (2) Maintain accurate and timely spray records; (3) Work with salesmen to insure compliance with NY State requirement that sample labels are on file for all pesticides stored on the property; (4) Ask Cooperative Extension to

confirm that you are storing chemicals properly and for help in disposing of chemicals – when necessary.

Also, superintendents should be prepared to answer the following questions when asked during an inspection: What type of spray equipment is used? What water source is used to fill tanks? What kind and volume of chemicals are purchased through the year? How are pesticides stored? How are chemicals and surplus mixed materials disposed of? Are OSHA guidelines followed and protective clothings used? Is the Poison Control Center's telephone number posted visibly near the phone?

Finally, advise your club Green Chairman and Legal Counsel the moment you are notified of the inspection – so that they may respond and support the club within their areas of responsibility. ■

Vacation Thinking

Mary Medonis, Westchester CC

Managing a golf course often means managing a stressful work schedule. The hours can be demanding, with the weather adding another uncertainty factor. How effectively does a vacation alleviate the stress a superintendent feels? When should the individual take time off?

Many superintendents cannot take a vacation during their most stressful period. Some, like John O'Keefe (Westchester Hills G.C.) feel a responsibility to "be on the job through June, July, and August." There are many reasons for not taking time off during the summer. Earl Millet (Ridgeway C.C.) and several others believe that it would be too hard to relax, and too difficult to "keep your mind off the golf course while on vacation." Others listed staff deficiencies as a reason.

Taking a winter vacation is, as Will Heintz (Hampshire C.C.) notes, "Needed most when (superintendents) are at a low stress point." Others found a winter break difficult because of their wives and school-aged children's conflicting schedules.

Still, many find time in the summer to take a vacation. The superintendents who took time off in the summer all seemed to have faith in their subordinates to carry out their jobs. Peter Rappoccio (Silver Spring C.C.) explained that it was a matter of "learning to mentally put the job aside, delegating authority

and accepting mistakes if they happen." Frank Bavelaqua (Blue Hill G.C.) takes a one-week vacation for each of the four seasons. He feels that after twenty-five years in the business, he has learned to "deal with the demands of the job, and not be overwhelmed by stress."

Other superintendents allow their full-time employees to also take a summer vacation. Ted Horton (Westchester C.C.) and Ed Walsh (Ridgewood C.C.) are among those who believe in this. As Ed explains, "It breaks up the tedious period, and is more convenient for those who can't afford to travel to warmer climates." (Ironically, Ed is not comfortable taking a summer vacation himself.)

Almost every superintendent interviewed took a week-end or two off during the summer. Scott Niven (Stanwich Club) was among the majority who found those few days "most effective through (his) stressful period – May through September."

The response to job demands and stress vary for each individual. The capacity to put aside one's job and enjoy time off is different for everyone. Vacations, for most, seem to play an important role in helping to cope with stress. ■

Coming Events

OCTOBER

2	Met GCSA Green Chairman Golf Meeting
6	LI GCSA/NYSTA Field Day
6-9	INFO '86/Computer Exposition
8-9	NGF's GOLF SUMMIT
10	GCSA Team Championships
24	Met GCSA Board Meeting

Brae Burn CC
Hunt. Crescent C
New York City
Westchester CC
Oak Lane CC
Fairview CC

NOVEMBER

12-14	NYSTA Educational Conference
18	Met GCSA Annual Membership Meeting

Rochester, NY
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Time For Improvement

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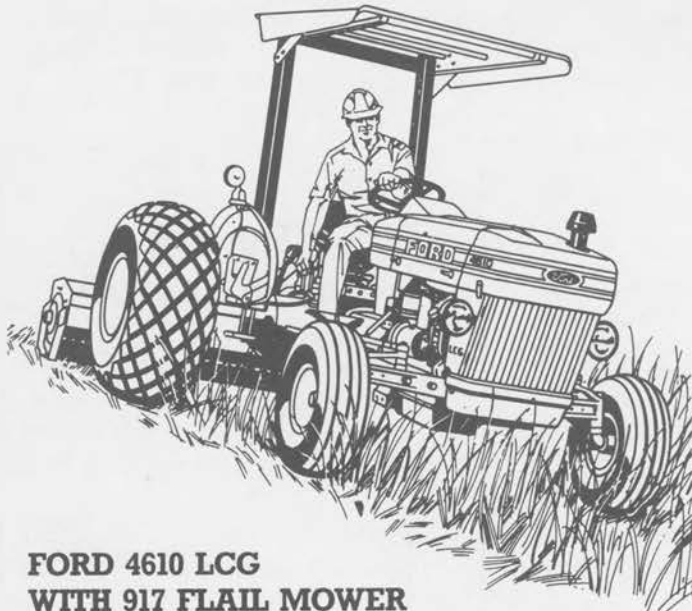
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Everywhere News

- First Annual *John Reid Lifetime Achievement Award* presented by Met GCSA at Reception following play at August 13th Woodway Invitational. We had an enthusiastic audience and an appreciative recipient.
- Hint: be sure you can state in one sentence the purpose of a meeting you are calling. If you can't, chances are the meeting will not be well focused.
- National survey shows 1986 pay increases averaged 4.5% against a 4.3% inflation scale.
- Steve Kay advises Kingdom of Bhutan (north of India and south of Tibet) is looking for a superintendent for 6 to 12 months to train locals to manage golf course Steve designed and which is now completed. No salary, full expenses and unique references for the right person. Call Steve with inquiries.
- FOCUS: on the *New York State Turfgrass Association's Educational Conference* – scheduled for Rochester from November 12-14. Inquiries to Ann Reilly (516) 541-6902.
- Senate Agriculture Committee has approved an overhaul of federal pesticide laws that was supported by major environmental and chemical industry groups. The Committee approved a bill that would accelerate safety reviews of hundreds of older, widely used chemicals that haven't been tested adequately. The bill will also establish mandatory timetables for the EPA to screen, re-register and possibly restrict the use of such chemicals. Lawmakers feel the Committee vote increases the likelihood of final congressional action on pesticide regulation this year. Many sense that this is "the best chance for pesticide reform in the past 14 years."
- Major computer exposition is scheduled for NYC's Jacob K. Javits Convention Center (11th Avenue and 35th Street) for October 6-9. *INFO '86* provides an excellent opportunity for a one-trip mass exposure to what lies immediately ahead in the small business computer world. No need to digest it all, simply get a feel, allow a few seeds to land. Floor access not expensive. Call (203) 964-8287 for info.
- National Golf Foundation has scheduled a *Golf Summit* for decision makers in all facets of the industry – on October 8-9 at the Westchester CC. Registration fee is \$275 per person. A good day for a superintendent & Board member to attend.
- Carmine Labriola, Inc. looking to fill two positions: (1) a pesticide applicator; and (2) a turf specialist. For information, call Debbie Gabarro at (914) 723-0962.
- After three long years of lobbying by hundreds of groups, including the golf industry, Congress has voted to extend Daylight Saving Time. Under the new law, DST will be extended by three weeks in the Spring – four weeks when April has five Sundays. For golf, the extension of DST will mean later tee times and more "after work" play. The bill will impact more than sports, however, as studies show there is less crime and traffic accidents during daylight hours.
- The Wisconsin Golf Turf Symposium, "The Micro Nutrients (Who needs them?) will be held October 29 and 30, 1986 at the Pfister Hotel, Milwaukee, Wisconsin. Contact: Bob Welch, Milwaukee Metropolitan Sewerage District, 735 North Water Street, Milwaukee, Wisconsin 53202, (414) 225-2222.
- A Fortune-500 Company upped responses by 24.2% by using ivory-textured stock instead of plain white paper. The 3M Company increased its response by 19.4% by choosing grey vellum cover stock for its return cards instead of standard white index stock. Miami University's fund-raising campaign generated 16.8% more revenues by using a colored textured stock instead of white off-set stock. What is the moral? (SOURCE: Communication Briefings.)
- When trying to sell someone on an idea or attempting to close a sale, use "when" instead of "if." (SOURCE: Communication Briefings.)
- Rules of thumb for a crisis: don't cover up facts; don't be evasive; don't mislead; don't speculate; don't lay blame; don't make light of incident. (SOURCE: Communication Briefings.)
- A survey by Robert Half International, the world's largest executive recruiting firm, indicates the last person interviewed is *three* times more likely to be hired. (SOURCE: Working Smart/Learning International.) ■

Signing Going Well

The Met GCSA has now used its new signing policy at three tournament meetings (postponed *Woodway*, re-scheduled *Woodway* and *Silver Spring*) – all with good results.

Members have responded well, showing the following pattern: two-thirds of those billed pay within the 30-day first warning period; everyone has paid within the 60-day suspension period. Anyone approaching the 60-day critical date is called personally and advised of the situation – 10 days ahead of time. Payments immediately follow. No more than two such calls per event have been needed.

A special bonus discovered to date: for the first time the Chapter is able to monitor its policy that those who play golf must pay for dinner. Many can't stay for dinner for good reasons. By matching pre-reservation lists with chits signed – names of those who had to leave are identified and can be billed.

One small problem has arisen: sometimes two people will sign for the same lunch or meal. This happens most times between a member and his guest. Please remember – only members can sign for charges at a club.

Also – 99% of reservations for golf and meetings are now being made on time. This is very helpful. Thanks to everyone for their help. ■

Employee Reading

Employees take a greater interest in reading about their company (club) and their department's future plans than any other job-related subject, says a study by the International Association of Business Communicators. Other riveting topics for employees: productivity improvement programs and job advancement information. Least riveting subjects: personal news (birthdays, weddings, etc.) (SOURCE: Working Smart/Learning International.) ■

Question Hint

When you ask an employee a question, consider it incomplete unless you explain *why* you're asking it in the first place. Don't let the employee imagine a wide variety of good and bad reasons why the question has been asked. (SOURCE: Working Smart/Learning International.) ■



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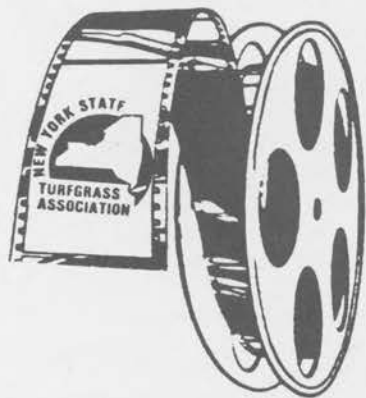
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Restaurant Data

An independent public accounting firm that concentrates in club counseling recently concluded a 1986 national survey of golf and country club restaurant operations. Special findings of interest were:

- * Resident club members spend an average of \$733 per person on food per year.
- * Each club member and his guests eat an average of 89 meals a year at a club.
- * 56% of clubs surveyed employ the use of a minimum charge in the restaurant. This minimum charge averages \$155 nationally.
- * The average value assigned for employee meals is \$1.85 for lunch and \$2.68 for dinner – both well below value.
- * The national average ratio of food cost to sales is 43.4%.
- * The average number of meals served in a club annually to members is 53,206.
- * The average price per meal served members is \$8.01. The average price of a meal served outside parties is \$13.81.
- * The average price per alcoholic drink was \$2.07; the average cost of beer was \$1.38. ■

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Golf Operations Data

A 1985 National Golf Foundation- PGA Study based on over 4,000 responding clubs indicates the following:

- * 99% of private golf facilities have golf cars.
- * 62% of rounds at resort courses use golf cars; 30% of rounds at municipal courses use golf cars.
- * 31% of golfers at municipal courses play 9-hole rounds.
- * Pro Shops at private clubs averaged \$100,000 in annual sales; with in-season inventories averaging \$45,000.
- * Municipal facilities in southern regions average 72,000 rounds annually; those in northern regions average 21,000 rounds.
- * For the first quarter of 1986, the number of rounds played nationally showed a 7.9% increase over the first quarter of 1985. This is the highest such increase in 5 years. The first quarter increase for the North East region of the country is 21.3%. ■

Golf Growth

According to the National Golf Foundation, 17.5 million golfers played 414 million rounds on 12,340 golf courses in 1985 – a year that saw 109 new courses open for play, 165 construction starts and 140 courses going into planning.

The Sun Belt states, particularly Florida and Arizona, continue to hold the lead in golf course construction.

A percentage comparison of golf course facilities by type for the years 1931 and 1985 indicates:

Year	Private	Municipal	Daily Fee
1931	78%	10%	12%
1985	39%	16%	45%

The number of golf courses has grown 117% since 1931 when there were 5,691 golf facilities in the United States – as compared to the 1985 count of 12,340.

A per capita analysis of golf facility supply for the country as a whole, the mid-Atlantic region and Westchester County (1986 data: 887,000 population; 45 private and 6 public courses) indicates:

Geo. Area	No. People Per Hole (Priv/Pub/Tot)	No. People Per 18 Holes (Priv/Pub/Tot)
National	3028/2085/1234	54505/ 37530/22212
Mid-Atl.	3726/2486/1491	67068/ 44748/26838
West.Cty.	1095/8212/ 966	19711/147833/17392

Avoiding Presentation Mistakes

Every manager in business today will have to make presentations and face a variety of audiences. By knowing how to come across, knowing how to be effective – your self-confidence will soar. Following are the SEVEN most common mistakes made by business presenters and how to avoid them.

1. *Allowing Fear to Block You:* if your stomach flips at the thought of making a major business presentation, you are not alone – 41% of Americans when asked named their biggest fear as “public speaking” – ahead of death. Fear can be controlled by: knowing your material cold; by knowing yourself; knowing the purpose of the presentation; and speaking frequently.

2. *Inhibiting Physical Energy:* we are often taught to be stiff and inanimate when giving talks. *Wrong!* Release your energies; use natural gestures; move around; maintain eye contact – be *natural*.

3. *Complicating the Simple:* most presentations fail because they are too complicated; keep it short; use clear visual aids; repeat key points.

4. *Thinking a Presentation is Like a Written Report:* you are not there to “read” your speech. The spoken medium is very different from the written medium. Develop spontaneity; work from notes; hit key points – often.

5. *Lack of Right Preparation:* the right practice makes perfect, not the wrong practice. Studies overwhelmingly show audiences respond to *how* something is said, not *what* is said. Don't assume content will carry you; it never does. Don't delay; start now; rehearse; study your audience; *WORK* – there is no substitute.

6. *Failing to Use Visuals:* a picture is worth 1000 words. The right pictures are essential for memorable and effective presentations. Think visually; choose the right visual aid; know how it works.

7. *Neglecting Today's Technology:* there is no reason to be surprised by your presentations in today's technological world; use tape recorders and mini-video systems to record your practice efforts. Build a tape library of yourself. ■

Source: Decker Communications, San Francisco.

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