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children to have golfing opportunities, he won the support of the County Park Department and Black Women in Sports Association to fund a year-round golfing camp at Goulds Park in South Dade. He did all of this long before the "Tiger craze" became fashionable.

Alan's promotion of Junior Golf will never wane. He feels very strongly that Junior Golf is the cornerstone of golf's future success everywhere in the world.

If it sounds like I know Alan well and admire and respect him, you are correct. He hired me in 1978 to manage Key Biscayne, and from 1980 to 1990, I was his assistant, supervising golf and park maintenance operations. Like many others, I have learned some valuable lessons from him. I am proud to call him a true friend, and was honored to have had the opportunity to tell you about some of the major contributions he has made to the game we all love and earn our living through.

This quiet man with a dry, quick sense of humor, has touched so many lives through his twenty years of unselfish, dedicated commitment to the game in South Florida, it would take a book to list all he has accomplished. There no doubt that all of us in the profession owe Alan a huge debt of gratitude for all he has done and will continue to do in the future.

Cheers, Alan! Lets hoist a frosty mug to the game we love, your continued work, success and health.

Gary Grigg wins 1997 Distinguished Service Award

BY MIKE MONGOVEN, CGCS

Ft. Myers C. C.

The FGCSA Distinguished Service Award was established in 1985 as a prestigious form of recognition for a deserving FGCSA superintendent. It is presented to a member who has performed outstanding achievements as a golf course superintendent. All three words — "Distinguished," "Service," and "Award" — have meaning for Gary Grigg.

Distinguished is certainly a word you can use to describe Grigg. He was president of the Golf Course Superintendents Association of America, 1995-96. He has been a Certified Golf Course Superintendent since 1977 and has been recertified 4 times. His work at GCSAA has extended to 15 different committees. The British and International Golf Greenkeepers Association certified him as a Master Greenkeeper in 1997. He is one of only 14 Master Greenkeepers in the world.

Service is really the most significant word of Distinguished Service Award that describes Gary. A review of Gary's life reveals that service is not only a function of his professional life, but his entire life.

He grew up in a small community with many relatives. The area had a high Mormon population. The environment was like an extended family where everyone helped everyone



Gary Grigg recipient of the FGCSA's 1997 Distinguished Service Award with his wife, Coleen and grandson, Alec.

else. Gary has continued this credo throughout all aspects of his life. Awards of many different types have been associated with Gary and courses he has worked for. The list of award-winning courses he has helped build and grow in include some of the best-known on golf's "Top 100" lists. He ranks his service (43 years) to the Boy Scouts of America and the Mormon Church (LDS) as his most enjoyable.

Two of his sons — Jared and Aaron — became Eagle Scouts. Gary enjoys the fundamental principles and ideals taught by Scouting. He is grounded in family values and community spirit stressed by his church.

His service to fellow golf course superintendents started in 1970 as a board member of the Western Michigan Golf Course Superintendents. Gary has served continuously as a director or officer of a golf course superintendents association for 27 consecutive years. He credits the "heritage of service" with which he was raised by his parents. Service to others was a virtue which was regarded highly by his parents.

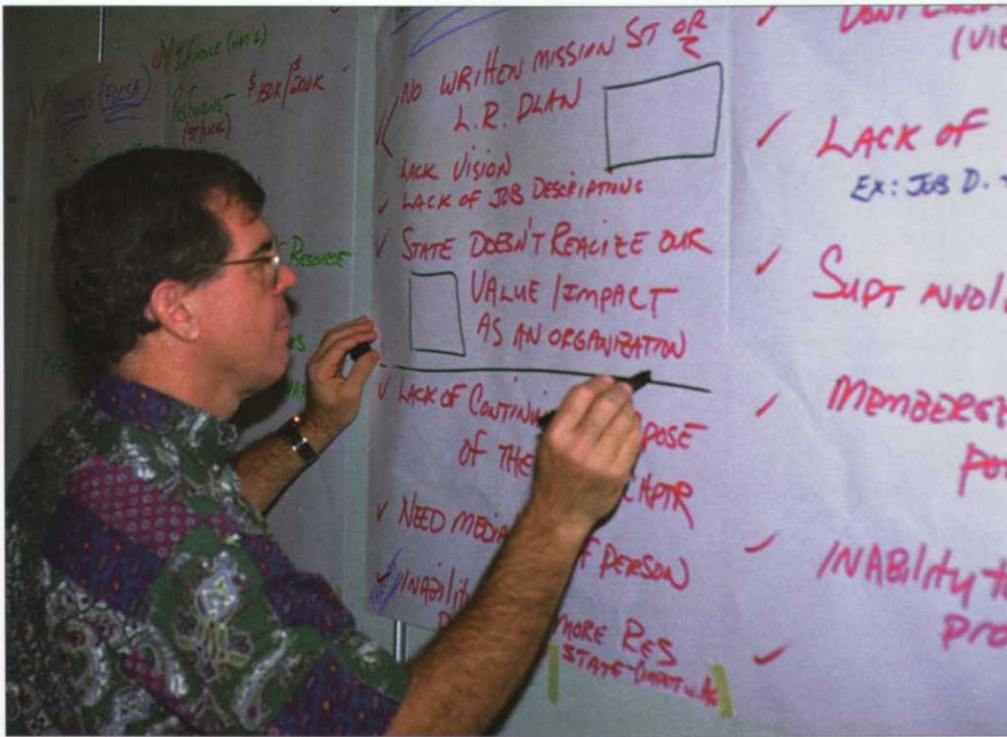
While on the GCSAA board of directors he served with 18 different men for 9 years. He most enjoyed the camaraderie and the opportunity he had to meet people within our profession and allied organizations around the world.

While serving as president, he represented our profession, and the GCSAA membership.

Gary attributes much of his success to the support he has been given by his wife, Coleen, and their children Jared, Aaron, Jill, and Ryan. He has witnessed the requirements to succeed as a golf course superintendent shift to business knowledge with an emphasis on communication skills.

Golf course superintendents must be able to sell themselves and their value. The future of golf, according to Gary, is in the hands of the plant breeders. The demand for grasses that require less water & fertility, handle more salt, and become more hardy, will only grow.

Gary Grigg is very deserving of the FGCSA's highest award. His service to our profession has truly been distinguished.



GCSAA's Joe O'Brien reviews the list of strengths, weaknesses, threats and opportunities for the FGCSA during the recent FGCSA Planning Session. Photo by Joel Jackson.

GCSAA official helps FGCSA Board chart plan for future

On Saturday, Nov. 8, the full board of officers and directors of the FGCSA and the board of the Everglades GCSA met at the Grenelefe Resort in Haines City to participate in a strategic planning session to examine the present operation of the FGCSA and to chart a plan for the future.

The Everglades group was there to see how to apply the process to their own chapter's operation.

Joe O'Brien, Chief Operating Officer of the GCSAA, was the session facilitator. O'Brien has extensive association management experience from his years with the PGA of America and his current role with the GCSAA. This

service and assistance is free to any chapter upon request.

After introductions the group defined an agenda for the meeting:

Purpose:

- Analyze FGCSA organization, operation and it's interaction with local chapters.
- Create a mission statement.
- Develop a plan.
- Set goals/objectives (change)

- Create framework for decisions

Format:

- Open discussion
- Full recording of proceedings

Rules:

- Participate
- Listen/Understand
- Think creatively

O'Brien asked the group to list the strengths, weaknesses, threats and opportunities of the FGCSA. Forty-six items or issues were listed

under the above categories. After these were discussed or explained, each person got to cast three votes to identify what they felt were the key issues for the FGCSA to address for the rest of the session. The top vote getters became objectives for analysis and action planning:

1. Examine and discuss FGCSA & FTGA relationship.
2. Enhance involvement and promotion of FGCSA and local chapters to the golfers, employers and the industry.
3. Find new sources of income for FGCSA and local chapters (decrease vendor support) "Try not to go to the well so often!"
4. Improve the way information is shared among chapters.
5. Enhance the relationship between FGCSA and local chapters in these areas:
 - Conduct planned/announced committee meetings
 - Long range plan for fundraising & spending
 - Local chapter repre-



Darren Davis reports on the action plan his team wrote for one of the key objectives identified by the group. Photo by Joel Jackson.



- Public financial statement
 - Committee meeting minutes published/shared with externals
6. Improve education/general participation, involvement and benefit awareness by superintendents.
 7. Ease transition of state/chapter officers
 8. Document the FGCSA or chapters appropriately with the following:
 - SOPs
 - Committee job descriptions
 - Staff job descriptions
 - Standardize accounts
 - Audit chapter statements
 9. Hire a staff person to manage the magazine/newsletter/PR on a businesslike more profitable basis.

The group was then broken out into small teams and assigned these topics to analyze. The group then reassembled and each team reported out on their objective. Each analysis had the following format:

- State Objective
- List problems affecting objective
- List action steps to be taken
 - Designate responsible person or group
 - Set completion date or time frame
 - Estimate costs
 - Estimate risks

The discussions ended with the subject of hiring another staff person to aid the FGCSA in meeting the goals and objectives identified by the planning process.

Joel Jackson, current editor of the *Florida Green* magazine announced that he was taking early retirement from the Walt Disney Company at the end of this year, and he is interested in being considered for this possible staff position.

The officers were charged with preparing a job description for this position to present to the external vice presidents for discussion with the local chapters.

This matter will be discussed again for action at the Winter board meeting in January.

Darren Davis wins GCSAA's Feser Award

Darren Davis, superintendent at Olde Florida Golf Club in Naples, will be presented with the 1998 Leo Feser Award at the opening session of the GCSAA's International Golf Course Conference and Show in Anaheim, Calif. Feb. 4.

The annual GCSAA award honors the most outstanding superintendent-authored article to be published in the association's monthly magazine, *Golf Course Management*. Articles eligible for the 1998 award were published between November 1996 and October 1997, and written by Class AA, A, or B members. The winner's name is engraved on a plaque for display at GCSAA headquarters in Lawrence, Kan.

GCSAA's Publications Committee selected Davis' article, titles "Sowing the



Darren Davis

Seeds of Knowledge," which was published in the December 1996 issue of *GCM*. The piece provided methods by which superintendents can teach school children about environmental principles.

Davis said he was encouraged to write the article because golf course superintendents are the people most responsible for educating the public about the environmental benefits of golf courses.

"I have made an attempt to educate as many people as I can on the benefits that a golf course provides," Davis said. "It's a subject I feel strongly about, and have consequently given many school tours at Olde Florida and have gone to many classrooms to give slide presentations. One of my goals was to help fellow superintendents understand the value of this task."

A GCSAA member for eight years and a graduate of Penn State's turfgrass management program, Davis has been at Olde Florida since 1992. He has also served as an apprentice

superintendent at Augusta National and assistant superintendent at The Loxahatchee Club in Jupiter.

"It is definitely an honor to have been chosen the recipient of this year's Leo Feser Award," said Davis. "I also feel fortunate to be in a profession that allows me to do many of the things I enjoy doing, and that I'm at a club whose owners have allowed and encouraged me to do these things."

Davis, who took journalism classes in high school and photography classes in college, is the third Florida superintendent to win the Feser Award. Dan Jones, CGCS, superintendent at The Banyan Club in West Palm Beach, received the third annual award in 1978. Jerry Redden, CGCS, now with Professional Turf Maintenance in Tequesta, won the award in 1984.

Jones and Redden both have served as president of the FGCSA. Davis is FGCSA secretary/treasurer. Jones and the late Tom Mascaro founded *The South Florida Green* in 1973, which became *The Florida Green* in 1980.

The award honors Leo Feser, a pioneer golf course superintendent and a charter member of GCSAA. Feser is credited with keeping the association's official publication alive during the Great Depression. For three years, he wrote, edited, assembled and published each issue of the magazine from his home in Wayzata, Minn. Jones did the same thing for the *(South) Florida Green* from 1976 to 1990.

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15th Hole
312-yard Par 3
Photo by Daniel
Zelazek



Westin Innisbrook Resort

1,000 Rooms - 1,000 Acres

BY JOEL D. JACKSON, CGCS

The Westin Innisbrook Resort is located on Florida's west coast between U.S. Highway 19 and Alt U.S. 19 just north of Clearwater. The property claims the highest elevation in Pinellas County on the 11th tee of the Island Course as it straddles an old prehistoric beach dune called the Gulf Ridge.

From 1970 to 1974 golf course architect Larry Packard and the Wadsworth Construction Company transformed the rolling terrain into 45 holes of golf consisting, in their order of appearance, the Island Course, the renowned Copperhead Course, and the 27-hole Sandpiper Course.

Peter Bass, CGCS has been at the helm of this multi-course resort operation for nine months and he says he quickly focused on the scope of his operation by remembering these three facts: 28 lodge buildings, 1,000 rooms and 1,000 acres of golf courses and grounds. Pete works for Troon Golf, which manages all of Westin's golf properties.

Westin is cutting Pete some slack, however, as last week they outsourced all the resort's common-area landscaping to the ISS Company, which had been doing the landscaping around the condominium buildings



The rolling terrain of the Copperhead Course can be seen on the signature 14th hole. Photo by Daniel Zelazek.

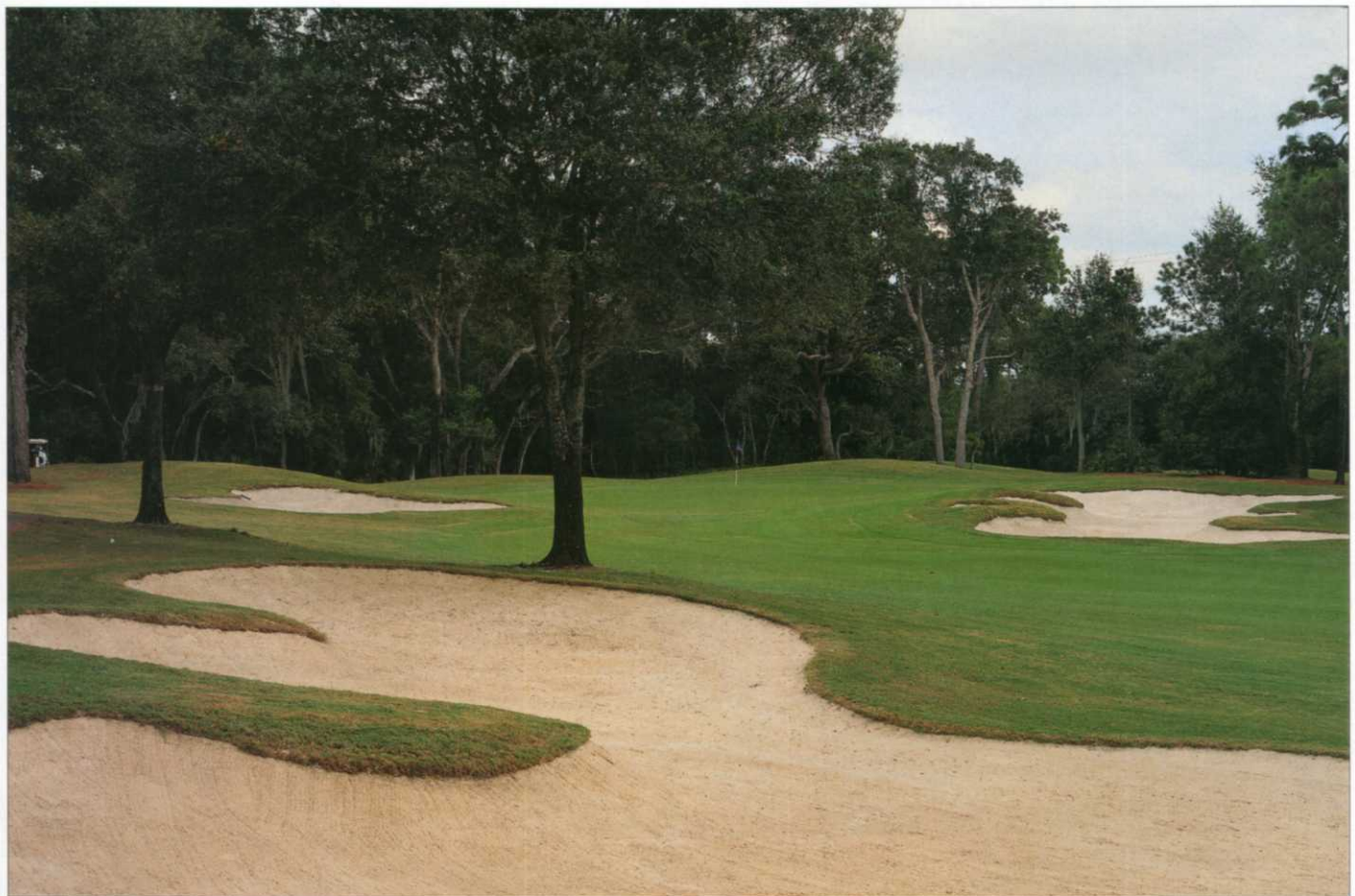
for the past 16 years. Pete estimates his staff was spending at least 20 percent of its time on this non-golf-related work.

With the addition of another nine holes to the original Sandpiper Course to create two new 18-hole courses — Eagle’s Watch and Hawk’s run — and the acquisition of an off-site course — Tarpon Woods, now called Lost Oaks — Pete and his staff needed to concentrate only on golf course maintenance responsibilities.

Staff of 123

The Innisbrook golf maintenance staff consists of 123 people. Pete is the director of golf course maintenance over five courses. Each course has a salaried superintendent, an assistant superintendent and a supervisor/foreman.

“I have weekly staff meetings with the superintendents and each one of them has a weekly staff meeting with their respective crews,” said Pete. “They



Twilight on Copperheads’s 1st hole. Photo by Daniel Zelazek.

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The 175yard 13th hole (shown on cover) as seen from the tee. Photo by Daniel Zelazek.

all work together very well. They share equipment for special events or when someone has a piece of equipment down.

“We don’t shift the crews around very much. The one exception will be the J.C. Penney Classic coming up in December.”

With one central maintenance complex for support services, housekeeping and golf maintenance, Pete’s operation, like many others, suffers from lack of space to house all the equipment.

“Some day, it would be nice to have individual maintenance areas for each course’s equipment, he said. “Right now everyone has to originate and return to this compound. We don’t have service roads connecting the courses, so we have to use the main roads. There is a travel time factor in our labor costs.

“As new owners, Westin wanted to make an impression on the membership and our new and returning guests,” Pete

explained. “Working with Jeff Spangler, head agronomist for Troon Golf, we have upgraded and changed some of the annual ornamental beds to highlight the three clubhouses and the 1st and 10th tees on all the courses.

“We have also added new mowing contours around the greens surrounds on the Island Course to provide chipping areas.

“Most importantly we are overseeding the fairways for the first time. We wanted to provide the best value and conditions for our guests all year, so we felt that the time had come. That cold front last week dumped almost 10 inches of rain on our new seed. It really impacted the Eagle’s Watch and Hawk’s run courses because they were the last to be seeded.

Getting the overseeding down and established has been a priority for Bass and his staff.

“We started with the Copperhead

course, since it is the tournament site,” said Bass. “We put down all of our green’s seed with the first application. We don’t have time to split applications. The fairways were seeded at 500 pounds per acre, and we are applying granular ammonium sulfate and sulfate of potash every week supplemented with a complete foliar minors package also weekly to really push the ryegrass establishment.

“The PGA tour would have preferred we didn’t overseed, but they understood at this time of year we had to get ready for our heavy winter play. We will maintain the fairways at 7/16” cut for the tournament.”

Overseed experiment

Bass is trying an experiment with the overseeding on the new courses.

“I used an 80-20 blend of ryegrass and Poa trivialis on those fairways at 350 pounds per acre. We want to see if the ball sits up a little better and we want to