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Kensington CC

Location: Naples, Florida.

Ownership: Kensington Park Development Corp.

Playing policy: Private, 350 equity memberships.

18 holes: Par 71 at 6879 yards. Course Rating: 73.1 Slope Ratings: 135.

Designed by: Robert Trent Jones, Jr. Constructed by: Golf Forms, Inc.

Opened: January 1994.

Management: Anton Steiner - Manager Director; Arlette Steiner - Manager Director; Jeff Mangan - C.O.O./General Manager; Bo White - Club Manager; Head Golf Professional - Richard Erick.

Major Renovations/Projects: Over 2.5 miles of subsurface drainage, mostly in fairways in past two years.

Acreage under maintenance: 114 acres.

Greens: 2.7 Acres. Average size: 6,000 sq. ft. Turf type: Tifdwarf (Certified). Height of cut: Overseeded greens (.109 - .140), Summer (.150-.180). Overseeding: Cobra Bentgrass at 6 pounds per 1,000 sq. ft.. Green Speed Goals: 9.5 - 11.0 (Winter)

Tees: 3.5 acres. Turf type: Tifway 419 (Certified). Height of cut: Overseed (.250), Summer (.400). Overseeding: PhD Perennial Rye Mix.

Fairways: 30 acres. Turf Type: Tifway 419 (Certified). Height of cut: Winter (.450"), Summer (.400"). Overseeding: None.

Roughs: 70 acres. Turf Type: Tifway 419 (Certified). Height of cut: Winter (1.75") , Summer (1.0"). Overseeding: None.

Waterways/Lakes/Ponds: 54 Acres. Extremely high bicarbonates; currently installing pHairway injection system. We now maintain lakes in-house.

Irrigation: Source - Deep well. PSI pumping station. Network 8000 Control system. Toro 650, 670 series heads. 970 total heads 100% turf coverage.

Staff: Total including Supt. 23 including landscape crew. Assistant Superintendent: Paul Mollberg. Mechanic: Richard Hodges. Pest Control: Jeff Boswell. Irrigation: William Flippen. Administrative/clerical: Sabina Musci.

Others you may wish to recognize: Golf Forms, Inc. - Excellent course construction; no shortcuts. The ownership of Kensington is very willing to invest in the quality and maintenance of the golf course, and that makes it fun to work here.

Special or unusual conditions: Extreme elevation changes creates difficult-mowing patterns, watering practices and cultural practice situations. Some holes are built on only inches of fill over a limerock base making aerifications messy and trenching very difficult.

Interesting or unusual features: Over 400 semi-loads of crushed Coquina shell trucked in for waste bunkers from Cocoa Beach, Florida. Over one million cubic yards of fill moved during construction of golf course.

Maintenance equipment: Greens-Toro 1000 walkers year round. Tees-Toro GM 3100's May-October, Toro 1000's November-April. Fairways: Toro 5100's year round. Roughs: Toro 4500, Toro 2300, Toro 2600. Toro Workman Sprayer, Club Car and Kawasaki Mule Utility Vehicles

Cultural practices: Aerification - Greens 4x year with Toro Walk Aerifier. Fairways 6x year Toro 687. Roughs 4x year Toro 687. Verticut fairways 2x year, roughs 1x year.

Topdressing - Greens 15-18 times/year w/Terra Topper; tees, collars & approaches as needed. Spike greens 1x week on overseed. Annual Fertility - Greens-Nitrogen 10#/m²; Potassium 36#/m²; Foliar applications biweekly. Tees: 12-14# N/m² and 28-30# K/m². Fairways and Roughs 8-10#N/m² and 22-24#K/m². Supplemental fertigation for the above. Total IPM pest control approach including two wall-to-wall pre-emergent herbicide applications of Ronstar.



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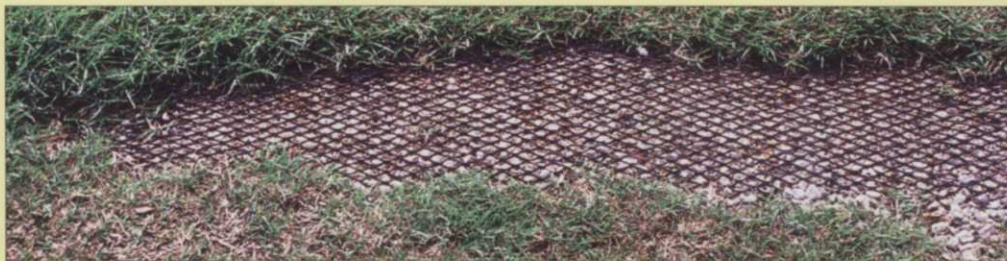


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Kensington Snapshots by Joel Jackson



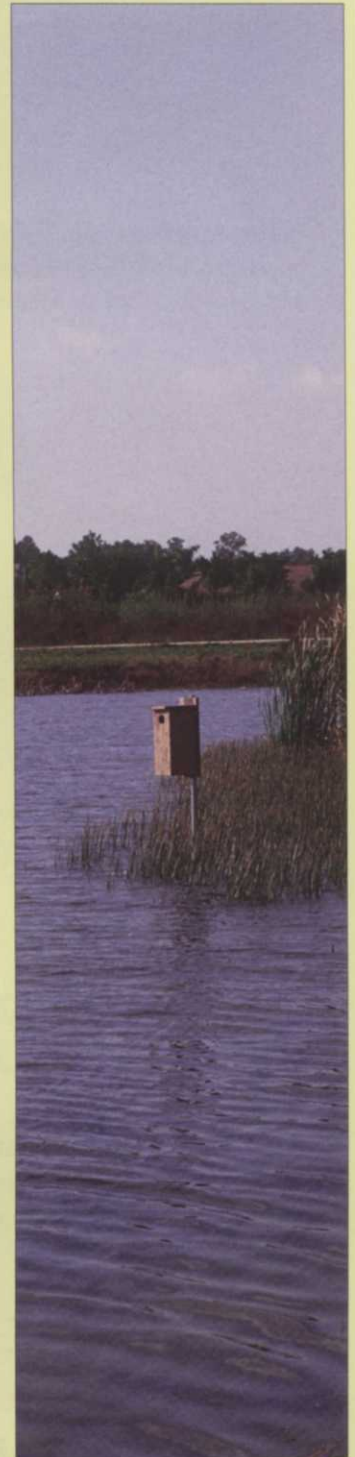
Because of the sensitive nature of the extensive aquascaping on the course, Kensington decided to do their waterway management in-house and use more mechanical controls. Photo by Joel Jackson.



Here's a great idea of using stucco lathe over the top of French drains to keep the pea gravel in place and keep the drain lines open for maximum efficiency. Photo by Joel Jackson.



A very unique location for a putting green! Photo by Joel Jackson.



Installation of Wood Duck boxes helps to further enhance the golf course habitat. Photo by Joel Jackson.

Perfect Partners.

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performance between Thalonil and the other national fungicide brand. And, since there is multiple site activity, there is minimal risk of resistance. Together, Terra Aliette T&O and Terra Thalonil put control of summer stress complex in the bag. It's the pair that'll fit your turf disease program to a tee.



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Limestone bedrock excavated during construction is used on several holes, shown here on #8, to stabilize steep lake banks and provide interesting texture contrasts. Photo by Daniel Zelazek



Without wall-to-wall cart paths, waste bunkers like these on hole #7 are used to keep traffic off the fairways. Photo by Daniel Zelazek.

tendents: Jim Gerlach at his first course in Illinois; Mike Sauls at Butler National and Phil Shoemaker at Loxahatchee during his Lake City OJT and Darren Davis at Olde Florida as an assistant.

Whorral continues to learn as he must also deal with the effects of El Niño on course conditions.

“We overseeded with a 90-10 mix of bentgrass to poa trivialis and it has been a very tough year to measure success. As you can see we have a tight surface but the overseeding is thinner than normal.

“We may try a 50-50 mix next year. The bentgrass tends to be very persistent and difficult to transition out in the spring.”

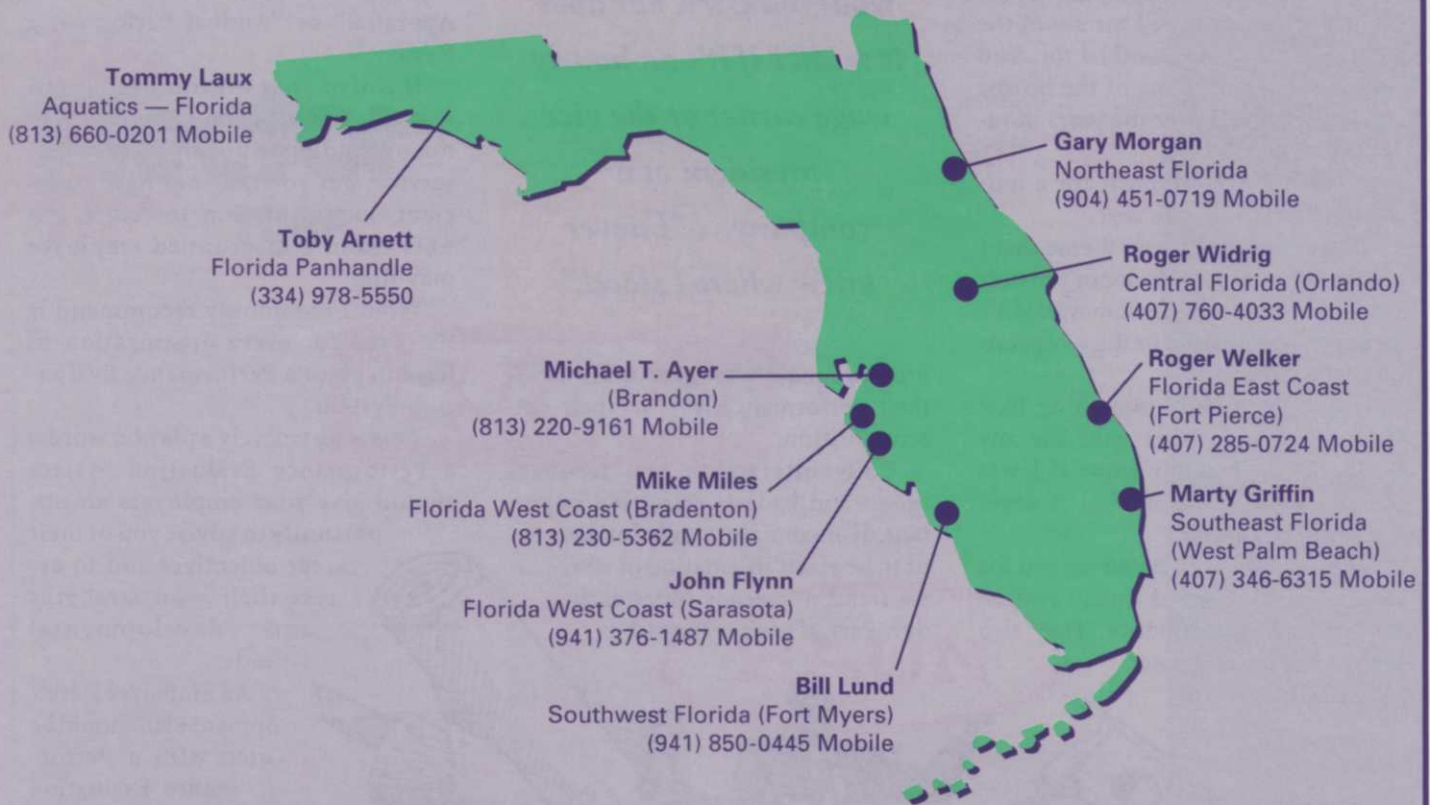
Overall the effects of El Niño so far were minimal at Kensington. But Whorral, like all good superintendents, will continue to fret and worry and be vigilant until the weather improves. Meanwhile, the future of Naples continues to unfold and Kensington and Whorral play their part in the growth and development of southwest Florida.



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How to Grow, Develop and Nurture Your Most Important Asset...

Your Employees!

BY CHARLES CATALINE
Human Resource Consultant

Whenever I conduct a seminar on employee development, I usually begin by asking the attendees to tell me about the worst boss they ever worked for. You can only imagine some of the horror stories I've heard over the years in response to that!

If you thought about it for a moment, what would you say?

There is one common theme that I always seem to hear. It doesn't matter what industry, nor does it matter if it's an hourly wage earner or the vice president of a company.

It usually sounds something like: "My worst boss never gave me any feedback"... "I didn't know if I was doing a good job or not"... "I never knew where I stood."

Your employees depend on you for an accurate, clear and timely evaluation of their performance. They also look to you for assistance in working on im-

There is one common theme that I always seem to hear. It doesn't matter what industry, nor does it matter if it's an hourly wage earner or the vice president of a company... "I never knew where I stood."

proving, maintaining or maximizing their performance level in their current position.

Daily interaction and feedback (good and bad) is extremely important. Human nature calls for each of us to be given affirmation of where we stand numerous times each day. Part of your responsibil-

ity as a supervisor or manager is to "stroke" your employees every day. Keep in mind that bad strokes are better than no strokes.

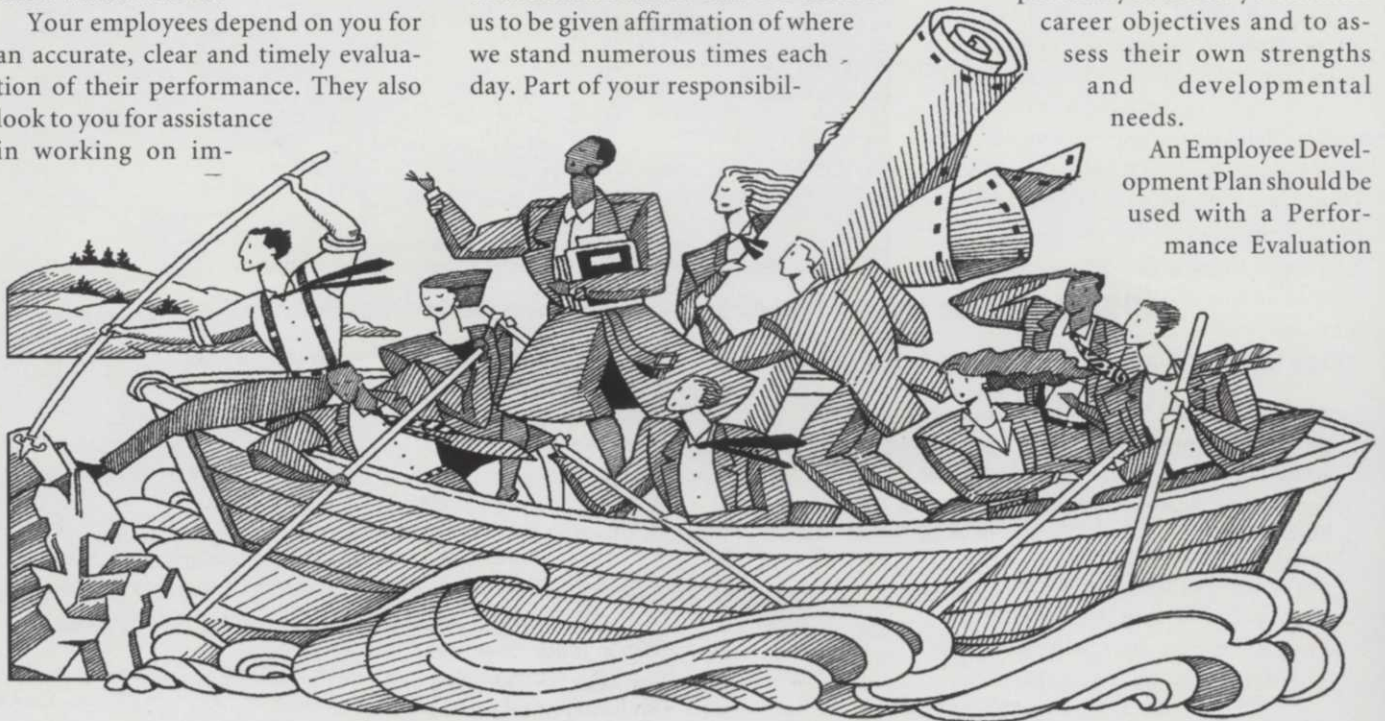
A tool that is often used to formally document an employee's performance is commonly called a "Performance Appraisal" or "Annual Performance Review."

If you or your organization is not using at least this one piece, you're not only doing your employees a disservice, but you may not have sufficient documentation to refute any EEO claim a disgruntled employee may file.

What I commonly recommend is the need for every organization to have in place a Performance Evaluation System.

This is not merely a play on words: a Performance Evaluation System should give your employees an opportunity to advise you of their career objectives and to assess their own strengths and developmental needs.

An Employee Development Plan should be used with a Performance Evaluation





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Greensmaster 800



Greensmaster 1000



Greensmaster 1600



Each of these premium mowers offers superintendents a unique solution to meet specific course conditions.

PERFORMANCE PLUS

- Choose from 18", 21" and 26" cutting widths; each offers unique applications

- Ergonomically designed loop handle accommodates different-sized operators

- Kawasaki engine with special muffler decreases noise for operators, players and neighbors

- Simple pull pin allows operator to easily adjust handle height

- Front-weight bias helps mowers deliver precision cut



Note: Features apply to all models unless otherwise noted.

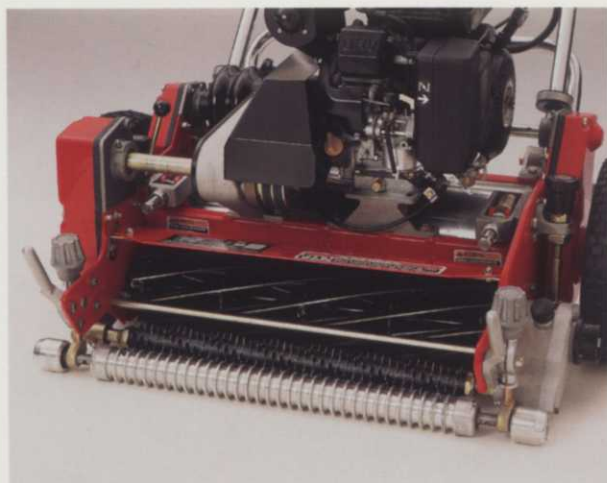
- Patented louvered grass baskets help clippings stay evenly distributed



QUIET PERFORMANCE A smooth, more quiet-running OHV Kawasaki engine offers many practical benefits. Less noise enhances operator safety, helps courses reap benefits of early morning mowing — without disturbing the neighbors.

THREE CUTTING WIDTHS Each mower offers a unique solution for different mowing requirements. For your greens, choose from the tight 18" cutting width of the Greensmaster 800, or from the 21" Greensmaster 500 and 1000 models. And for your aprons and tees, the productive Greensmaster 1600 features a 26" width.

FULL FLOATING CUTTING HEAD For stepped or undulated greens, choose the Greensmaster 500 with a full floating cutting head. It gives superb ground following and a smooth, even appearance.



PRECISION CUT Front-weight bias eliminates operator influence, allows deep penetration and straight line mowing. Greens receive a more uniform cut with fewer markings. Players benefit with faster and truer ball roll.



OPERATOR COMFORT A comfortable loop handle lessens operator fatigue, increases productivity. A "no tool" simple pull pin easily adjusts handle height to operator.

MODEL PROFILE



GREENSMASTER® 500 The 500 offers the best solution for courses with heavily undulated, stepped, or soft greens. The mower's full floating cutting head allows the 500 to follow contours uniquely in all directions even as the weight of clippings increases. Greens receive an even cut with the least scalping. Cutting width is 21".

GREENSMASTER® 800 This all-new specialty mower offers a tight, 18" cutting width for specialty applications. Use the 800 to get an even narrower stripe, for extremely low heights of cut, or steeply carved greens.

GREENSMASTER® 1000 Put simply, the 1000 has earned a legendary reputation for superior greens mowing worldwide. It's the envy of the competition, and the mower of choice for many prestigious courses. Count on the 1000 to cut lower than competitive models at the same setting. Cutting width is 21".

GREENSMASTER® 1600 The 1600 provides a greater range of applications. Its 26" cutting width and extended height of cut range make this mower perfect for tee, apron and other formal turf areas, even large area greens. A dimpled traction drum provides better traction for off-greens cutting.

ACCESSORIES



TRANSPORT TRAILER

Conveniently accommodates two walk greens mowers. Protects mowers and their fine adjustments during transport.

LIGHT KIT

Dual lights enable early morning mowing resulting in earlier tee times. (Not available for the 500.)

THATCHING REEL

Eliminates need for riding greens mower with thatching reels, and associated risks of compaction and oil leaks. (Available for 1000 only.)

OPERATOR PRESENCE KIT

Optional safety bail available to meet select customer requirements.

GREENSMASTER® WALK MOWERS



GREENSMASTER® WALK MOWERS

| | 500, #04130 | 800, #04048/1000, #04052 | 1600, #04060 |
|----------------------|---|---|--|
| Engine | Kawasaki, 4 cycle, 3.7 hp (2.7 kW), air cooled OHV engine, iron cylinder sleeve. | Kawasaki, 4 cycle, 3.7 hp (2.7 kW), air cooled OHV engine, iron cylinder sleeve. | Kawasaki, 4 cycle, 3.7 hp (2.7 kW), air cooled OHV engine, iron cylinder sleeve. |
| Traction Drive | Transaxle with multiple friction disc clutch Spur gear differential transmits power to 2 rubber traction drums. | Belt powered, split drum with differential Idle pulley to engage disengage. | Belt powered, split drum with differential Idle pulley to engage disengage. |
| Reel Drive | Universal drive shaft. | Timing belts from countershaft to differential, drive drum and reel. | Timing belts from countershaft to differential, drive drum and reel. |
| Reel Construction | Cutting Unit independent from traction unit and catcher. 3.5" (8.9 cm) diameter, 9 blade. | 11 carbon steel blades. GR1000 only: Optional 8 blade. | 8 carbon steel blades. |
| Maximum Ground Speed | Mowing: 3.8 mph (6.1 km/h) | Mowing: 3.5 mph (5.6 km/h) Transport: 5.3 mph (8.5 km/h) | Mowing: 3.5 mph (5.6 km/h) Transport: 5.3 mph (8.5 km/h) |
| Weight | 186 lbs. (84kg) | GR800: 203 lbs. (92.3 kg) GR1000: 208 lbs. (94.3) | 230 lbs. (104 kg) w/o transport tires. |
| Width of Cut | 21" (53.3 cm) | GR800: 18" (45.7 cm) GR1000: 21" (53.3 cm) | 26" (66cm) |
| Height of Cut | 1/8" (3.2 mm) to 1 1/8" (17.5 mm) (optional bedknife to 1/16") | GR800: 1/8" (1.56 mm) to 1" (25 mm) GR1000: 3/64" (1.9 mm) to 1" (25 mm) | 1/8" (.31 cm) to 1 1/4" (3.1 cm) |
| Clip | .197" (5.0 mm) | Standard 11 blade: .16" (4.1 mm), GR1000 only: Optional 8 blade: .23" (5.8 mm) | .23" (5.8 mm) 8 blade reel. |
| Bedknife Adjustment | Reel adjusts down to the bedknife through two threaded bolts. | Dual screw "click" adjustment to reel. | Dual screw "click" adjustment to reel. |
| Warranty | Two year limited warranty. Refer to the Operator's Manual for further details. | | |

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Performance evaluations, therefore, should be based on work accomplishments (results.) They should not be based on just conducting activities alone or for having desirable traits, education or experience for their own sake.

Performance can be defined as the timely completion of the amount of quality work produced, given the conditions surrounding the work. This definition of performance is results-oriented.

Performance evaluations, therefore, should be based on work accomplishments (results.) They should not be based on just conducting activities alone or for having desirable traits, education or experience for their own sake.

Meeting a supervisor's normal expectations of the amount, quality and timeliness of the work produced within the job is the level which must be achieved as a condition of continued employment.

This means that an employee must achieve a minimal overall performance level rating or meets supervisor's normal expectations.

When performance falls short of these normal expectations, there is a performance discrepancy which must be addressed through some careful performance improvement planning.

In addressing this discrepancy, usually there are competencies in which the employee is lacking or deficient. These competency deficiencies are the target for trying to improve the employee's performance.

In discussing performance evaluations with employees, it is important to keep these key principles in mind at all times:

1. Maintain or enhance the employee's self esteem.
2. Listen and respond with empathy to the employee.
3. Ask the employee for help in solving performance problems.

The performance evaluations you conduct with your employees are a vital part of your supervisory responsibilities. Your performance in this responsibility will more than likely be evaluated by your manager or supervisor.

Strive to provide daily interaction and feedback to your employees...

There are two steadfast rules to use whenever rating an employee's performance:

- Concentrate on behaviors, not attitudes. You really can't see or rate an attitude. You can only rate on-the-job performance.
- No surprises. Think about it - the last place you would want to first find out you're not performing up to your manager's expectations is when it is formally documented for your permanent record.

Well developed, trained and dedicated employees are the by-product of a good manager. Strive to provide daily interaction and feedback to your employees.

Give them the necessary tools to help them succeed, grow and obtain their own personal goals. A Performance Evaluation system provides you with an important tool to use with the employees you supervise.

One way I typically end my seminar is to ask participants to describe their favorite boss. Usually the answers sound something like: "Fair"... "Helped me get ahead"... "Kept me informed."

Hopefully, if one of your current or former employees attends one of my seminars, they'll be more anxious to speak up at the end of the class instead of the beginning.

Charles Cataline is the author of Performance Evaluation - An Effective and Efficient System for Managers and Supervisors copyright 1997. Currently in use at Berkley Hills C.C. For further information call (770) 935-4246.

Credit: Jan/Feb 1998 issue of GGCSA's Through the Green.

form. Working together, you and each employee can agree on specific developmental needs.

So the purpose of a Performance Evaluation System is to enable you to provide performance-related communication and to do development-related planning with employees. Together they serve as the formal documentation of this communication and planning.

You should measure an employee's performance in relationship to the expectations that you've established for his or her job and which you've fully communicated to the employee.

Obviously it would be unfair to evaluate an employee's performance if the employee did not have a clear idea of the expectations beforehand.

And although these are called the "supervisor's expectations," they need to be objective and fair.

The base should be a written job description and objective organization or department guidelines that apply to the employee's job.

Whenever these expectations change, they should be discussed with the employees involved.