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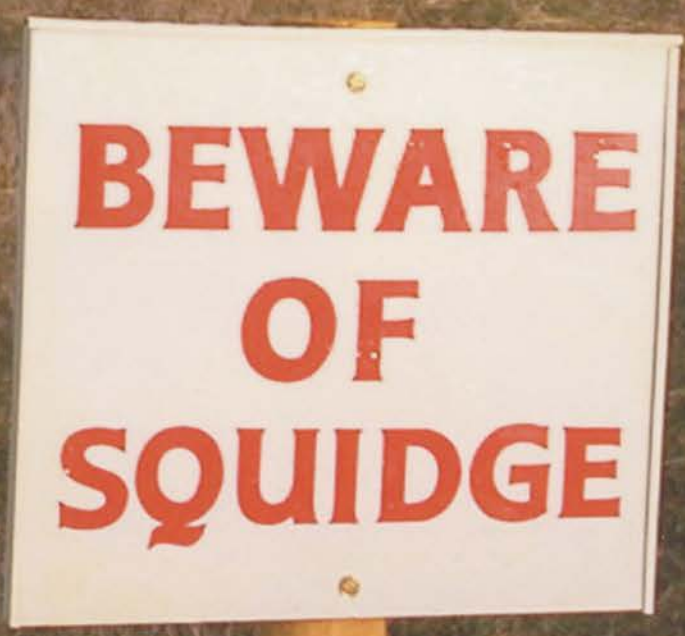
# Tee To Green

Published by the Metropolitan Golf Course Superintendents Association

*In This Issue:*

## Effective Communication

*“Super” Tips  
and Techniques*



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# Tee to Green

Cover: A typical communiqué at the Formy Club in England.  
Photo by Bill Perlee.



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# President's Message

## When It Rains, It Pours



Periodical Reading Room  
DO NOT CIRCULATE



Tim Moore  
MetGCSA President

Just when we began to recover from the early spring's wet weather, in comes what seems to be the never-ending high humidity and monsoons of early August. Will things *ever* dry out?

The weather patterns are scattered, with our neighbors in Jersey seeming to suffer the heaviest rains of late... or so they say. But no matter where you are in the tri-state area, weather's the topic of nearly every conversation, particularly as it relates to course conditions and preventive practices like when to spray, how much, did all of that last spray wash away last night?

Memberships are raising their eyebrows over the funky-looking turf that's been under water for a week or so. And then they wonder why we're all imposing cart restrictions and canceling outings and tournaments.

Then there's the disease pressure out there. Shall we mention the specimen brown patch we all seem to have wall to wall? (I, for one, have never seen such a bumper crop.) Or the Pythium, Anthracnose... you name it?

My only hope, for all of us, is that this pattern will break soon, bringing with it more favorable weather and growing conditions.

### Education Dinner Serves Up a Good Program

On a more positive note, July 24 marked the date of the Met's ever-popular Education Dinner. This year's host was Sean Cain and Sunningdale Country Club, which went out of its way to make this event something to remember.

The never-ending amount of food, the wonderful facility and surroundings—golf course and gardens—certainly added to the enjoyment.

Jeff Wentworth and his committee put together an informative program as usual. Even with Frank Rossi having to cancel at the last minute—something to do with rainfall on his turf plots—the other speakers took up the slack, making it a very nice program.

### Poa Annual Proves Profitable

Another success was our Poa Annual Tournament on August 11. For that we have to thank Bob DeMarco and the entire staff at The Powelton Club for their extraordinary efforts in making this event one to remember.

Everyone from Westchester, Rockland, and New Jersey could not believe the difference a few miles can make. Bob certainly did not seem to have the saturated conditions many of us have.

The event raised a good chunk of change for NYSTA, which will be used in helping the organization continue to support the valuable work lobbyist Chris Revere is doing on our behalf in Albany.

Many thanks to all who attended, and a special thank you to all of the commercial members who took out Tee Signs. I'm sure they won't go unnoticed.

### Giddyap!

Several weeks ago, Met members climbed on board a bus and headed off to the races—horse races, that is—at Saratoga. What a great day, great place, and great time had by all. There was plenty of food and what appeared to be an ample amount of beverages—maybe *more* than ample—on hand for all to enjoy.

I don't remember anyone on the ride home talking about retiring with their winnings, but we all had a fun time anyway. It was nice to get together for a function that was far-removed from a golf course—*continued on page 9*



Feature

# Launching a Job-Enhancing Communications Effort

*Area Supers Let You in on Their Trials, Errors, and Many Successes*

*by Bill Perlee*

*L*ike it or not, golf course superintendents today have to be concerned with much more than just building an impressive resume and cache of experience. For most, developing an effective communications—or public relations—program is just as important. As someone once said, career success is “10 percent doing the right things and 90 percent telling someone about them.”

# “Men are disturbed not by things, but by the view they take of them.”

— Epictetus, Greek Philosopher

According to Ted Horton, of Ted Horton Consulting and executive director of the California Golf Course Owners Association, this isn't at all far from the truth. He likes to think of it more, however, as “being good at what you do and making sure you get credit for it.” Having worked for some of the top courses in the country—Winged Foot, Westchester Country Club, and Pebble Beach among them—Ted emphasizes the importance of building a strong line of communication—not just with your membership and club management team, but with your crew, your peers, and your community. “You want to ensure that your membership and the rest of the public are fully aware of your efforts at work and in the community, and that they trust and respect your know-how and professionalism,” explains Ted.

Ted's not alone in his sentiment. We surveyed well over a dozen member superintendents, and they all spun a similar story, emphasizing the important role a formal communications effort plays in their day-to-day success on the job.

What follows are their thoughts on how best to communicate with the various audiences who can make or break your job satisfaction—and ultimately, your career success.

## The Green Chairman

This is the person who must understand our work and appreciate the amount of expertise, training, and dedication that goes into the maintenance of a golf course. The green chairman is also key in helping us carry our messages to the Green or Golf committees, the Board of Governors, and the golf course owner or general manager.

A sense of team cooperation and a concerted effort to develop two-way communication with your chairman is critical. “Determine whether your chairperson is informed and properly prepared to answer questions from members and club officials,” advises Ted. “Formulate logical reasons or arguments that your chairperson can use to support your budget and program needs.”

Jeff Wentworth of Pelham Country Club



says he and his green chairman communicate best by fax. “I fax financial information, capital project updates, golf schedule concerns, and major course maintenance items,” says Jeff. “I find the fax to be fast and accurate, and it makes our phone conversations more succinct.”

Faxed communications—and a solid working relationship with his green chairman—came into play when Jeff was lobbying for a new-and-improved maintenance facility. “Although it was obvious to me and the current green chair that our maintenance facility needed an upgrade,” says Jeff, “we had to think of a way to make a convincing case for the project.

“We looked closely at the facility's weaknesses,” continues Jeff, “and realized that half of the club's \$1 million maintenance equipment fleet was being stored outside. When we shared this with the membership, it really hit home, and the new facility proposal of \$600,000 suddenly became more palatable.”

Ted's also a believer in catering to your chairman by tailoring your maintenance to suit your chairman's desires, taking the opportunity to play golf with him on occasion, and, just as important, respecting your chairman's leisure time by saving questions and concerns for a time when he's not out on the course enjoying a game of golf.

Mike Reeb of Country Club of New Canaan has always tried to be sensitive to his

various green chairmen's communication styles. “It becomes obvious,” says Mike, “that some prefer a lot of interaction and others don't. Striking the right balance shows that you're interested in building a good working relationship with your chairman.”

Though many dread them, Green Committee meetings provide an opportunity to keep the operation sailing in the right direction. Making it a point to speak with key members of the committee before these meetings may save you from being blindsided by issues.

Larry Pakkala at Woodway Country Club keeps Green Committee members and club officials informed, not just on day-to-day operations but on industry trends and concerns, by inviting them to regional USGA conferences. “I do this every year,” says Larry, “and it's been tremendously helpful.”

One self-admitted casualty of failing to align with the wants and needs of the Green Committee and membership is Mike Mongon of Fairview Country Club. A little older and a lot wiser, Mike reflects on his days at Arcola Country Club in New Jersey: “Some of the membership referred to Arcola as ‘Mongon's Course.’ I was too protective of the course—and too bossy and inflexible. I wouldn't bend for anyone. Then one day, when those “some” got in to power, that was my undoing.”

## The Membership and Their Guests

Another audience who can't be ignored is your club's membership and guests. “It's the superintendent's job to communicate his or her skill and expertise to this audience,” says Ted, who emphasizes the important role a “crisp, clean appearance and good manners” plays in winning members' trust and respect.

“I've always thought the signs posted in many U.S. Post Offices that say, ‘Check your appearance. Everyone else does.’ made a lot of sense,” says Ted.

Other superintendents emphasize the importance of *making* an appearance—at

events and on weekends.

Some superintendents make it a point to address outside groups on proper etiquette, special rules, and expectations before the typical Monday morning shotgun start. Besides giving specific direction to the group du jour, this affords the superintendent some helpful exposure.

Larry Pakkala likes to "reintroduce" himself at the start of every season by giving a "state of the golf course" presentation—no more than 10 minutes long—at the club's annual Opening Day Tournaments. "It helps to remind the membership what the maintenance department does to bring

Watch the membership play the course; ask them how their game went," he would say, adding, "Bring an ounce of humility to the job every day."

"Years later," says Mike, "that very same advice was echoed by Jim McLoughlin, the Met's executive director at the time. And few things have rung more true for me than that."

At least one superintendent practices what Mike's grandfather preaches, presenting each female member with a flower at the Opening Day luncheon to start things off on a positive note.

While Ted Horton, too, has recom-

Woodway's Larry Pakkala keeps members informed by posting weekly course condition updates in the locker rooms and Pro Shop, as well as on the club's website—May through October.

Peter Bly of Brooklawn Country Club is another super who prefers posting weekly notices in the locker rooms and Pro Shop. "Our newsletter just isn't timely enough," he says to explain his extra communications effort.

Matt Ceplo of Rockland Country Club ensures members receive pertinent information by posting updates right in the golf carts.

***"I've always thought the signs posted in many U.S. Post Offices that say, 'Check your appearance. Everyone else does.' made a lot of sense."***

*—Ted Horton, CGCS*

them the kind of course conditions they enjoy—and have come to expect," says Larry.

Glenn Perry of Rolling Hills Country Club likes to meet and greet the membership and guests during tournaments. "I'll ride the cart with the golf pro," he says, "and greet each group." He also makes himself available to the membership on weekend mornings to answer any questions about the golf course or conditions.

Heeding the advice of his grandfather, who spent 35 years catering to Greenwich's Field Club membership as the tennis pro, Mike Mongon is another super who's a strong advocate of finding time to be visible, answer questions, and convey information when possible.

Says Mike, "My grandfather always encouraged me to be approachable and high spirited. 'People join a club for enjoyment,' he used to say, 'and it's our job to create an environment where the members have no alternative but to feel good—when they enter the club and when they leave it.

mended such special additions as decorative flags, flowers on tees, and even perfumed ball washers for special Ladies' Day events, he emphasizes more strongly paying attention to the basics: "Learn members' names," he says, "and attend members' awards functions, when possible. Offer home lawn advice, and make yourself available to answer questions about the course—even when conditions aren't as good as you'd like. Always take immediate action on complaints," he adds. "And play golf—but judiciously. While golfing your own course is good PR, you don't want it to be interpreted as too much time away from your duties at the club."

Perhaps the most common form of communication with the membership is the good ol' fashioned written word.

The monthly club newsletter offers most superintendents an excellent opportunity to keep golfers abreast of information. Some superintendents, however, take it a step or two further.

In addition to the club newsletter,

Other superintendents, like Chicago Golf Club's Jon Jennings, stay a step ahead by sending out weekly emails to members to keep them informed of the crew's progress and the course's current state of affairs. "Communication with the membership is the most important element of being successful in this business," says Jon.

During the Country Club of New Canaan's major renovation work, Mike Reeb was emailing the membership daily, describing the work to be accomplished and noting any significant hole closures, precautions, or points of interest. "I also would send digital photos from time to time," says Mike, whose communications were so well received that new members were clamoring to be added to his email list.

Scott Niven of The Stanwich Club kicks off the golf season every year with what he calls his Annual State of the Golf Course Address. "It's a six-to-seven-page report that's mailed to the membership and is designed to bring everyone up to date on every aspect of the property—from greens

***“I think it’s helpful—no—essential that assistants hear, firsthand, what the membership expects of our department. The urgency is lost when I come back from a meeting and try to relay just how red-in-the-face one committee member was over a particular issue.”***

— Greg Wojick, CGCS

and tees to bunkers and trees,” explains Scott, who adds that he also describes the maintenance schedule and capital projects and how they’ll benefit the course and membership.

Though Scott relies on all the standard vehicles of communication as well to keep members informed, he does caution against giving members too much of a good thing. “I think you can overdo it by presenting a lot of material members really aren’t interested in,” says Scott. “Write only about things they can understand—no heavy agronomics—and be sure to keep it upbeat.”

When he was at Potowomut Golf Club in Rhode Island, Glenn Perry communicated with the membership using more than just words. I would *show* and tell them,” says Glenn, who liked to run open houses at his maintenance facility, complete with coffee and donuts, and, one time, even arranged a display of the equipment they had just leased. “I lined everything up on the first tee,” says Glenn, “and I invited the membership to see what they had bought.

“After looking the equipment over,” continues Glenn, “everyone understood why ‘lawnmowers’ cost so much, and the next year, I was able to enter into another lease without a hard sell on the equipment I needed.”

For Glenn, the open houses worked equally well: “Those ‘show and sells’ over the years enabled me to convince members of the importance of a washwater recycling center, dedicated pesticide storage, and a mix and load area.”

**Looks Speak Louder Than Words:** The saying, “you never get a second chance to make a first impression,” points to the fact that communication extends beyond the spoken word. Like it or not, you say a lot about yourself by how you look. Some studies suggest that images—what people see—are five to six times more influential than words. And people form those lasting impressions within seconds of meeting you. *The takeaway:* If you want to command the respect of a professional, look the part.

### **The Crew**

Communication with crew members is the nuts and bolts of our operation. The greatest visions in the world are useless without the ability to turn those visions into reality. Job descriptions are an effective way of communicating the roles and responsibilities of individual employees. Following up with employee reviews is a way of keeping the troops on track and insuring that expectations are being met.

“When I first came on board, my employees actually looked forward to sitting down and discussing their performance in a formal setting,” says Greenwich Country Club’s Greg Wojick. “But as the years went by and new employees become seasoned veterans, they lost interest in the formal appraisals. Now, I reserve these for the newcomers and conduct more on-the-spot feedback sessions with my tenured employees.”

Options for communicating with the

crew are as varied as the personalities of the turf managers. Some prefer to bark the morning marching orders—Old Tom Morris style. “SAND, more sand!” was the infamous order our “father of topdressing” could be heard bellowing to Old Course crew members.

Others prefer the less dictatorial “job assignment board” method. At Greenwich, Greg likes to empower his employees, particularly his two assistants, to take an active role in not only day-to-day job assignment planning, but also in long-term goal setting.

“Assistants are important assets to our operations and should be included in the planning process and made privy to all turf management decisions,” says Greg, who ensures his key employees are in the loop by including them in each and every Green Committee meeting. “I think it’s helpful—no—essential that they hear, firsthand, what the membership expects of our department. The urgency is lost when I come back from a meeting and try to relay just how red-in-the-face one committee member was over a particular issue,” says Greg.

Greg, like many other superintendents, also finds it helpful to set aside a designated time on a regular basis to make sure that the education process continues with these key members of the crew by simply talking turf.

Will Heintz of Centennial Golf Club believes in “leading by example.” “Everything here is an open book. There are no secrets,” says Will. “Assistants are handed a copy of each year’s maintenance budget. I insist, of course, that they keep the



budget information confidential. It's not our money, after all. It's the club's.

"With them looking at the numbers, salary invariably comes up as an issue. So I explain," says Will, "that I view them as apprentices. 'Learn all the jobs,' I tell them, 'and the money will come when you reach the next level.'"

Ted Horton's another superintendent who believes in keeping employees informed, particularly on club policies and procedures, missions, and goals. "Encourage their participation in the decision-making process," says Ted. "Lobby for fair wages and benefits for your employees' hard work. And above all," he adds, "always treat your employees with equality and fairness, as an individual and a friend." Implication: You take care of them; they'll take care of you. And in our business, that can mean a lot.

**Handy Communication Tool:** "The Direct Connect feature of my Nextel cell phone has proved useful—and economical—by allowing it to function as both a dial-up phone and a walkie-talkie. During our Master Plan renovation, our architect introduced Direct Connect as a way to be in instant contact with everyone involved in the project: the contractor and his key employees—and the architect himself. It proved so useful that our department heads, my assistants, and some of the other club staff have since signed on to Nextel Direct Connect. This has not only made communication across the club's property easier, but it allows us to stay in touch when we're away from the course, if need be, as well."

Bill Perlee, *The Apawamis Club*



## The Management Team

Communication with staff members plays a huge role in our success as managers. The general manager, golf pro, tennis pro, comptroller, and even the chef can be great allies—and advocates—if we communicate with them effectively.

"At New Canaan," says Mike Reeb, "department heads rely quite a bit on email to communicate with one another." Mike is also one of the many superintendents who makes it a point to have lunch with fellow department heads as often as possible. "It's amazing how many issues are uncovered and problems solved during these lunch hours," says Mike. "Sometimes a casual exchange can reveal a surprising—but essential—bit of information for one of us at the table."

Will Heintz says, at Centennial, department heads meet regularly—every three weeks. "We use that time to lay our cards out on the table," says Will. "If there's an issue, it's a great opportunity to air it out."

But team building strategies go beyond the onsite rendezvous. Others spend time off the clock with fellow employees at informal gatherings at their home, at ball games, or even on weeklong getaways. Lake Isle Superintendent Kevin Quist took a rafting trip with his golf pro. "We not only had

a great time," says Kevin, "but we became good friends and, in the process, came to more fully appreciate and respect each other's role at the club."

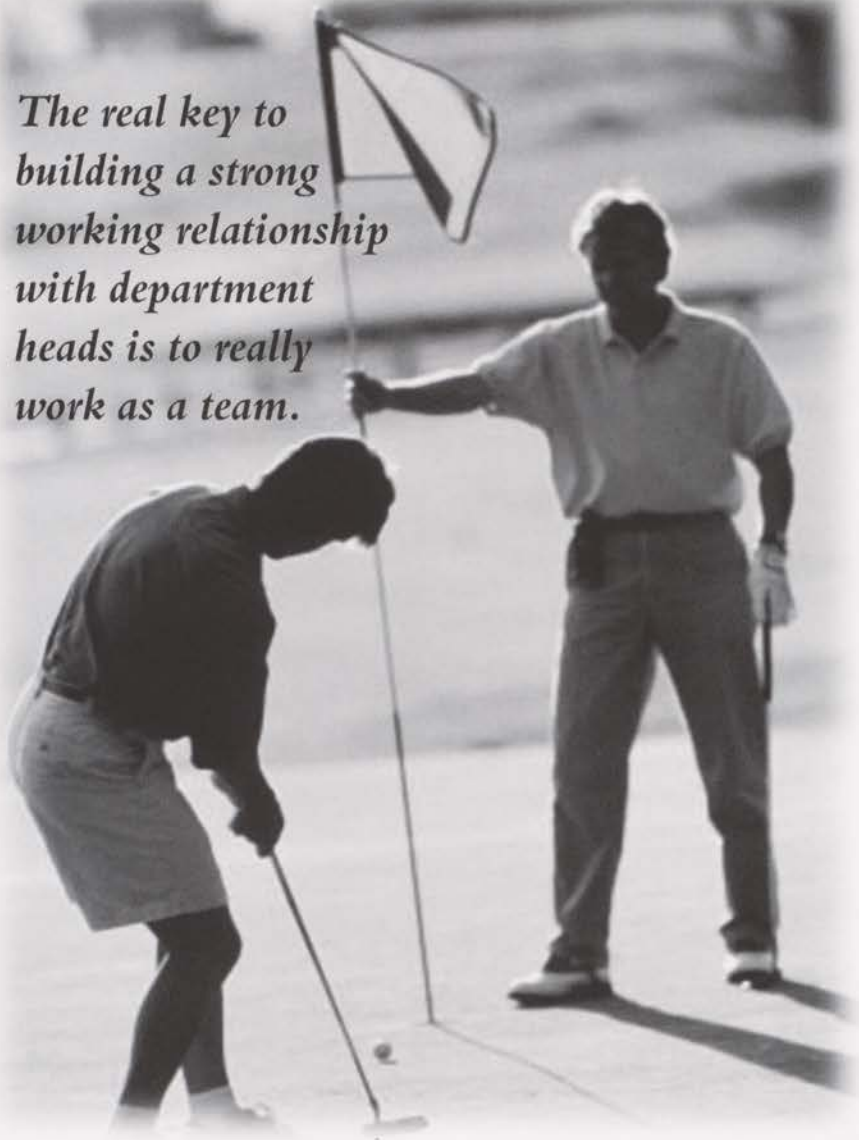
Talk to Ted Horton and he might tell you that the real key to building a strong working relationship with department heads is to really *work* as a team. Yes, that involves communication, keeping others informed about things you're doing that might affect them. You should, for instance, inform the golf pro about course work or conditions that might affect the tournament schedule. . . . tell the comptroller about projected expenses. . . . let the general manager know about any unusual course conditions so that he or she can respond intelligently to a member's or guest's question.

Beyond that—and possibly more beneficial to your public relations effort—is actually *acting* as a team player by offering your department's services when you have a moment to spare, whether it's to assist with a clubhouse project, devote special attention to landscaping and maintenance around the Pro Shop or Tennis Shop, or pinch hit when a key employee leaves the club.

When the club's maintenance engineer left Greenwich Country Club on short notice, the general manager enlisted the help of Greg Wojick's department. "The maintenance engineering department and the golf



*The real key to building a strong working relationship with department heads is to really work as a team.*



course maintenance department have always worked well together," says Greg. "So we were happy to help out with the various special projects going on until the new maintenance engineer came on board. We would do that for any of the departments at Greenwich, . . . and they'd do the same for us."

Now that's teamwork at work.

## Peers

With the escalating demands and pressures of our industry, communication with peers has become more important now than ever before.

Monthly — and national — association meetings are vital forums for conversation about the challenges and successes of our job.

For those who aren't always able to make meetings, the internet has become an invaluable resource. Hampshire Country Club Superintendent Tony Campanella logs on to TurfNet.com, a website created especially for golf course superintendents. "With the click of a mouse," he says, "I can bounce ideas off my counterparts not only in the Met area, but across the globe."

Then there's ol' reliable, the phone. Silver Spring Country Club's Peter Rappoccio dialed up a few fellow Met members early this spring to pick their brains on winter damage, which plagued his course and countless others in the Met area this season.

"Members of the MetGCSA offer a wealth of information, and they always seem to pull together to help each other out," Peter notes.

"Before taking steps to remedy the winter injury to my course," Peter adds, "I contacted several superintendents for their thoughts—and even equipment. It was refreshing to know that, in a very competitive business, when the chips are down, you can still depend on your fellow grass growers. (Thanks Larry, Glen, Dave, Greg, and the rest of the gang.)"

As an increasing number of golfers play neighboring—and distant—courses, it's in

your best interest to be up on what your colleagues are doing with their courses and how their conditions compare to your own. Be sure you understand the circumstances surrounding other's conditions. That way, when the topic of another course comes up, you can speak knowledgeably about your own conditions and your colleague's.

Always promote your colleagues. When you do this, the entire profession benefits.

## The Community

In Ted Horton's words: "Commit yourself to becoming known in your community as the 'horticultural expert' that you are." This, Ted stresses, is likely to do more for you and our profession than any other public relations effort.

Becoming "known" in the community takes some effort, admittedly. Some high-visibility involvement that Ted recommends: your town's Building and Grounds

Committee; your Homeowners Association; Gardening, Conservation, and Beautification groups; your Parks & Recreation Committee; 4H programs; the Boy Scouts or Girl Scouts.

Becoming involved in one—or several—of these groups allows you to demonstrate your environmental interest and responsibility.

Tim O'Neill of Country Club of Darien has been involved with the Darien Nature Center for the past six years. As an active member of the group, Tim has enlisted the center to run bird walks on his course for members, guests, and even a local school class. "This has allowed people outside the membership to appreciate the beauty of the course—and its many benefits to the environment," says Tim.

Larry Pakkala is a huge proponent—and long-time certified member—of the Audubon Cooperative Sanctuary Program. "This program gives superintendents a

## Becoming "known" in the community takes some effort.

credible and structured way to communicate golf courses' environmental responsibility," says Larry, who through the program has reached out to a variety of community members.

Like Tim, Larry has invited the public to join in guided bird walks on his course, but with New Canaan Nature Center Naturalist Frank Gallo. "I speak at area civic groups like the Lion's Club," says Larry. "And I also spread the good word to school groups and the Town Council. Next on Larry's lineup of speaking engagements: "I'll be addressing an Environmental Issues class at the University of Connecticut," he says.

In a recent article in *Superintendent News*, Bradley Klein, whose specialty is golf course maintenance writing, emphasized another worthy PR effort: reaching out to local reporters in quiet times and states. "The point," he says, "is to establish good relations with the media and the community and have allies who will understand your position in advance. If a crisis should arise, you'll be more effective in getting your story across if you know the people on the other end of the line—and they know you as well."

### The Family

Last, but certainly not least, is the line of communication you keep going with your family. Speaking about priorities in life, Charles Knight, now chairman of Emerson Electric, said aptly in a keynote address he made some years ago, "Your health must come first; without that you have nothing. The family comes second, and your business comes third. You had better recognize and organize those first two so that you can take care of the third."

When job stress is at an all-time high, the last thing you want to do is create tension at home with a miscommunication—or gap in communication—about your work schedule or family commitments.

Bill Perlee of Apawamis finds it helpful

to keep a golf events calendar posted at home in the kitchen with major work events highlighted. "I've found it particularly helpful in avoiding conflicts with family events," says Bill, adding, "On those highlighted days, my family knows it's a good time to make other plans and to give Dad a wide berth—and maybe even forgive him for being cranky on the weekend."

"Whenever possible, organize your time so that you can attend functions important to your family—whether it's a July 4<sup>th</sup> picnic or your child's recital. "You'll perform more effectively on the job," says Ted Horton, "if your mind is clear about your involvement in your family members' lives.

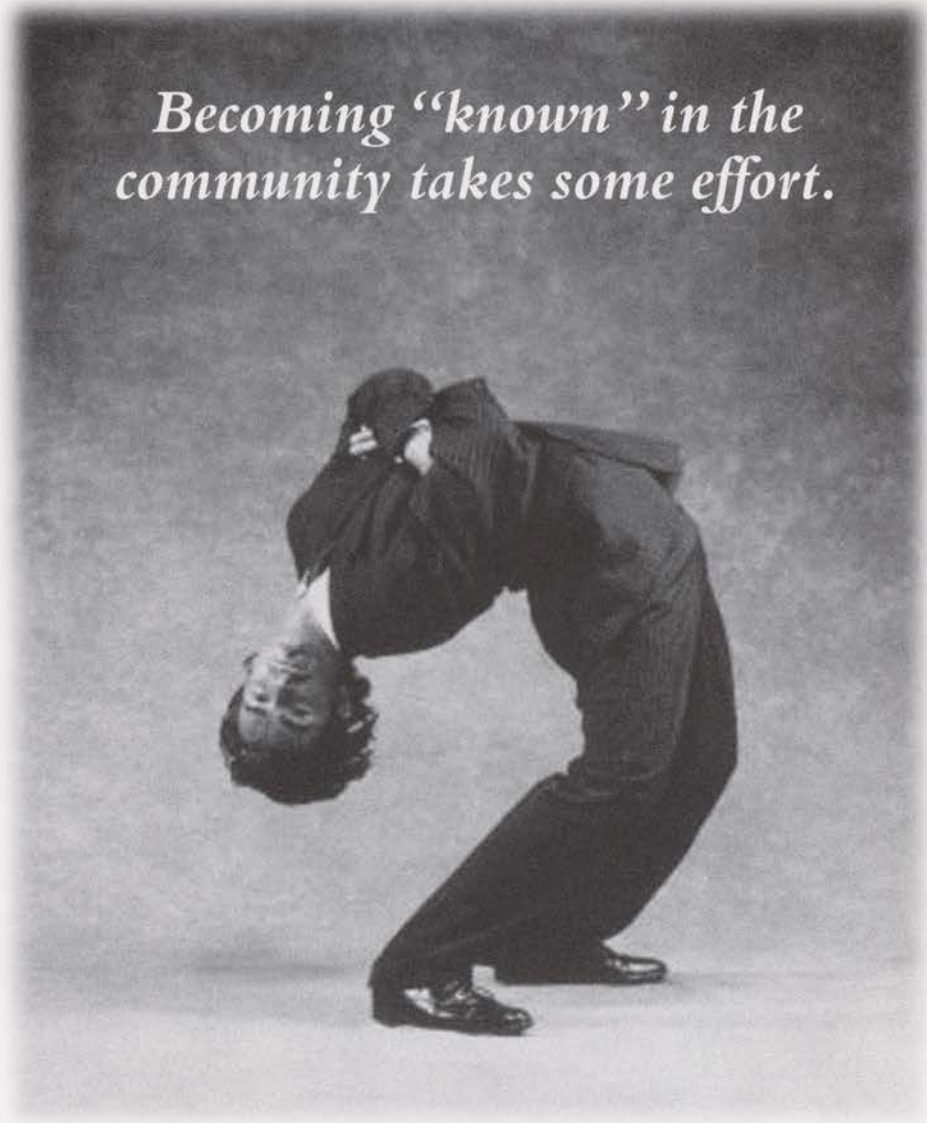
"Peace of mind," adds Ted, "is priceless."

### In the End

We all know that communications efforts are never-ending. They need year-round attention, much like the golf course, itself. But your efforts will pay dividends down the road—and long into the future.

For even more on establishing a public relations effort, you might want to take a look at the article, "Is Your Public Relations Program Effective?" which was written by Ted Horton for *Golfventuresonline.com*. It appeared in Ted's ongoing "Ted's Turf" column in February 2002.

*Bill Perlee, a member of the Tee to Green Editorial Committee, is superintendent at The Apawamis Club in Rye, NY.*



# Give Your Maintenance Facility a 'Clean Sweep'

by Will Heintz, Co-Chairman, Government Relations Committee

**H**ave a bundle of unwanted chemicals and don't know what to do with them? Not to worry; help is on the way. The NYS DEC is sponsoring a "Clean Sweep NY" program, which allows New York chemical applicators to rid their maintenance facilities of canceled, unwanted, unusable, or otherwise obsolete pesticides. No questions asked; no enforcement fine for any product turned in as part of this program.

The only requirement is that you enroll in this program by September 1. To receive an enrollment form, you can phone 866-793-3769 or request one online at [info@cleansweepny.org](mailto:info@cleansweepny.org). Once you've registered, you will receive, by mail, an appointment card for the time and place you can drop off your obsolete pesticides.

This is an excellent opportunity to bring your storage facility into compliance. We recommend that MetGCSA members outside the New York area also check their facilities to ensure that products stored are registered for use in their state.

For the New Yorkers among us, here's a reminder of what you need to do to pass muster on a NYS DEC pesticide inspection. Take careful note. Inspections are rarely, if ever, scheduled. They can happen when you least expect them!

1. Applicators must be certified in the appropriate category.
2. Three years of daily-use records and Pesticide Reporting Law records must be available for inspection.
3. Personal Protective Equipment must be used, according to label directions.
4. The pesticide must be stored properly, according to label directions.
5. Products must be checked for New York registration.
6. Application equipment must be in proper working condition.
7. Effective anti-siphon must be in use.
8. Records should be in line with label directions.
9. The applicators must have their I.D. card in their possession while applying pesticides. A copy of the label must be in your possession during pesticide use.

### Other News

Government Relations Co-Chairman Tony Girardi has worked hard in keeping our Connecticut members informed about the necessary water-use diversion permitting required of golf courses in Connecticut. As most of you probably know, courses that do not comply with the permitting process will be subject to serious fines.

As a director on the Water Wise Council board, Tony—along with Westchester County Drought Emergency Task Force members Tim Moore and Joe Alonzi—has been hard at work behind the scenes to keep golf courses in the equation when water use becomes limited.

Special thanks, also, to Mike Maffei and the past and present NYSTA Board of Directors for their untiring efforts in the creation of Turfgrass Advocacy Day. Now an annual event held in Albany, Turfgrass Advocacy Day offers attendees an opportunity to express their views regarding anti-pesticide and other industry-related legislation that confronts our lawmakers.

One of the most recent efforts this group has supported is getting the New York State legislators to fund a Turfgrass Survey, which will be used to demonstrate the tremendous financial contribution our industry makes to the state's economy. We applaud their efforts.

The Government Relations Committee welcomes any information regarding regulatory issues so that we can keep our membership informed.

*Will Heintz, in addition to co-chairing the Government Relations Committee, is currently the MetGCSA's treasurer and superintendent of Centennial Golf Club in Carmel, NY.*



*President's Message continued from page 1*



and was all pleasure, no business.

Special thanks to Tom Leahy for organizing the trip. Hopefully, we can do something like this again next year.

### Invitational Tourney Not in the Cards

Unfortunately, it looks as though the rain-postponed Invitational Tournament that was to be held at The Canyon Club in June will be canceled for the year. The only dates available to reschedule at the club were when our calendars are full in October.

I want to thank Paul Gonzalez and The Canyon Club for all their efforts. I can only hope that we can reschedule something there in the future.

The final golf events for the season are fast-approaching. Next up is the September 15 Met Area Team Championship at Hampshire Country Club. Tony Campanella will be our host. That's followed by the Superintendent/Green Chairman Tournament October 20 at Greenwich Country Club with our host, Greg Wojick. And we can't forget to mention the Annual Assistants Championship at Siwanoy Country Club on October 14 with assistant host Scott Zalinsky.

Supers and assistants alike, be sure to schedule time for our season's final events. I'll be looking forward to seeing you!

**Tim Moore**  
*MetGCSA President*

# The Environmental Institute for Golf

GCSAA's Charitable Arm Makes a New Name for Itself

by Tim O'Neill, CGCS

Since I last wrote to you in the March/April *Tee to Green*, there have been a few noteworthy happenings at GCSAA.

One of the more significant events was the announcement of the new direction and name for The GCSAA Foundation, the "charitable" division of GCSAA. The Foundation is now known as The Environmental Institute for Golf, which will concentrate on addressing environmental issues surrounding the game of golf. Its new mission is to "strengthen the compatibility of the game of golf with our natural environment."

These changes came as a result of a year-and-a-half study that analyzed the needs of golf and the strategic focus of The Foundation. Through interviews conducted by the independent consultants First Counsel, Inc., respondents indicated that GCSAA's development efforts should be directed toward the subject of the environment and that the organization assigned that task should be easily identifiable with that cause.

The repositioning and renaming of GCSAA's charitable arm has historical precedence. Originally established as the GCSAA Scholarship and Research Fund in 1955, it became known as The GCSAA Foundation in 1995 when education and historical preservation initiatives were added to its mission.

Along with the name and strategy change came word that professional golfer and businessman Greg Norman had agreed to participate in and support our environmental initiatives through The Institute. He has committed to serving five years on The Institute's Board of Trustees and will also lead the newly formed Advisory Council. He will assist the Trustees with fundraising and provide input regarding the strategic direction of The Institute.

Says Norman of his commitment to The Institute's cause: "There may be no issue more important to golf than its relationship with the environment. I am excited to be involved with The Environmental Institute for Golf because it has the opportunity to have a profound, positive influence on the game and business of golf. I was flattered and humbled to be approached by The Foundation, and I am committed to doing all that I can to make The Institute even more successful."

As part of his commitment to The Institute, Norman has pledged the single largest donation ever made to the organization.

For the many who have contributed and been donors to the former GCSAA Foundation, you can rest assured that all current programs will continue to be managed as they have been in the past. Eventually, these programs will be integrated into the new structure of The Institute as it continues to grow and develop.

Donors should feel confident that the monies contributed to The Foundation will continue to fund high-quality programs and

## The Environmental Institute for Golf 2003 Board of Trustees

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services that members have come to expect from GCSAA. Our immediate charge is to build on The Foundation's success and allow The Institute to develop programs that serve the new focus of environmental stewardship.

## Meeting of the Environmentally Minded

Most recently, the EIFG hosted a Strategic Planning Session at GCSAA headquarters in Lawrence, KS. As chairman of the Environmental Stewardship Committee and a member of The Institute's Board of Trustees, I attended the session along with nearly 50 representatives from both the golf and environmental arenas.

Audubon International, National Arbor Day Foundation, Center for Resource Management, Committed to Green Foundation, Evergreen Foundation, National Fish and Wildlife Foundation, and the Environmental Protection Agency were all represented.

Golf organizations included the PGA of America, LPGA, PGA TOUR, Canadian GCSA, Golf Course Builders Association, Florida GCSA, Club Managers Association, Irrigation Association, USGA, and more.

Former Old Tom Morris Award winner, Jaime Ortiz-Patiño from the Valderrama Golf Course in Spain was also in attendance. MetGCSA member and recognized "environmental champion" Ted Horton represented the Golf Course Owners Association of California. Other executives representing the golf industry were from Toro, Hunter, John Deere, Bayer, and Syngenta.

The group came together to identify and discuss the prime areas of focus for The Institute. Specifically, the group worked to:

- Identify the broad issues that link the environment with golf
- Determine how to best frame and address environmental issues surrounding golf
- Develop a set of action steps
- Develop an ongoing method of communication and interaction with this group, as well as broad groups of stakeholders
- Define the collaborative process, and prioritize the next logical steps for The Institute

## National News

# Meet GCSAA's Two New Hires

GCSAA recently announced the selection of Cameron Oury as chief financial officer and Chris Fay as director of corporate marketing and sales.

Oury, pronounced OUR-ee, comes to GCSAA after serving as CFO for Planned Parenthood of Kansas and Mid-Missouri since 1999. He will oversee GCSAA's financial operations, including investments, tax, legal, budget, and audit.

At Planned Parenthood, Oury was responsible for similar activities and also managed staff functions of human resources, information technology, telecommunications and information systems, and operations and security. He succeeds Julian Arredondo, CAE who was promoted to chief operating officer earlier this year.

Oury has an extensive background in financial management, holding accounting, finance director, controller, and CFO positions during the past 20 years. He has

## Assessing the Session

In my opinion, the meeting was a success. It brought together representatives from a variety of groups, both inside and outside the world of golf.

The top areas of focus identified by the participants included:

- The need for collaboration among environmental and golf organizations
- Building off research and environmental initiatives begun by GCSAA and other groups
- Meeting head-on the water issues that will challenge the ability of golf courses to coexist harmoniously with the environment

During this time of transition, communication will be a priority. We plan to keep everyone informed through a variety of GCSAA publications, as well as the association website.

And of course, you will hear from me on this and many other issues related to our national association.

*Tim O'Neill, serving on the GCSAA Board of Directors as secretary/treasurer, is superintendent at Country Club of Darien, CT.*

a B.S. in business administration from Colorado State University (1984) and an M.B.A. from the University of Colorado (1992).

Chris Fay is a familiar name in the golf course management industry, serving in various capacities with Rain Bird Corporation from 1997-2002. At Rain Bird, he advanced to general manager of the golf division, responsible for sales, marketing, engineering, manufacturing, quality and technical service functions.

Fay comes to GCSAA after serving as vice president of sales for the Harrington Corp. He holds a B.S. in Mechanical Engineering from the Rochester Institute of Technology (1994). He's been hired to oversee various marketing and sales activities at GCSAA, including advertising, sponsorships, and the annual trade show. He will also be responsible for managing relationships with the association's industry partners.

## Member News

# Special Note About Special News

If anyone has any member news to report about themselves or another member or friend of the association, please be sure to contact either of these people:

- MetGCSA President Tim Moore at 914-592-7829 or tmoore7759@aol.com
- MetGCSA Executive Secretary Ineke Pierpoint at 914-347-4653 or ipierpoint@mgagolf.org.

## Newly Certified

Congratulations to the following Met members who recently completed the coursework required to become certified golf course superintendents (CGCS) with GCSAA:

- **Glen Dube**, Oak Hills Park Golf Course, Norwalk, CT
- **Tom Leahy**, Sleepy Hollow Country Club, Scarborough, NY

## New Member

Please join us in welcoming new Class D member **Benjamin Nash** of Ardsley Country Club in Ardsley-on-Hudson, NY.

## Well Wishes

Our best wishes for a speedy recovery to former Met member and friend to many **Scott Stark**. Scott, who was hospitalized after suffering cardiac arrest, is now recovering at home with his family.

Anyone wishing to contact Scott can reach him at the following address and phone number: 1202 Crosby Road, Spring Lake Heights, NJ 07762, 732-974-5559.

## In Sympathy

Our deepest sympathy to two MetGCSA members who have recently lost their mothers:

- **Larry Pakkala** of Woodway Country Club in Darien, CT
- **Joe Stahl** of Simplot Partners in Danbury, CT

## There's More to Hampshire—and Its Superintendent— Than Meets the Eye

September 15, Tony Campanella and Hampshire Country Club will host the dual event Met Team Championship and the Second Round Team Championship. Met members can look forward to playing an interesting course with an equally interesting history.

### Hampshire in the Making

Opened in 1928 by four millionaires and 75 fellow men of means, the club was originally named Hommocks Country Club after the numerous natural mounds found on the property.

Located relatively close to Long Island Sound, the land was swampy; developers had to have dikes built and then wait patiently for the property to dry out. Two years passed before the design team of Emmet and Tull were able to start work on the course, which despite its nearness to the water, was hilly, wooded, and rocky.

The clubhouse was grand, resembling an English Tudor mansion. It had two walk-in fireplaces with a knight's shield over each—one bearing crossed swords, the other crossed golf clubs, both of which appear on the club's logo. The china and silverware were imported from England, bearing the letters HCC that would in later years dictate the club's subsequent names.

Hommocks, unfortunately, had a short existence, crashing with the stock market in 1929. In 1934, it was resurrected as the Harbor Country Club, with the HCC initials carefully preserved. But Harbor Country Club had only a slightly longer life, which ended in 1938 when a surprise hurricane inundated the golf course and destroyed the club.

The Town of Mamaroneck took over as landlord in 1940 and sold the property to the Hampshire Country Club (again, HCC) in 1944. Hampshire's heyday was from 1950 to 1965, when the relatively small membership used the club as an

extension of their homes. Many spent the day there, from breakfast to midnight snack. Entertainers like Carol Burnett and Red Buttons performed every Wednesday night before they became famous.

### Tony's HCC

Today, Hampshire may not be wooing famous entertainers, but it obviously has all a member could want: tennis, swimming, and, of course, golf. Though golf course architect Stephen Kay was responsible for a sizable renovation from 1998 to 2000, many of the Emmet and Tull-designed course features withstood the test of time. Among the more noteworthy you'll see on September 15:

- At the 13th, the fairway bends right, with water extending from approximately 125 yards in front of the tee all the way up the right side before crossing in front of the green and wrapping around the left side.
- The rugged second hole is an unusual little par three that plays across a large outcropping of rock that partially conceals the greenside setting, especially the chasmlike bunker guarding the right front and side.
- The eighth is a short par four that angles 90 degrees to the right, then flies straight up to a hilltop green.

Tony has been managing Hampshire's terrain since September 2000. Though still in his "honeymoon period," Tony's been there long enough to learn the ins and outs of what he terms "a very challenging piece of land."

One of the most notable challenges about Hampshire is the drainage—or lack of it. "We'll be doing drainage work here from now until the course ceases to exist," says Tony. "We're trying to get approval on a long-term fairway topdressing program," he adds. "With the soil we have, I think the improvement will be exponential."



Tony  
Campanella

### Building a Taste for Turf

Tony's taste for turf began when he was a high school student in his Wakefield, MA, hometown. "I took a job watering four nights a week at a local golf course—the Colonial Country Club—just so I could play free golf," he says. "After two years as the night waterer, I was hooked. I knew I wanted to pursue a career in golf course management."

He enrolled in the turfgrass management program at Essex Agricultural College in Hawthorne, MA, while interning at the prestigious Country Club in Brookline. Shortly after graduating in 1990, Tony became assistant to Innis Arden's former and veteran superintendent Pat Lucas.

"Essex was a small school with great teachers," says Tony, "but most of my training came from working at Innis under Pat Lucas."

"Not a day goes by," continues Tony, "that I don't think of at least five things that Pat taught me—whether it's about turf, club politics, time management, or trying to be a good people manager. Pat's been a great teacher—and an even better friend."

The admiration is mutual. Pat was quick to say how fortunate he was to have Tony at his side when the course and club were undergoing an unprecedented num-

## Upcoming Events

# Don't Miss These End-of-Season Events

ber of changes. "The 1990s saw many capital projects completed," says Pat, pointing to the construction of new greens, tees, and bunkers, major drainage work, and at the same time the construction of a new clubhouse.

"Having Tony at my side," adds Pat, "helped make these challenges more manageable. Tony has been—and still is—a true friend."

It's these kinds of special bonds that make Tony partial to our industry. "Our jobs are so intense that you learn to trust and rely on one another," says Tony. "I've had the opportunity to work with some great guys and develop friendships that I hope will last a lifetime."

### Afterhour Activities

In addition to being a member of the Met and GCSAA for more than a decade, Tony demonstrates his commitment to the industry by sharing his know-how with the public—as a home lawn care instructor for the Stamford Adult Education program's winter session.

But when Tony's off duty, he's off duty. "I have lots of hobbies—too many," says Tony, noting his number one pastime is making wine.

"I helped my dad make wine when I lived in Boston, and then I started doing it on my own. I made 30 gallons of Cabernet this year that I think came out pretty well."

Some people put bread on the table, Tony puts wine, gladly sharing the "fruits" of his labor with friends and, of course, his taste tester and wife of six years, Beatrix.

Tony and Bea live in Stamford, CT, with their 4-year-old daughter, Escher, who keeps her mom and dad plenty busy. "Since Escher came along," says Tony, "I don't get to as many Met meetings as I'd like to, so I'm delighted to be able to host one. I hope everyone enjoys Hampshire—and a good round of golf."

**B**elieve it or not, the season will soon be drawing to a close. So be sure to catch the remaining association and educational events.

Then, brace yourselves for next year. We're already looking to book sites for 2004. Anyone interested in hosting a meeting, please call either of our Tournament Committee co-chairs: Tom Leahy, 914-941-8281, or Bob Nielsen, 914-234-3779. To host a social event, contact Social & Welfare Committee Chairman Jeff Wentworth at 914-738-2752.

### Met Team Championship – Second Round Team Championship

Monday, September 15  
Hampshire CC, Mamaroneck NY  
Host: Tony Campanella

### Annual Assistants Championship

Tuesday, October 14  
Siwanoy Country Club, Bronxville, NY  
Assistant Host: Scott Zalinsky

### Superintendent/Green Chairman Tournament

Monday, October 20  
Greenwich CC, Greenwich, CT  
Host: Greg Wojick, CGCS

### Met Area Team Championship

Monday, November 3  
Rolling Green Golf Club, West Chester, PA  
Host: Warren Savini Jr.

### Annual Business Meeting

Thursday, November 13  
Westchester Hills GC, White Plains, NY  
Host: Peter Waterous

### MetGCSA Christmas Party

Saturday, December 6  
Woodway CC, Darien, CT  
Host: Larry Pakkala, CGCS

### Educational Events

#### NYSTA Turf and Grounds Exposition (Note Site Correction!)

Tuesday – Thursday, November 4 – 6  
Riverside Convention Center, Rochester, NY

Cosponsored by Cornell University, the expo is in its 28th year, featuring more than 60 business and technical sessions and an expansive trade show with 350 exhibitor booths.

For further information, call 800-873-8873 or 518-783-1229.

#### New Jersey Turfgrass Expo 2003

Tuesday – Thursday, December 9 – 11  
Trump Taj Mahal Resort and Casino, Atlantic City, NJ

This three-day conference will feature more than 50 educational presentations and one of the top trade shows in the country.

For further information or directions, call Bea Devine at 732-821-7134 or Dick Caton at 856-853-5973.

#### University of Massachusetts Winter School for Turf Managers 2004

January 5 – February 20, 2004

Deadline for applications: September 15, 2003  
A leading educational program in turfgrass management, the Winter School offers golf course superintendents and others in the turfgrass industry, the technical, management, and communications skills required of all turfgrass professionals. Classes are taught by UMass faculty and staff, as well as renowned turf industry professionals.

To receive an application or a brochure describing the UMass Winter School for Turf Managers, contact Winter School for Turf Managers, Division of Continuing Education, University of Massachusetts, Box 31650, Amherst, MA 01003-1650, 413-545-2484, [goodchild@continued.umass.edu](mailto:goodchild@continued.umass.edu).

# Patron Directory

Patrons listed on this page are supporting our association. You are encouraged to support them.

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