The South Florida Green
The Official Bulletin of the South Florida Golf Course Superintendents Association

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President's Message

I would like to say “thanks” to you the membership for the opportunity to serve the Association as an officer. I am looking forward to a great year.

The only way we can achieve the goals which we set for the Association, is to become involved and help. So I am asking you to help the Board set new goals for the Association and work to achieve them.

We will be having excellent speakers at our upcoming meetings and will select subjects that relate to the area of need. Your help will be appreciated in the selection of subjects.

Changes in the Association and goals the Association works to achieve, have to come from you the members. So feel free to direct information to the Board member in your area, or to me personally.

The Association can be fun as well as business. Perhaps a Christmas party and a night meeting with wives included. The Association is yours the member’s, so pitch in and help.

Sincerely,

[Signature]

[Name]

[Title]
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It takes a lot of cheek to uphold a narrow mind.

Always hold your head up but be careful to keep your nose at a friendly level.

Save for a rainy day and a new tax comes along and soaks you.

Apology is often a good way to have the last word.

When it comes to giving, some people stop at nothing.

"HAVE YOU MADE RESERVATIONS FOR THE FT-GA SHOW IN ORLANDO AND THE NATIONAL IN SAN ANTONIO?"
TOM MASCARO
"A Profile of Progress and Vision"
by SUSAN F. EDWARDS

When history tells the story of mechanization in Turfgrass Management, Tom Mascaro will be honored. He will be listed among the innovators and inspired men whose dedication and drive have brought professionalism to our industry. His career of over 40 years has brought needed equipment into our world and led the way for even more. Tom entered the Turfgrass Industry in Pennsylvania in 1936. At that time turfgrass research and equipment development was in its infancy. Only a few people were engaged in turfgrass work; H. B. Musser at Penn State; Alghren and Sprague at Rutgers; DeFrance at Rhode Island; Professor Dickenson at Massachusetts and Montieth at Arlington. In those years, top dressing of greens was done almost every Monday morning. Many fairways were being top dressed annually too. Tom's company, West Point Products, met this demand by custom blending top dressing for the golf courses in the Philadelphia area. A year later, Tom's brother, Tony, joined the firm and together they built an organization that served golf courses in the Middle Atlantic states. During the war years, the brothers managed to hold things together while doing experimental work on disposable gliders and aircraft engines. It was after the war in 1946 that Dr. Fred V. Grau told the Mascaro brothers that the need existed for a machine to renovate golf course fairways. The two brothers applied themselves to this problem and to their amazement developed a machine that not only renovated turf but could also be used to manage it. The machine, which later became universally known as the "Aerifier", cultivated the soil under turf to reduce compaction. Tom trailed the unit behind his car on a country-wide one-man demonstration. The three foot tractor drawn model had 1" spoons and manual control only to raise and lower the reel assembly. Definitely not the sophisticated unit seen today. Yet it was needed and the results proved its value. This unit was towed over fairways and even the more "holy" areas — the greens. The "Aerifier" became famous and propelled the company into many firsts. Tony left the company but Tom continued to develop new labor saving equipment for the Turfgrass Industry. He introduced the first vertical mower to control grain and thatch on golf greens. Refined the "Aerifier" to meet increasing demands on other turfgrass areas such as athletic fields and institutional grounds. Tom's goal was to produce equipment that would reduce working time and labor costs — usually the largest outlay in a budget. His concept of "one man operation" was well received. The motorized "Power Drag" that mats a 9' swath replaced the 3' mat that had been drawn by hand. Another concept to save time was that of "putting wheels under every man." The T-3 and "Mini-Truck" were developed for this task. In 1969 Tom's West Point merged into Hahn Inc. of Evansville, Indiana. Tom served as head of Product and Market Development of the Turf Division until he got the urge to move South. Moving his family to Florida in 1974, he became associated with Safe-T-Lawn, Inc. Being a man who cannot walk away from a challenge, Tom formed a new company in 1976. Again with this new company, Turfgrass Products Corporation, he is leading the way in new concepts. The first product developed has already been accepted in practice to stabilize soils and prevent compaction and wear. Today he holds 12 patents and 2 pending. In addition to equipment development his introductions of new concepts in Turfgrass Management have brought about words like "Aerifier", "Verti-Cut", "Verti-Growing" all of which are his registered names. Through these many years and continuing today, Tom Mascaro has devoted much of his time and energies to help in the development of research and education in this industry. Since 1950 he has given lectures to 25 to 30 Turfgrass Conferences and meetings a year. To keep Superintendents updated on new practices and changes, Tom published "West Pointers" the house organ of his firm that averaged monthly mailings of 12,000. Tom's role in promoting, assisting and supporting many state universities and organizations to establish turfgrass research programs and turf conferences continues. Georgia, Florida, California, Texas and the Mid-West Regional Turf Foundation are a few. His capacity to help seems endless. From recording complete turfgrass program talks, mimeographing the proceedings and making them available to atten-
For many years he traveled with O. J. Noer learning about turfgrass management and photography from him. As a result Tom has accumulated over 50,000 slides on the subject of turfgrass management. He can give illustrated talks on any area in this field. Among his most prized pictures are a shot-by-shot set of Pine Valley and Cypress Point; Eberhard Steiniger, CGCS, showing when he discovered the strain of Cohansy Bentgrass; and Superintendent Joe Valentine pointing to the spot at Merion where he discovered Merion Bluegrass.

Tom’s collecting and sharing information has been done through almost every medium, appearing on radio and television programs, writing articles for magazines, newspapers, editing “Photo Quiz” for the “Golf Superintendent” and writing numerous technical booklets. Tom wrote and published a booklet called “A Handbook for the New Greens Chairman.” His informal editorial staff included Dick Tufts, Past President of the USGA, H. B. Musser, author of “Turf Management”; and Admiral Phillips, Chairman of the Army-Navy Country Club. Many of Tom’s writings have been translated into Japanese, Italian, French, German and Swiss.

Tom Mascaro has been instrumental in bringing attention to the Turfgrass World. He and Professor Musser conceived and started the Pennsylvania Turfgrass Council which has been adopted by many states. He served as Secretary, President and Chaired the Committee that proved the Turfgrass Industry in Pennsylvania was the largest crop in the state. He later helped to spearhead the same type of survey in the state of Florida. Results were the same, turfgrass is the largest crop.

Tom has been honored for his dedication and contributions. Among his awards are the USGA Green Section Award in 1971, the Distinguished Service Award from the Golf Course Superintendents Association of America in 1976 and induction into the Oklahoma Turfgrass Hall of Fame in 1976.

When thinking about who has been honored, perhaps we should reflect on ourselves. We, are in fact among the many, who have been enriched and honored by this self-less man of progress and vision.

Left: Al Radko, National Director of USGA Green Section, adds Tom Mascaro to the list of recipients of the Distinguished Service Award in 1971.

Conferring and putting into action. Here are (left to right) T. L. Guston, Philadelphia Toro, Tom, and the late Dr. H. B. Musser, Penn State University.

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SOUTH TECHNICAL EDUCATION CENTER MEETS INDUSTRY TRAINING NEEDS

The South Technical Education Center was established to supply skilled workers to the business and industries of South Florida. The Center is located in southwest Boynton Beach, in modern and well-equipped facilities. But even more impressive than the buildings are the school's thirty occupational training programs, which make career training possible for both high school and adult students. Daytime classes are scheduled either in one six-hour block for full-time, post-secondary students or two three-hour blocks for students who come from surrounding high schools in either the mornings or afternoons. The Center is administered by the Palm Beach County School System.

The Center recognizes the growing need for equipping graduates with salable skills before they enter into the job market and upgrading of persons already employed. The Center staff strive to develop a totally professional atmosphere where students learn an attitude toward work as well as the skills needed to perform a job. Participation on program advisory committees by leaders from business and industry assists Center personnel in establishing realistic training programs. Instructors are required to have previous practical experience in the field they are teaching. Most Center programs permit students to enroll at any time and advance at their own pace through individualized instruction.

Two programs specifically related to the golf course industry are the turf grass and ornamental horticulture program and the marine and small engine repair program. The turfgrass program is designed to train skilled workers for golf course maintenance positions in South Florida.

Students in the program become skilled and knowledgeable in maintenance of greens, fairways, roughs and traps; fertilizers and fertilizer placement; pests and pesticides; ground preparation; propagation and growth; care and operation of turf maintenance equipment. The students in the program have already constructed a golf green on the campus and are responsible for its ongoing maintenance.

The small engine and equipment program is designed to train mechanics for lawn and golf course equipment. Students receive instruction in principles of internal combustion engine operation; reading technical manuals; hydraulic, mechanical control, fuel, power transmission, and electrical systems; and safety.

The Center staff is looking forward to the growing support and involvement of the communities they service. They desire to develop an institution which maintains high standards and a position of excellence among vocational training centers. The final test of their success will come when the graduates are placed and are able to perform successfully in the field in which they were trained. They invite any interested person to visit their campus to observe their training programs in operation.

NOTE: These programs directed by Dr. Carlos Schmitt are assets to our Industry. Further information about programs or graduates can be directed to: South Technical Education Center, 1300 S.W. 30th Avenue, Boynton Beach, Florida 33435. Phone: 737-7400 or 272-8800
**FT-GA Celebrates 25th Anniversary**

The Florida Turf-Grass Association will celebrate the 25th Anniversary of the First Management Conference, October 16-19, 1977 at the Sheraton Towers Hotel in Orlando. Speakers of world renown as well as many outstanding turf managers in the state will present a program with the theme, "The Critical Path." Recognizing that the path of the turf manager these next few years will be critical because of continuing regulations of pesticides, water and the energy crises and other important parts of management, the Conference and Show will address itself to these items.

For the first time this year, the Research Session will not appear last on the program. During each presentation, research papers will be integrated with information for the beginning turf manager and the professional.

Sixty national manufacturers will be represented in the Trade Show, bringing you the latest in equipment and materials.

FT-GA's eighteen (18) Past Presidents will be honored at the Banquet on Tuesday evening, October 18th. We expect to have several "Special Guests", including Senator Allen Trask, Chairman of the Senate Agricultural Committee.

Pre-registration information and programs were mailed in mid-August. Hotel reservations will, again, be made with the FT-GA office.

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**O. S. Baker**

O. S. Baker, 92, died June 19th, 1977 at his home. Son of Iva Sproule Baker, pioneer Miami musician. He came to Miami in 1921. For Glenn H. Curtiss the aircraft pioneer, he built the now Miami Springs Golf Course and became its first manager as it came under the control of the City of Miami. Later, taking over from engineering construction, he finished the Boca Raton Club for the C.H. Geist interests of Philadelphia. For these same developers he assumed charge of the Seaview Golf Club at Absecon, New Jersey. For more than 12 years, until World War II when he joined the War Engineers, then building and maintaining new airfields in seven southern states. Following the war service he was associated with the Lulu Temple Golf Club in Philadelphia and the Indian Creek and Ponte Verda Clubs in Florida. He was a 50 year Class AA member of the Golf Course Superintendents Association of America. In later years, he operated O. S. Baker Fine Turf Grasses until blindness force retirement some 12 years ago.

*Editor's Note: O. S. Baker was a 1960 recipient of the FT-GA "Wreath of Grass" Award. Our thoughts are with his family.*

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Golf Courses Use More MILORGANITE Than Any Other Fertilizer
1. We plan to overseed our greens this year. What grass varieties and mixtures are suitable for this area? Pembroke Pines.

Dr. Harry Meyers, Extension Turf Specialist, has conducted overseeding tests in conjunction with golf course superintendents at various locations around the state for several years. He feels that many of the improved ryegrasses are well suited from the standpoint of quick germination, traffic tolerance, disease and heat resistance, and good appearance.

Pennfine Birdie and Manhattan ryegrasses have been the standards for several years but others such as Loretta, Caravelle, Cougar, Yorktown ryegrasses also look good, alone and in mixtures. Loretta has looked particularly good. Many superintendents prefer a mixture of grasses to one grass because of differing resistance to certain diseases.

My personal preference for top quality, tournament-condition putting surfaces in this area is Penncross bentgrass either alone or as the predominant grass in a mixture. This grass is more difficult to establish and maintain than ryegrasses and does not tolerate traffic as well, but its putting quality is hard to beat.

2. How important is the use of Koban treated seed and is it necessary to use additional Koban treatments after seeding with treated seed? Pompano Beach.

Dr. T. E. Freeman, Professor, Plant Pathology Department, IFSA, relates that seed treatment with Koban is a very effective means of reducing Pythium disease activity in germinating seeds. A soil drench of Koban immediately after seeding is equally as effective. Either method is a good form of insurance in establishing a good stand of overseeding grasses.

Pretreatment of bermudagrass turf a few days ahead of seeding has little benefit in protecting germinating seeds; however, it may be beneficial in controlling Rhizoctonia or Helminthosporium diseases on bermudagrass.

Subsequent treatments with Pythium-controlling fungicides, such as Koban, should be used only when weather conditions dictate. Warm, humid air, little air movement and ground fog are prime conditions for Pythium development.

3. What are the proper procedures and rates for applying activated charcoal to Tifgreen bermudagrass for the purposes of winter growth? Ft. Lauderdale.

Dr. Harry Meyer's work at the University of Florida has shown activated charcoal to be a very effective deactivator of many pesticides and oils. It also has been quite effective in raising the temperature of cool soils by darkening the surface and increasing absorption of the sun's rays.

Activated charcoal is a very fine powder or black dust which is next to impossible to work with dry. Best results have been to make a slurry or suspension of the material in water. A much better suspension can be made by adding about 15 pounds of Attapulgite clay to each 100 gallons of water and charcoal mixture. The slurry can be sprayed onto the turf using a centrifugal pump and small flood-jet nozzles without screens. The suspension is quite abrasive and can destroy many piston and roller pumps in a few hours when too concentrated. It is too thick to flow effectively through normal flat spray nozzles.

Rate of application is between 2 and 5 pounds of charcoal per thousand square feet. Without clay no more than 2 pounds of charcoal per gallon can be suspended with by-pass agitation. With the use of clay, higher concentrations of charcoal can be used.

An effective program has been to apply charcoal at 2 pounds of material per thousand square feet every 2 weeks during cool weather. Late afternoon application, where possible, is best when it is allowed to dry on the leaves. This timing also gives less problems with golfer's white shoes.
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On December 6, 1976, the State of Florida approved PRIMICID 4E for a special local need registration, Sod webworm and Chinch bug control on ornamental turf. PRIMICID 4E is an organophosphorus insecticide containing 4 pounds of active ingredient per gallon.

Extensively evaluated since 1973 by research personnel with the University of Florida, independent researchers and ICI technical representatives, PRIMICID 4E has provided outstanding control of the two major Florida turf insect pests. Sod webworm has been effectively controlled with as little as 1 lb. ai/A or 3/4 fl. oz./1,000 square feet. At this rate PRIMICID 4E has often given longer control than commercial standards. Four to six weeks control is being reported by golf course superintendents throughout Florida. PRIMICID 4E is registered at 1 to 2 lb. ai/A or 3/4 to 1 1/2 fl. oz./1,000 square feet. The higher rate of PRIMICID 4E is suggested for heavy populations or when sod webworm is in advanced stages.

Chinch bug is also effectively controlled, but requires a slightly higher initial rate, 1.5 lb. ai/A or 1 fl. oz./1,000 square feet. In areas where chinch bug resistance to organophosphorus insecticides exist, it is likely that cross resistance to PRIMICID 4E will be noted.

Key to effective control of both Sod webworm and Chinch bug is thorough wetting of turf foliage. Gallonage required for thorough wetting has varied from 450 to 1,750 gallons per acre or 10 to 40 gallons/1,000 square feet. Density of turf mat (thatch) will dictate volume requirements, heavy mat requiring more spray volume than thinner turf. If lower gallonages are used then supplemental irrigation should follow the application of PRIMICID 4E. Testing has shown rates 8 times those mentioned for insect control to be non-phytotoxic to major Florida turf species such as St. Augustine, Tifgreen, Bermuda grass and Common Bermuda grass.

PRIMICID 4E at rates suggested for insect control has proven not to have significant effect on non-target species; however, as with all pesticides, misuse may pose environmental hazards. Applicators and handlers should follow manufacturer's and state's recommendations relative exposure to PRIMICID 4E; standard precautions assure safe and effective utilization. For specific information relative PRIMICID 4E, read the label; for additional information contact your nearest Florida Extension Service Agent, PRIMICID 4E Distributor of ICI United States, Inc., Agricultural Chemicals Division Representative.
From Our August Meeting...

Aventura Personnel enjoy a round of golf after a work day. Employees here are urged to play so they will understand the course from the members viewpoint.

Aventura Management also sponsors Employees Tournament each year, with Julius Boros overseeing the affair.

Past President Tom Burton enjoys lunch with Yuzzi and Winters as new president Leroy Phillips presides at "Boca Del Mar."

Dick Lemmel receiving South Florida Golf Course Superintendents "President’s Cup" for low net by a Superintendent. Harry McCartha (not pictured) won trophy for Commercial Members.

Panel members of August Meeting, Boca Del Mar C. C. — Subject was "Renovation of Golf Courses."

Pictured left to right, Dan Jones, Aventura; Dick Lemmel, Doral; Stanley Carr, Gulfstream and New President, Leroy Phillips.

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"Pesticide Ban Will Cut Crop, But Raise Price"
by JOHN CHAMBERLAIN

OCTOBER IS, in poet John Keats’ words, the season of mists and mellow fruitfulness. It is also the deadline month, this year, when the Environmental Protection Agency (EPA) will crack down on all currently registered pesticides that have not been registered under its guidelines.

Since, according to the Council for Agricultural Science and Technology in Ames, Iowa, it takes up to five years to complete the data collection and obtain a “minor-use” registration for even a pesticide already approved for major uses, what we will probably see is a long hiatus in which pest control in our farming regions is spotty. It won’t be the season of mellow fruitfulness, it will be the season of scarcity and high prices.

This is the dilemma when we wax puritanical about regulation and controls. Nobody wants the risk of cancer, so the public can be impressed when the EPA says 123 pesticide products put out by 31 pesticide companies must be reexamined for possible carcinogens.

But nobody wants to starve, either. The EPA zealotry about “minor-use” registration for pesticides already approved for “major use” is particularly annoying to fruit and vegetable growers. Many of our apple, broccoli and tomato growers could be enjoined from using pesticides that will be perfectly legal for corn, soybeans, cotton and small grains, all of which come under the heading of “major” crops.

Instead of giving us a better variety in foods and a healthier diet, the EPA regulations promise to limit our choices. Unless certain fungicides are cleared for tomatoes, for instance, people who live in the more humid regions of the U.S. will be paying through the nose to cover the transportation costs of tomatoes grown in dry areas where leaf spot fungus does not flourish. This sort of impulse to price increases — and inflation — cannot be overcome by the Federal Reserve’s manipulation of the interest rate; it is something beyond Arthur Burns’ competence to control.

What we are faced with when the EPA October deadline hits us will be an intensification of much that we have experienced already. DDT once provided a relatively cheap pesticide control. It had its bad side effects, for it tends to persist in biological organisms. So there was a case for banning it, at least in regions that are not infested with malarial mosquitos. But when it went off the market it was replaced by sprays that has to be used at three-week intervals, at a $200-a-gallon cost that had to be passed on to the consumer.

The University of Illinois Extension Service, in cooperation with the Illinois Department of Agriculture, recently experimented with growing nine corps — soybeans, two types of corn, broccoli, cabbage, tomatoes, potatoes, melons and sunflowers — under widely different conditions. The crops that were left untended couldn’t be harvested. The rows getting purely mechanical weed control were bug-infested and yielded many partly devoured plants. The pesticide-controlled rows, on the other hand, produced an abundance that could be profitably sold at a relatively low price. Pesticides have enabled Americans to save some $20 billion a year on their food bills.

So it’s a benefit-risk equation that must be solved, and the EPA bureaucratic lags do not help us get to the bottom line. Our Puritanism-cum-laggardness even threatens the rest of the world, for the Agency for International Development (AID) is curtailing its shipments of pesticides for use in underdeveloped counties.

Since considerably more than a third of the world’s food supply is destroyed each year by bugs, funguses and rodents, it seems absolutely senseless to force our Puritanism on people to whom hunger is a far greater threat than any remote possibility of being killed by food-carried toxins or cancer.

* Reprinted from the Fort Lauderdale News
Our thanks to Milton Kelly, editor.
black, rusty irrigation boxes belong in black, rusty grass.

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The Membership Services staff is responsible for the maintenance of all individual membership records. This maintenance includes change of address, processing of new membership applications and reclassification, and change of insurance beneficiary. Additionally, the department is responsible for annual dues billing and collection, membership certificate and business card orders, the employment referral service, speakers bureau, chapter relations and subscription billing for THE GOLF SUPERINTENDENT. Therefore, when you need to make any change in your membership records, have questions about membership services and benefits, the ERS, or recommending a potential member, ask for Membership Services.

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The staff of the Department of Communications is responsible for all aspects of production and circulation of THE GOLF SUPERINTENDENT, published ten times annually. Their responsibilities also include the bi-monthly and quarterly member newsletter, printing of GCSAA literature, and administration of the Association's public relations programs.

Members are encouraged to submit written articles, article suggestions, ideas or experiences for "Turf Talk," "The Thinking Superintendent," and "Photo Quiz." GCSAA is continually wanting to hear from the Membership with their ideas, suggestions, questions and criticisms.

NOTICE:
The GCSAA math manual is now available. Entitled The Mathematics of Turfgrass Maintenance and compiled by Palmer Maples, Jr., GCSAA director of education, the 58-page soft cover book explains the mathematical calculations important to the operation of a golf course. It contains examples and sample problems of mathematics superintendents use every day.

The manual will be sent free of charge to GCSAA members who request it. Members should write GCSAA Membership Services, 1617 St. Andrews Drive, Lawrence, Kansas 66044, to request a copy.

Copies will soon be available to non-members at a price to be determined at a later date.

ANSWER TO CAN YOU TOP THIS?
Golfer drove his golf car right up on the tee parked it, go out and teed up, hit the ball, jumped back on the car, took off at full speed. Estimated time lapse 1 and one half seconds. Proof of his feat are the skid marks of his wheels as he took off.

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'SUPER' ideas

Innovative ideas by South Florida Superintendents and their staffs...

George Healey, Shop Superintendent demonstrates "reclaimed" Tri-Plex, hauling dragmat... also used to pull mat on green.

"Tri-Plex Tractor" hauling two aerifiers to work area.

Two Top-Dressers in tow.

Healey's extension of hitch to keep fairway units from hitting tractor tire on turns.

Debbie Winters, Joe Yuzzi's assistant checks work schedule for both courses at "The Woodlands" (Ft. Lauderdale). Each piece of equipment has its own clip board.

Spray-Unit conversion — now used for service comfort facilities on grounds.

THIS PAGE IS A NEW FEATURE... showing ideas conceived by South Florida Superintendents and their staffs. If you want to share your "SUPER" Ideas with others please contact Dan Jones or Harry McCartha and we'll come to your course.

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GCSAA 49th International Turfgrass
CONFERENCE AND SHOW
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San Antonio, Texas

"ECONOMY THRU IDEAS" is the theme for the premier turfgrass industry conference and show, sponsored by the Golf Course Superintendents Association of America. This is a once-a-year opportunity for turfgrass managers, educators and industry representatives to learn about and share the latest ideas and developments in turfgrass management, services and equipment. Exhibits featuring new products for the turf industry will be open February 14-16; the conference will be in session February 12-17. This is the place for you to meet the other people who make the turfgrass industry dynamic and to capture dollar-saving ideas. See you in San Antonio in '78.

Conference Highlights
- preconference seminars
- certification examination
- general education sessions
- special interest assemblies
- turfgrass industry show
- annual meeting and election
- golf course tour
- ladies' program
- social events

Brochures and registration materials for GCSAA's 49th International Turfgrass Conference and Show will be mailed to all GCSAA members October 1. Others may use this coupon to request the materials.

Send 1978 GCSAA Conference and Show materials to:

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1977-79 BOARD OF DIRECTORS INSTALLED
Left to Right, Tom Burton, President Emeritus; Al Weitzel, Director; Fred Klauk, Secretary-Treasurer; Phil Amminn, Director; Vincent Spano, Director; Leroy Phillips, President; Dan Jones, Vice President.

Past President Mike Barger received thanks for 7 years of continuous Board Service.

President Tom Burton (right), spoke with guest speaker Harry Eckhoff of National Golf Foundation.

President Emeritus Tom Burton passed gavel to President Leroy Phillips.

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EDITORIAL

As budget time draws closer, superintendents must pause and do some real soul searching. Are we swimming, treading water or being swept down stream by the fast moving currents of inflation, employee demands or (so called) management indifference. Let’s look at these three areas and see if we can control our destiny.

Fast moving currents — Inflation is increasing at an alarming rate. We must expand our base of suppliers to get not only the best price, but the most service for the dollar spent.

Labor now makes up 75% of our budgets (up from 60% in 1967). This is where we must concentrate our efforts. By having more modern equipment, and better trained and educated employees, we can hold our budgets within reasonable limits.

Treading water — Webster defines treading water as “to keep the head above water by moving the legs up and down.” How many of us have reached this point in our careers. This is usually caused from negative feelings. We must keep a positive attitude to deal with today’s problems. Look at next year’s budget as a time for setting personal goals. Be realistic!

Swimming — Webster defines swimming as “the art of moving smoothly through water.” This is the category into which most superintendents fall. They keep themselves informed. They attend local, state and national meetings. They continually educate themselves both technically and management wise. Lastly, and probably most importantly, they keep management well informed of their operation.

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