

**THRU THE GREEN**

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**PRESIDENTS CORNER**

Once again, **Frank Barberio**, our host Superintendent at Mira Vista Golf and Country Club did a magnificent job. The course was in excellent condition for our tournament. It was very evident why Frank received the Turf Excellence Award in 1987. It is not always easy to maintain those high standards but, he has managed to do it. Again, our thanks to Frank and all the staff at Mira Vista who contributed, to making us feel welcome.

On a serious note all of us involved in the Turf Industry should be aware of Proposition 128, also known as "Big Green". The main thrust of the proposition would require the phasing out of any pesticides containing chemicals that cause cancer and chemicals that destroy the ozone layer. Some of the other provisions would be to establish oil spill clean up and prevention plans, limit off shore drilling and ban clearcutting of old growth forests.

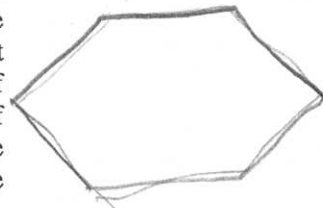
These all sound like lofty ideals on the surface, but there are many areas which have not been addressed. One of these is the effect on the agriculture, horticulture and turf industry. It would cost enormous amounts of money to comply with the propose deregulation, plus what would replace the materials phased out.

These industries are a very large part of the state economy and we would definitely put us at a competitive disadvantage with other states and nations.

The estimated cost to create a bureaucracy to oversee and regulate the proposition, if it passes is \$40 million a year.

I strongly feel that it is up to us as golf course superintendents and citizens associated with the turf industry to let our feelings be known. Talk to people, inform them, but most important of all, VOTE. Proposition 128 is not in the best interests of anyone, except for the select few who will benefit from its passage.

Joseph A. Rodriguez, CGCS



*Presidents plaque*

**NAUMANN'S NORCAL NEWS**

*Grady Simeral, George Santana*

**Ron Forsythe** has accepted the Supt. position at Napa Valley CC in Napa. Ron was the assistant there prior to his promotion. He is replacing Ed Thiele...**Terry Grasso** is the new Supt. at Burlingame CC in Hillsborough. Terry was an assistant at the Olympic Club before his move...**Ed Miller** is the new Director of Golf Maintenance Operations for the Pebble Beach Company overseeing Pebble Beach, Spyglass Hill, Spanish Bay, Peter Hay and Del Monte Golf Courses. Ed was the Supt at Desert

Forest CC in Carefree, Arizona before accepting the position at Pebble Beach... OUR host for Supt. for November, **Randy Gai** at Claremont CC in Oakland has been preparing the Golf Course for our arrival. In addition to rebuilding all bunkers, he is now just finishing rebuilding the 215 yard, par 3 number 2 hole tee. Notice all the rock work, if approved by the members, many of the tees will be redone the same way.

## TURFGRASSES PROVIDE ENVIRONMENTAL BENEFITS

The emphasis today on outdoor living has meant an increase in the number of people who want well planned lawns and gardens with nice looking, properly tended plants. Yet, relatively few Americans have time to tend their own landscapes. As a result, the green industry has profited from this as more people rely on professional products and services.

Judging by the number of people who have participated in various lawn activities the past few years, the public recognizes and appreciates the role of turf in all our lives.

According to the national Gardening Association, 76 percent of the 91.1 million households in America participated in one or more types of indoor or outdoor lawn and garden activities in 1988.

For years, realtors, nurserymen and landscape contractors and developers have recognized and promoted the fact that an attractive looking lawn and landscape can add to a home's selling price and can influence a buyer's decision, depending on its maturity, the species of plants used and the landscape's overall condition and location,

As it relates to commercial property, landscaping can have a big impact on the ability to lease. Professionally installed and maintained landscapes add to the value of a property, providing a strong selling point in dealing with clients.

In addition to their aesthetic and recreational qualities, turfgrasses offer the following functional benefits:

\*Noise abatement.

\*Air pollution control.

\*Dust control.

\*Oxygen generation.

\*Erosion control.

\*Temperature and sun glare reduction.

\*Water conservation through runoff reduction.

\*Rainfall absorption.

The role turfgrasses and plants play in our world is often taken for granted, but their contributions to enhancing our environment shouldn't be overlooked as Americans become more concerned about the environment and health.

By William H. Culpepper, Commercial Director, DowElanco Specialty Products

### WHAT SHOULD BE IN YOUR JOB CONTRACT?

As a preliminary matter, you must first know whether or not an employment contract is even necessary. Many states are "employment at will" jurisdictions which means in general that an employee can be fired at any time for any reason, no matter how arbitrary. (There are various exceptions to this general rule, such as "whistleblower" statutes.) Therefore, in order to provide stability in your employment situation, a contract setting forth the conditions of your employment is essential.

Make sure your contract is in writing. Club boards change and club managers change. In order to ensure the items you agree on today are provided two years from now, those items need to be set forth in writing to avoid the potential for dispute. Make sure your contract specifically states to whom you are responsible. do not let yourself be caught in a tug-of-war between the club manger, the green committee and the club president.

Whenever possible, you should draft the contract. When you draft the contract, you are to insert items which were not negotiated that you may not be able to get otherwise. You can also draft the agreement such that points which have been negotiated are slanted to your benefit.

In most instances, you are better off getting more of your compensation in fringe benefits such as vehicles, insurance payments, etc., than in straight salary, because many of these fringe benefits do not constitute taxable income to the superintendent. To illustrate, if you are in the 28 percent tax bracket, it would cost you \$10,000 of pre-tax income to procure

\$7,200 worth of fringe benefits that the club could provide to you tax-free at a cost to the club of only \$7,200. Both you and the club gain from this latter arrangement.

There is another potential area of compensation from which superintendents would be well advised to steal an idea from the golf professionals. Consider having some of the same incentives via which pros are compensated contained in your contract as well. For example, suggest to the club that you should receive a percentage for cart revenues or a certain fee for every round played on the course. Golf course superintendents should make sure their employment contracts contain an indemnification clause. An indemnification clause essentially provides that the club will assume any liabilities, including attorney fees, that the superintendent may incur in the event of injuries or damages suffered by third parties, including employees.

A superintendent can even be indemnified against injuries that arise as a result of his own sole negligence, except in certain instances. However, there are certain legal restrictions that limit one's ability to be indemnified. Therefore, an indemnification clause should be reviewed by a lawyer in order to ensure it is enforceable.

Ask that your contract include an arbitration clause, which essentially provides that disputes under contract are resolved by arbitration and not in the courts. The reason this is of benefit to the employee is that the judicial process is lengthy and costly, and often the employer is in a much better position financially to wait for a dispute to be resolved than is the Any termination of the contract by the club should be "for cause". The grounds for your termination should be set forth in writing, and you should be satisfied these grounds would justify your being terminated. Try to avoid having a "for cause" termination be triggered by simply "unsatisfactory performance." As for provisions allowing you or the club to terminate the contract for any reason upon 30 days notice, remember such clauses cut both ways and you pay a price for this flexibility.

Credit: Conference Proceedings-GCSAA - 61st International Golf Course Conference and Show

## MONITORING IRRIGATION SYSTEMS

With the introduction of the computer, many more tools can be used by the superintendent to ensure efficient irrigation. These tools can be used to determine how much water to use as well as signaling when something within the irrigation system is not working properly.

One of the most popular options now being utilized is the weather station. The primary purpose of the station is to provide weather data measurement in order for a computer program to calculate an ET requirement. Typically a weather station will have a rain gauge for measurement of rainfall so that irrigation cycles can be canceled or adjusted according to the amount of effective rain. For example, if we get 1/2 inch of rain in 10 minutes, much of the water will probably end up as runoff, therefore we may still need to irrigate- just not as much as before the rainburst. Solar radiation sensors and relative humidity sensors measure two more factors that are critical to the calculation of ET. An anemometer is used to measure wind speed and is used with a wind direction indicator to provide information on wind movement on the golf course. A temperature probe is just a thermometer capable of sending information back to the computer in language it can understand. With some control systems, the rain gauge and temperature sensors can be attached to controllers out in the field. This way, even if you don't have a weather station, you can generate this information and have it sent from the field back to the central so that you can get more accurate readings for ET calculations.

Pump station monitoring is similar to weather monitoring except that it is "watching" your water instead of the weather. Remote monitoring of a pump station can give you the following information: water flow rate, air temperature, water pressure, pump status (off/on), and rainfall. The air temperature and rainfall readings use the same equipment as the weather station. The flow sensor and water pressure sensor are usually tapped into the main line. These sensors can also be installed on any water lines out in the field. The information is then relayed to a field satellite which can send the information back to the central.

As we all know, irrigation has become a much more sophisticated art. The value of these tools is that they can give us more information than we are used to getting, but at the same time make our jobs easier by giving us more time to spend on other areas of golf course maintenance.



## ADAPT YOUR MANAGEMENT STYLE TO SUIT DIFFERENT SITUATIONS

For many years, management style was either autocratic or democratic. Autocrats gave orders and expected obedience; democratic managers gathered opinions and tried to involve employees in every major decision. Today, managers are recognizing different styles of leadership. Here are four:

**Directive:** Like the autocratic style, this technique relies on giving commands and control liking behavior. In the short term, a directive style can help you get things done quickly, and will be effective when you supervise employees with little job experience or knowledge.

**Supportive:** Employees who lack experience or self-confidence will respond better to this style, which emphasizes listening to people, praising performance, and facilitating personal interactions.

**Coaching:** Generally directive, this style allow increasing degrees of support for employees as they become more experienced and confident of their abilities.

## OUR HOST FOR OCTOBER

Our host for the Institute at Mountain Springs, **Jim Smith**. Jim's Dad was a golf course construction Superintendent and built many courses including Sea Ranch Golf Links in 1977. Jim stayed as the Supt. until January 1989. He then came to Mountain Springs. The fairways are a blend of 40% bluegrass and 60% rye. The greens are Penncross and the tees are the same as the fairways. Mountain Springs was originally a cattle ranch turned golf course in April 1990. They are currently doing 240 rounds per day.

Our thanks to Jim, his wife Linell and all the staff at Mountain Springs for their Hospitality and making the Institute a success.

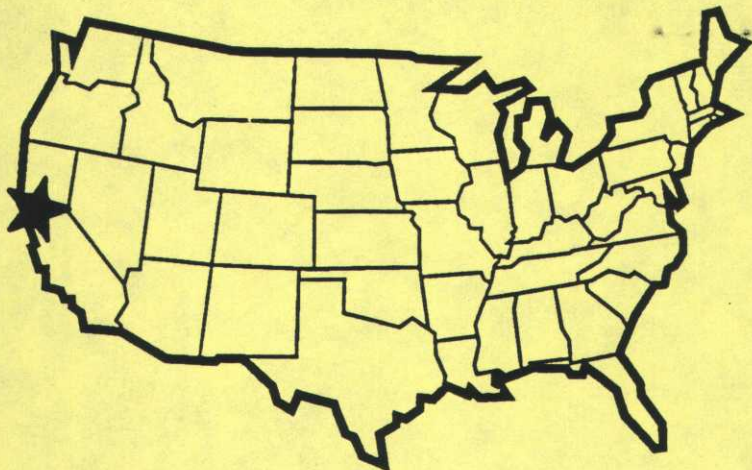
**Delegating:** Best when you work with experienced professionals who know what to do without supervision.

Of course, there is no "right" style of management. You must be able to recognize which employees will respond best to each style, and provide the kind of attention and leadership necessary to work effectively with each member of your staff.

From: Emergency Librarian, Seattle, WA



62nd International Golf Course  
Conference & Show  
February 5-12, 1991



**PLEASANTON,  
CALIFORNIA  
November 29-30, 1990**

Co-hosted by  
Golf Course Superintendents Association  
of Northern California  
and  
Golf Course Superintendents  
Association of America

## **GOLF COURSE RESTORATION, RENOVATION AND CONSTRUCTION PROJECTS**

"Well worth the time and expense. I learned a lot."

"Just what I wanted. . . a quick course in great detail."

"A valuable experience for me; it gave me needed direction."

"(The seminar was) interesting and informative for the entire 16 hours!"

These are comments from participants in the two-day educational seminar that discusses the challenge of improving a golf course by:

- \* solving a maintenance problem
- \* restoring a hole to its original design
- \* improving the playability of an entire course

Brian M. Silva, golf course architect with Cornish and Silva, Inc., and Robert M. Lohmann, golf course architect, contractor and president of Lohmann Golf Designs, Inc., discuss the responsibilities of the architect, contractor and superintendent as they apply to the design and construction process. Whether you are involved in golf course restoration, renovation, miscellaneous construction projects or the implementation of creative designs, this "how to" course will provide you with ideas and techniques to improve your golf course and simplify your maintenance practices. An excellent collection of slides will illustrate the principles considered.

The seminar will be held at the Pleasanton Hilton, near the junction of I-580 and I-680. Advance registration is required and space is limited. Registrations will be confirmed on a first-come, first-served basis. The registration fee includes luncheons on both days of the seminar and take-home reference materials. Seminar participants taking and passing the examination at the conclusion of the seminar will earn 1.4 Continuing Education Units (CEUs) and a certificate of achievement from GCSAA.

Seminar attendees are responsible for their own lodging arrangements. The Pleasanton Hilton offers us \$78/night rates for doubles or singles if reservations are made by November 12.

### **REGISTER NOW**

Complete the form enclosed, include your check or credit card information and return to:

GCSAA Regional Seminars  
1617 St. Andrews Drive  
Lawrence, Kansas 66047-1707



**TELEPHONE REGISTRATIONS BY CREDIT CARD ARE WELCOME  
CALL 800/472-7878 or 913/841-2240. FAX: 913/841-2407.**



## THE 7 HABITS OF HIGHLY EFFECTIVE PEOPLE

People who are highly satisfied with their lives are probably effective in almost everything they do. When they take on a project or assignment, whether it's work - or home - related, they invariably put a lot of time, effort, and emotion into it.

"Most people, however, have cultivated habits of ineffectiveness - blaming others, thinking selfishly, only seeking to be understood but not seeking to understand others," says Stephen R. Covey, author of *The 7 habits of Highly effective People*. "You must have certain positive habits to function effectively, habits that are the foundation of your character."

And, according to Covey, habits require the intersection of knowledge, skill, and desire. In order to make something a habit you have to have all three.

### 7 EFFECTIVE HABITS

There are seven habits shared by all truly effective people, Covey believes. Fortunately, these habits can be learned.

**1. Be proactive.** This means taking responsibility for your own life. How you act, react, and behave is a result of decisions you make. To be effective, you must not let conditioning or conditions control you. By being proactive, you will be a more effective person, because you will be taking the initiative, choosing your response to circumstances, and acting rather than being acted upon. Even mistakes can be handled proactively by acknowledging them immediately, taking responsibility for them, correcting them, and learning from them.

**2. Begin with the end in mind.** Whatever task you choose to do, start with a clear understanding of what you want to accomplish.

**3. Put first things first.** Organize your life and take action according to priorities. There are always too many things to do in too little time. Take a look at your key goals for each week, then block out time to accomplish them. Once they are achieved, you'll find

yourself with additional time for other priorities.

**4. Think win/win.** Approach interactions with the attitude that everyone can win. To accomplish this, you must have three traits:

*integrity* — the value you place on yourself; *maturity* — showing enough empathy and goodwill to work for a win with your counterparts; and *abundance mentality* — realizing that there is enough out there for everyone to win, that you can win without others losing.

**5. Understand — then be understood.** Learn to listen, not so much to be able to respond, but to understand how the other person views the subject at hand.

**6. Synergize.** The basis of synergy is that two people can disagree and both can be right. To communicate synergistically, you must open your mind and heart to new possibilities, alternatives, and options. Don't be defensive and protective of your viewpoint. You will be most effective when you value your differences with other people and realize that two heads are better than one.

**7. Sharpen the saw.** You are the "saw," and your effectiveness will be sharpened by renewing yourself physically, mentally, socially/emotionally, and spiritually. Renewal is the process that allows you to grow, change, and continually improve.

## OUR HOST FOR NOVEMBER

Our Host Superintendent for November is **Randy Gai**. Randy attended Merritt College and Chico State College majoring in Business. He took a part time job on the crew at Claremont CC in 1973 and never left. He was trained under the expertise of **Stan Burgess** until Randy took over in the fall of 1979. He became Certified by GCSAA in 1984

Originally Claremont Country Club was known as the Oakland Golf club located around Lake Merritt in downtown Oakland and constructed in 1897. The club moved to its present site, changed names and opened 18 holes for play in 1904. The golf course was originally designed by James "Pop" Smith,

## BROCHURE DISCUSSES ORIGIN, CONSTRUCTION AND MAINTENANCE OF GREENS

The most delicate playing surface in sports today — the golf course putting green — is the topic of a 24-page brochure now available from the American Society of Golf Course Architects.

*The Evolution of the Modern Green* is a reprint of the fascinating four-part series, written by Michael J. Hurdzan, past president of the ASGCA. Dr. Hurdzan discusses all aspects of engineering, design, construction, and maintenance in the full-color brochure that covers the following topics:

Section one: The historical development of golf greens in the U.S. and how turf managers keep them in top playing shape.

Section 2: The research and development of various methods of green construction.

Section three: How and when to rebuild greens and how to avoid the most common construction errors.

Section four: The turfgrass art and science of establishing and maintaining a delicate living playing surface.

The brochure is available for \$5 by sending a check or money order to: The American Society of Golf Course Architects, 221 N. LaSalle St., Chicago, IL 60601.

the first superintendent. The golf course was redesigned by Dr. Alister MacKenzie in the 1920's. (all records were lost in a clubhouse fire in 1927). Dr. MacKenzie's redesign totaled 5,455 yards, par 68. One of the highlights of play at Claremont CC was the Oakland Open in 1937. Sam Snead scored his first tour victory here.

In 1988 a master plan was provided by golf course Architect J. Michael Pollet. The first segment was rebuilding all bunkers and adjacent mound areas. This was completed in 1989, as well as rebuilding the seventh green. The second phase is tee renovation and/or rebuilding which is in process.

## A GLIMPSE OF A WORLD WITHOUT PESTICIDES AND FERTILIZERS

Consumer food prices 45 percent higher. A less varied, less reliable, less healthful food supply. more worldwide hunger and starvation.

That's just a glimpse of how life would change if American farmers were forced to stop using crop protection chemicals and fertilizers. The impacts of a return to chemical-free farming are described in a new study by GRC Economics of Washington, D.C., an economics consulting unit.

The study, sponsored by the National Agricultural Chemicals Association and The Fertilizer Institute is a potent response to those who say the only remedy for risks posed by farm chemicals is a return to no-input agriculture. The study provides an enlightening look at how valuable pesticides and fertilizers have been-and what would be lost without them.

The study acknowledge that intensive agriculture, spurred by world demand, has led to cultivation of some erodible and fragile lands and has raised concerns about erosion and contamination of groundwater.

However, the study also show that governments, and farmers themselves, are addressing the concerns effectively. For example, many farmers are adopting "Best Management Practices" that maximize yields while protecting and improving the land and water. Such practice include the responsible use of chemicals, which continue to make important contributions to production.

### Inexpensive, Abundant Food

According to the GRC study, pesticides and fertilizers, along with mechanization and improved plant hybrids, have helped America's farmers lead the world in productivity.

During the past half century, according to the report, the cost of food to American consumers has dropped from 24 percent of disposable income to 14 percent, helping to

improve nutrition and raising the national standard of living.

Thanks to high yields made possible by chemicals, the United States is a major world supplier of farm commodities. In 1988, the nation produced 28 percent of the world's coarse grains and accounted for almost 60 percent to world trade. Abundant grains and oilseeds enable Americans to pay low-prices for cereals and vegetable oils and to enjoy the benefits of inexpensive, efficient meat and poultry production.

Pesticides have helped expand fruit and vegetable farming to areas where growing climates are ideal but where growing climates are ideal but where fungal diseases and insects previously had made production too costly.

The GRC study shows this progress would be reversed if farmers had to rely on manure fertilizers, mechanical cultivation, and non-chemical pest controls.

### Farming Without Chemicals

To estimate the effects of elimination chemicals, GRC researchers reviewed published data from the USDA and other sources, then checked and updated the information through interview with agronomist and plant pathologists with land grant universities and state extension services.

The study found the loss of chemicals would change the face of America's agriculture. The impacts would include:

**\*Lower food supplies.** Fruit and vegetable production would be cut by more than half.

**\*Higher prices.** Lower output and higher prices would reduce the nation's farm exports by \$5 billion per year, or almost 13 percent.

**\*Health risks.** Consumers would find it hard to maintain or increase consumption of fruits, vegetables and high-fiber grains recommended by the National Research Council to reduce the risk of heart disease.

**\*Questionable food safety.** Without chemicals to control molds and fungi, natural toxins in food would increase. some of these are known to cause cancer and other health problems.

**\*Environmental pressures.** Planted acres would increase by 10.3 million acres per year to make up for reduced grain and oilseed output. More marginal land would be brought into production. the absence of herbicides would force farmers to increase cultivation, leading to more soil erosion.

The study raises serious doubts about whether alternative farm practices that eliminate or all chemicals can sustain the nation's agricultural strength.

At the same time, "Best Management Practices" - including conservation tillage, crop rotation, and targeted application rates of chemicals -show strong promise for bringing continued growth in farm output while



## WHY DO EXECUTIVES FAIL?

### Here Are Five Reasons

No one can avoid failure, but sometimes we bring it on ourselves by repeating the same mistakes. See if you recognize yourself in any of these descriptions:

An inability to get along. Poor interpersonal skills are the biggest causes of executive failure, especially when dealing with subordinates.

The "Me Only" syndrome. Caring only about your own personal success, the credit you get for work your department does, and other personal rewards, can lead to disaster.

Failure to adapt. A strategy that was successful a long time ago, or a management style that you hang onto long after it stops producing results, will decrease your influence and effectiveness.

Fear of action. Indecisiveness because you're afraid of making a mistake can be a major mistake in itself. Running in place may keep you busy, but it doesn't get you anywhere.

Inability to bounce back. When failure does strike, many managers may be unable to admit it and move on. Instead, they become defensive and waste valuable time justifying their decisions when they ought to be fixing the problem.

From *Managing*, Matthew Bender & Co.

## THE TEN (HUMOROUS) LAWS OF COMPUTERS

Computer technology is advancing and changing all the time, but some aspects of the high-tech revolution will always remain unchanged, like these tongue-in-cheek laws of computing:

1. No matter how much you know about computers, you can always find an expert able to render everything incomprehensible.
2. You will never run out of disks, printer ribbons, or other computer supplies during business hours.
3. The price of a software package is in inverse proportion to the readability of its manual.
4. The size of a computer error is in direct proportion to the importance of the data lost.
5. For every computer error there are at least two human errors, one of which is blaming it on your computer. No matter how long you delay buying a computer product, a faster, cheaper, and more powerful version will be introduced within 48 hours of your purchase.
7. You never lose power at the beginning of a computer session.
8. If you back up your disk, the original will not fail.
9. Printers are not intended to work the first time you use them. If they do, it is because you didn't follow instructions accurately.
10. You never lose data you don't need.

As seen in the OGCSA Newsletter, August 1990

## MYRTLE AND CLIFF CRUISE TO ALASKA

MY RETIREMENT CRUISE took us to the Inland Passage in Alaska. The weather did everything just right. We got to go on the helicopter flight to the glaciers at Juneau, the fog lifted just in time for us to go.

The rain stopped just as we were nearing our destination to fish at Ketchikan. We caught 3 salmon, the 4th we couldn't stretch enough to meet the required 28". It was a beauty too—know it fed the birds and seals when turned free. We are going to try our luck at smoking the fish.


In Sitka the rain did come down—it rained really hard, but we had our umbrellas handy. Reminded us of Hawaii, it stopped almost as soon as it started.

We took in all the show, entertainment and food on the ship—don't believe we gained an ounce. We saw lots of water, forests, inlets, glaciers, porpoises, seals, bald eagles, whales, totem poles, Russian dancers and a play.

We went the farthest into Glacier Bay than any ship this season. It was the last trip for the Noordam—then they were going to the Caribbean through the Panama Canal.

THANKS TO OGCSA OF NORTHERN CALIFORNIA for the trip.

Myrtle Wagoner



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