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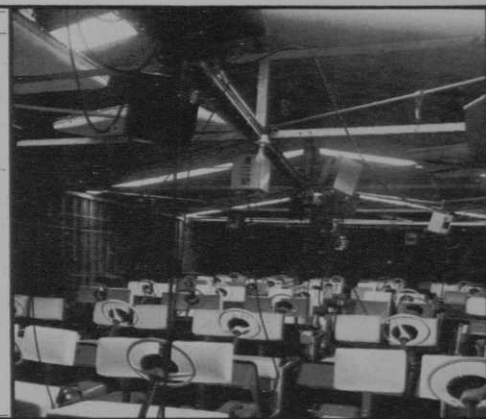
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Renovation/p. 11

Stage	Goal	Activities	Who Performs
1. Initiate Process	1. Allow enough time for preparation of plans and formulation of goals	1. Communicate with approving authority to set goals 2. Communicate with department managers to start preparation of plans.	General Manager/President
2. Prepare Budgets	1. Get organized for coming budget period 2. Allow upper management to make decisions	1. Prepare plans of activities 2. Translate activities in accounting terms 3. Prepare a set of alternative projects with required levels of adequate funding.	Departmental Managers
3. Present Budgets	1. Provide complete information for effective decision-making	1. Collate departmental budgets 2. Prepare sets of interrelated projects 3. Get information about departmental practices	General Manager/President/Budget Committee Members
4. Approve Budgets	1. Make decisions to achieve goals	1. Operationalize goals 2. Approve projects to meet goals within limits of resources 3. Communicate criteria used for approval	Budget Committee
5. Implement Budget	1. Ensure performance of plans 2. Generate information for future planning	1. Understand how approved projects relate to goals 2. Actually perform planned activities 3. Keep records of activities	Departmental Managers

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golf business/november

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FRONT COVER:

Brookside Country Club is reseeded after treatment with Roundup to rid the fairways of existing Poa annua. The course was reseeded with a bluegrass/ryegrass mixture.

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A bigger little-big tractor.

Introducing, a new John Deere diesel tractor with a 33-PTO-hp turbocharged engine

Two years ago, John Deere introduced the 22-PTO-hp 850 and the 27-PTO-hp 950 diesel tractors.

They were simple, reliable, sensibly-priced tractors. And people loved them.

At John Deere, we called them our "little-big" tractors because they were big enough to handle many landscaping and construction jobs, yet small enough so they were economical to buy and operate.

And now along comes another one: the new 33-PTO-hp* 1050.



Optional mechanical front wheel drive pulls you through the toughest spots with ease.

It's a little bit bigger and more powerful than the other two, and it has some interesting new features.

But the principle is still the same. A simple, basic tractor at an affordable price.

Features

Like the other "little-big" tractors, the 1050 has a number of big tractor features. Liquid-cooled diesel engine. 8-speed transmission. Differ-

ential lock. 3-point hitch. Adjustable wheel tread.

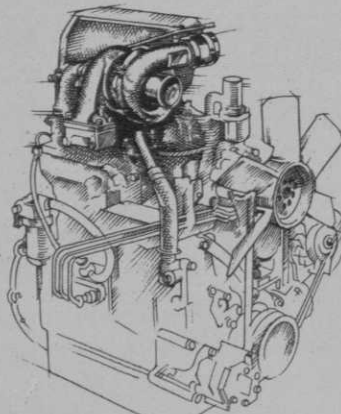
It also has some features the others don't have.

For instance, the 1050 is the only tractor of its size to have a turbocharged engine.

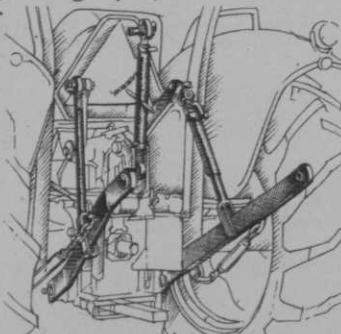
With a turbo, you get greater power in a smaller package. Plus fewer emissions. And smoother, quieter performance.

The 1050 also has a continuous-running 540-rpm PTO that keeps your implements running even while the tractor is standing still.

A "load-and-depth-sensing" 3-point hitch (Category 1) that can be set to compensate for variations in soil density. And both the 1050 and 950 offer optional mechanical front-wheel drive to give you sure-footed traction in almost any terrain or ground condition.



Turbocharging gives you more power, better fuel economy, a cleaner, quieter ride.



Load-and-depth-sensing 3-point hitch maintains constant depth when working with ground-engaging tools.

Attachments

Of course, one of the big reasons for buying a John Deere is the variety of tractor-matched attachments that go with it.

We have over 20 implements to choose from, including 4 different kinds of mowers, front loader, backhoe, box scraper, planters, cultivators, plows, rear blade, posthole digger and more.

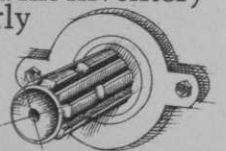
We also offer a choice of bar or turf-type tires.

Parts and service

Needless to say, your John Deere dealer is a man you can count on for parts and service. And his inventory of implements is nearly always complete.

So if you're looking for a real workhorse at a sensible price, see the new 1050 at the John Deere dealer nearest you.

Better yet, take it for a test drive. We think you'll agree it's the smoothest-running, quietest, most solidly built tractor in its class.



Continuous-running 540-rpm PTO keeps implements running at full power even while tractor is standing still.

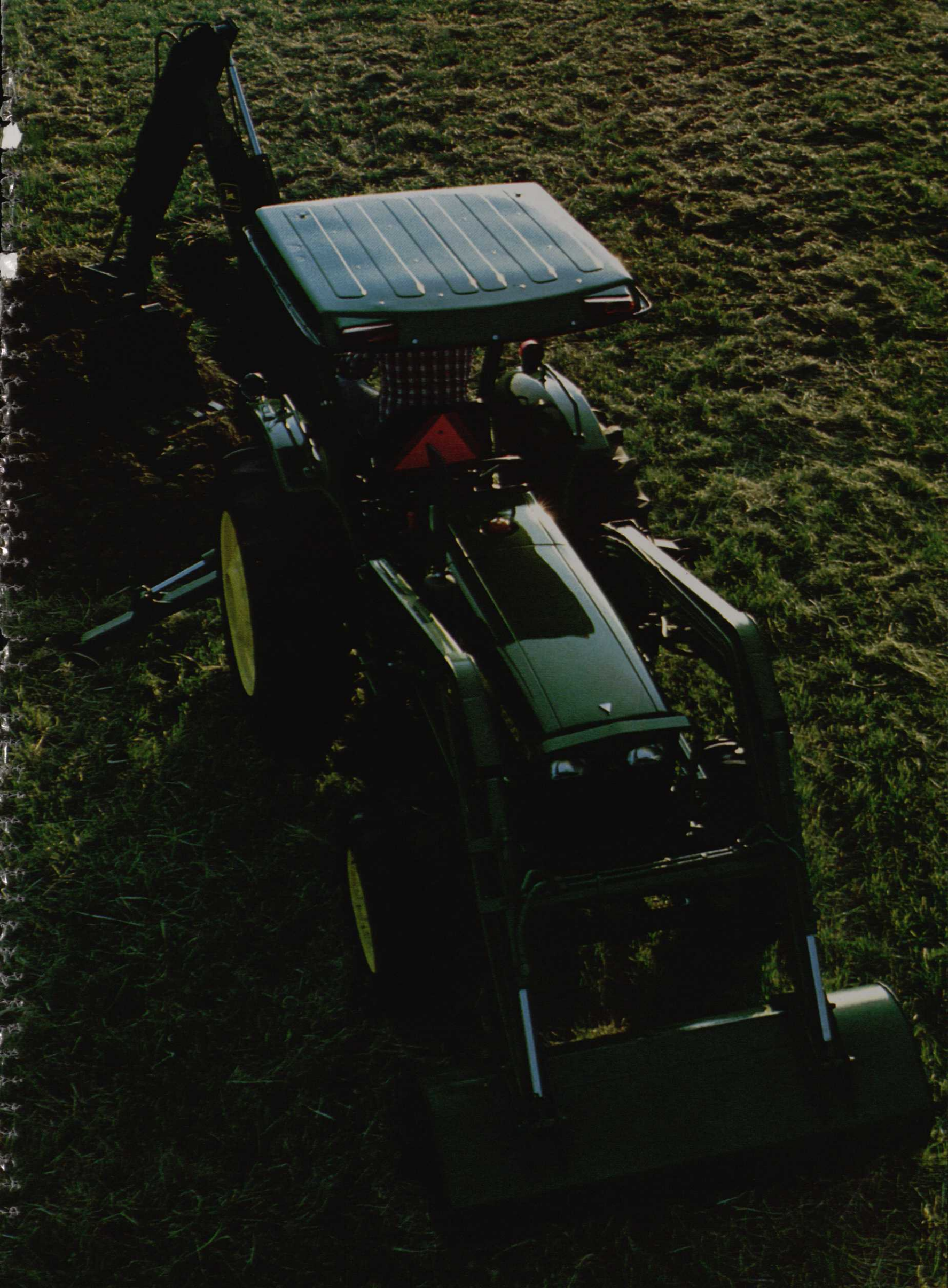


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*Maximum PTO horsepower measured at 2400 engine rpm (factory observed).



Clippings

Brief bits of news from in and around the golf business...

Mancil Davis, pro at The Trophy Club near Dallas, Texas, is in the Guinness Book of Records for 35 hole-in-ones. Davis is 25 years old. When he was 13, he scored 13 hole-in-ones.

Charley Stine, in his column in the October 4 issue of "Florida Golfweek", claims that one of the big causes of **slow play** is the strict observance of honors of the person farthest from the green always hitting first. Using a personal example, Stine cited a round that took his group four hours and 15 minutes, and suggested that practical, rather than strict observance could have saved half an hour.

Gus Powell retired from Round Hill Club in New York, on October 1. He has been a member of the Metropolitan Golf Course Superintendents Association for close to 30 years. **Carl Wistrand** is taking over.

John Zoller, presently general manager for Golf for the Pebble Beach Corporation, has been selected to be the executive director of the Northern California Golf Association. Zoller was superintendent at Eugene CC in Oregon for 17 years before coming to the Monterey Peninsula in 1971 as superintendent and later general manager of the Monterey Peninsula Country Club. He has been with the Pebble Beach Corp. since 1978.

La Manga Campo de Golf, a \$20 million development complex in Spain, is up for sale again. Negotiations with an unnamed investor have ended without agreement. La Manga has hosted the Spanish Open Golf Championship five times.

Jack Nicklaus has designed and will personally supervise construction of a **new 18-hole golf course** at Muirfield Village in Dublin, Ohio. The new \$6 million country club will be completely separated in all operations from the

Notes from...

KANSAS

Tom Rogers, CGCS, Garden City, writes: "We've finally finished seeding the 18 holes (six this last month). The other 12 are doing super! We are using Pennncross bent on our greens, fairways and tees (one of the only courses west of the Mississippi). The native soil (so to speak) is blow sand — about 30 feet deep — with lots of hills, dunes, sage brush, yucca, sunflowers and wind. They've named the new course and development "Southwind", can you guess why? Thank God for the hydroseeder because it saved my life! One thing that is really neat — on the six holes that were seeded this spring, I have not used one speck or one drop of pesticide, other than a rodent repellent for moles and gophers. Ohio boys eat your hearts out! If you want to see some good Pennncross, come on out!"

present Muirfield Village Golf Club. The new course will be 7000 yards, par 72.

Northrup King Co., based in Minneapolis, has introduced a **turfgrass mixture** for areas where salt is a problem. Called Boulevard Mixture, it features 'Fults' *Puccinellia distans*, one of the most salt tolerant turfgrasses available. Companions to 'Fults' in the mixture are Dawson Red Fescue, Park Kentucky Bluegrass and Pennfine Perennial Ryegrass.

New Jersey Turfgrass Expo '79 is Nov. 26-29. For information, contact: Dr. Henry Indyk, Cook College, Soils & Crops Dept., P.O. Box 231, New Brunswick, NJ 08903. Phone 201/932-9453.

The Ohio Turfgrass Conference is Dec. 4-6 at the Cincinnati Convention Exposition Center. Contact: Ohio Turfgrass Foundation, Karen Jackson, Secretary, 1827 Neil Ave., Columbus, OH 43210. Phone 614/422-2592.

News

ANSI sets new golf car standard

The American National Standards Institute (ANSI), a nonprofit organization that coordinates the voluntary development of national standards in the United States, has established safety requirements for the design and operation of golf cars powered by batteries, electric motors, or gasoline. The standards have been published by ANSI and are available for \$4.00 from: American National Standards Institute, Inc., 1430 Broadway, New York, NY 10018.

Included in the publication are criteria and methods for testing speed, acceleration, stability, braking systems, operational controls, electrical and fuel systems, and general configurations. The standards also provide that a safety warning label be permanently affixed to the vehicle and that manufacturers make available operation and maintenance manuals. The label,

which should be clearly visible to the driver, lists the major safety and precautionary operating measures to be observed.

ANSI approves standards when they meet consensus requirements that ensure that all substantially affected interests have had an opportunity to participate in their development or to comment on their provisions. The golf car standards was processed and approved for submittal to ANSI by American National Standards Committee Z130 on Safety Standards for Golf Cars. The National Golf Foundation serves as committee secretariat.

Pennncross-Penneagle goes to Toro

The Tee-2-Green corporation has elected to market Pennncross and Penneagle creeping bentgrasses through the network of Toro distributors in the United States.

Tee-2-Green says the change in marketing plans will make the seed more readily available to golf courses in the shortest marketing route.

B.H. Melton, President of the Tee-2-Green Corp., said that most of the Toro dealers in the bentgrass use area have indicated an interest in marketing both grasses. He



The photo above shows the sponsorboard for the Crowfoot Open, held at Sun Tree CC in Melbourne, Florida. Tim Hiers, superintendent at Sun Tree, and Gary Morgan, chairman of the open, are hoping that more sponsors will get on the board, allowing donations to turfgrass research from the proceeds of future Crowfoot Opens.

added that in any area where a Toro dealer does not wish to participate, they will offer the dealership to a seed handler who calls on golf courses in that area.

Toro sales, earnings set new record

Toro sales for the year advanced 60 percent from \$223,853,000 to \$357,766,000. David McLaughlin cited a number of factors for the increase.

Irrigation sales were up 42 percent over the year and Toro's professional turf equipment line grew at rates in excess of industry averages.

McLaughlin did say that the company was concerned with a drop in profit margins from the past year's fourth quarter. One factor he mentioned was heavy advance spending for products that will not reach the market until this fiscal year.



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Melex always treats your clients like company. It's fast enough for the jet set (its 2.1 hp engine delivers 5% more power than most competitors). Classy enough for corporate executives. Smooth, quiet and comfortable enough for everyone. And the whole crowd will heartily approve of its tight turning radius. Four speeds in forward and reverse. Automotive steering. Automatic charger. And that's not all.

Standard—not optional—on every Melex is a hill brake with automatic release plus an automatic seat brake.

engineered for economy...

But we didn't design Melex merely to win a popularity contest with the crowd at your club. We designed it to take off from the first tee and keep right on rolling—season after season. Which means it will help you make the most of your annual rental revenues by being economical to operate—it covers a lot of ground on a single charge—and by keeping a low maintenance profile. (The laziest mechanics in the country love Melex.)

framed to stay in shape...

Beneath the durable, high-gloss finish of its baked enamel paint, Melex boasts a very sturdy frame. Virtually indestructible, this frame is constructed from specially

reinforced, formed tubular steel. And that's just one reason it's tough enough for the whole team.

built to take good care of itself...

Beyond being manufactured from the highest quality materials available, Melex features a protective undercoating. Wear-and-tear resistant vinyl trim molding. Twin hydraulic shock absorbers to smooth out the lumps and bumps of the nation's toughest courses, plus power to handle the highest hills.

As for options, heavy-duty batteries, hard tops, tinted windshields, rear view mirrors, wheel covers and industrial conversion kits are available. And whether you take Melex as it is—or deck it out—you can be sure that service is all part of

the package. Melex quality engineering is backed by the full service assurance provided by our national network of dealers. Dealers equipped with computerized parts warehouse facilities and mobile service vans to keep your Melex on course.

That's why we call it The Company Car. Melex has much more to offer than convenient features and classy looks. At the bottom line, this tough little golf car is more than a crowd pleaser. It will make your accountant stand up and cheer.

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Both have years of on-the-job use behind them, and remain two of the toughest large aerators in the business. Here's why.

(1) The Renovaire's independently-mounted tine wheels closely follow the contours of irregular grounds. So rolling areas like golf course fairways and parks get thorough, complete aeration; (2) The Tra-

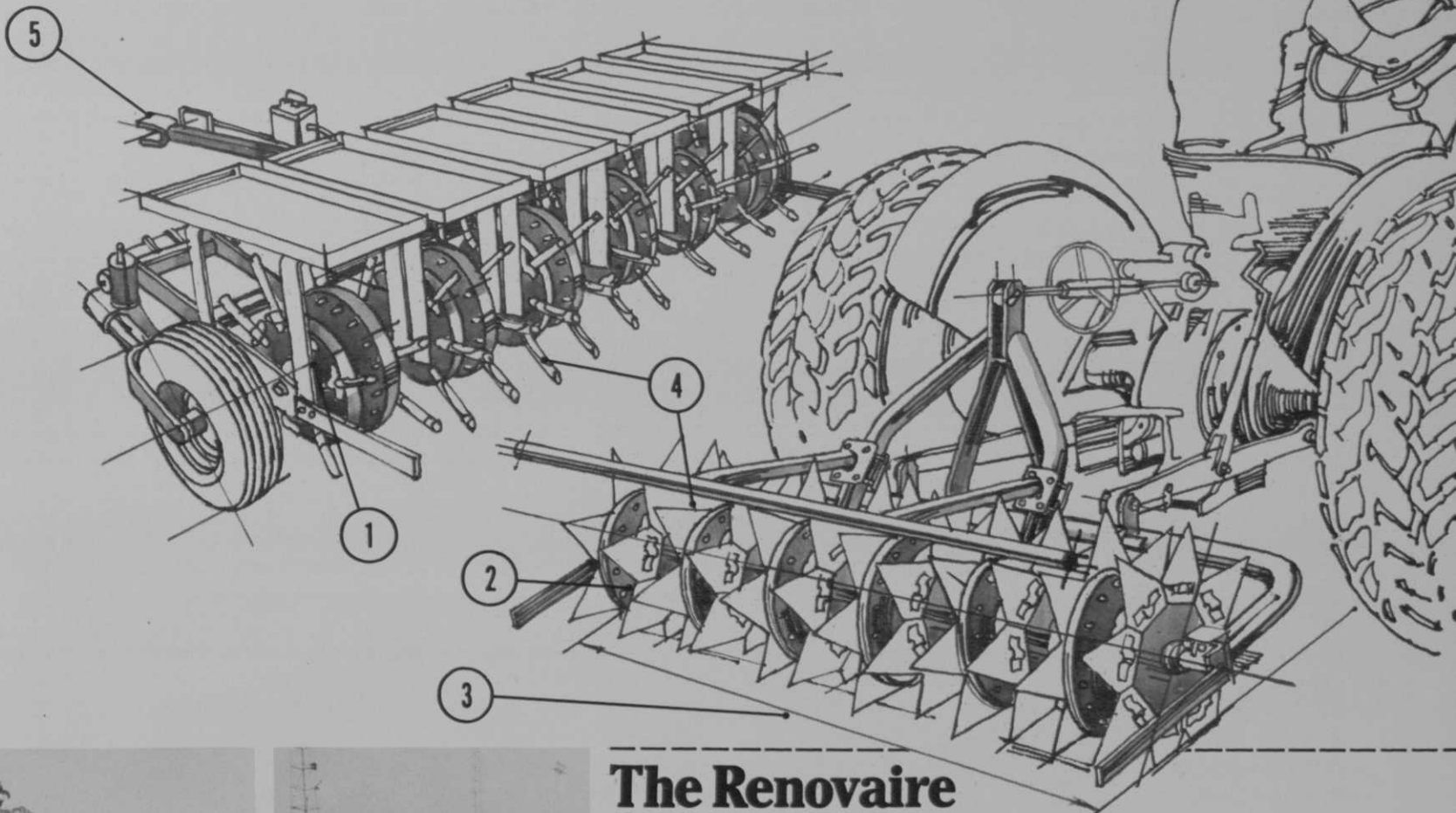
caire's 12 tine wheels are kept in horizontal alignment. So athletic fields and other wide, flat turf areas are aerated properly; (3) Both aerators give you a six-foot swath, and can work at speeds up to 10 mph to get the job done fast; (4) Interchangeable tines—coring, slicing or open spoon—let you aerate according to soil conditions; (5) Both models mount on any tractor hitch.

What's more, the Renovaire's tine wheels can be raised by your tractor's hydraulic system for quick

transportation. And the Tracaire is surrounded by a tubular steel frame that can stand up to a lot of punishment.

With operating costs getting higher all the time, you need to get the most out of every hour's wage you pay. That takes a dependable crew, using dependable equipment. Like the Ryan Renovaire and Tracaire.

Ask your Ryan dealer for more information, and see for yourself how we build large aerators.



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Show me what your large aerators can do on my turf, Ryan.

☐ I'd like more information on the Ryan Renovaire.

☐ I'd like more information on the Ryan Tracaire.

☐ Send me your new catalog for 1980.

Name

Title

Address

City State Zip



Superintendent skills

By Ronald C. Frame



A management consultant from Oklahoma City, Ron Frame has conducted seminars for GCSAA for four years and for the Southern Turfgrass Association for

two years. He has consulted directly for a wide variety of firms and was with the University of Oklahoma Health Sciences Center, Director of Human Resource Management and lecturer in health administration. He has authored a management manual for GCSAA, and has authored or co-authored various professional journals in the hospital and banking field.

Leadership and Management: Partners to Misunderstanding

Lean back, relax, close your eyes and think: Leader, Leadership, To Lead. We can conjure up a mental, fantasy picture of A Leader. Think about it. Remnants of strong childhood impressions quickly come together to form a familiar image of strength, a friendly honest smile, clear piercing eyes, lean features, a voice conveying truth, dignity, right, trust and respect; a combination of the Lone Ranger, John Wayne and Winston Churchill.

The image is quickly there, an old friend, almost itself a statement of leadership, born early, added to and solidified by the growing-up exposures in family, Scouting, church, school. It is an easy, comfortable, dependable image — Leader. I always wanted to be one.

Now shake that image loose, close it out, lean back again, relax and think. Manager, Management, To Manage. Hmm. Try again. Management. From the shadowy corridors of the mind comes — nothing, no fantasy-based statement, no basis for — gee, I always wanted to be one.

The concept of leadership is strong in our minds with roots that go back deeply into our youth. It is difficult to find the same familiarity with the con-

cept of management. Management is a more recently introduced item to the well of our understanding.

Indeed, many practicing managers speak management, but think leadership. When asked for a definition of the difference between the terms, they are most often felt to be largely synonymous.

If the terms, manager and leader, have similar meanings, then why the red flag, Partners to Misunderstanding?

The Golf Course Superintendent is a position of management. His resources are people and things; his responsibilities are reflected in the condition of an acreage set aside for the play of golf. His failures and successes are wrapped up in the manner with which he combines the utilization of those resources to get the job done.

His preparation for the management role is largely technical, broad segments of knowledge about things and processes. His most frequent recurring source of headaches is often not things and processes, but people. What then, is the most accessible aspirin, leadership or management?

Leadership is a gift, a combination of inherited personality characteristics, developed, either early or late, in growing-up social experiences and tested in day-to-day relationships with peers. There are degrees of strength of leadership characteristics.

Society has always extolled leadership. The imagery born out of names like Alexander The Great, Winston Churchill, Abraham Lincoln, John Kennedy are of John Wayne proportions and Clark Kent strengths. Leadership is something we want to have because we know it is good. Yet, the sports page tells us, "You can't make them, you can't appoint them, you can't thrust it upon them. Leaders are naturals."

Management, on the other hand, is a combination of acquired pragmatic skills, developed and tested through work experiences, and used in terms of the goals set for the position. The Golf Course Superintendent uses the tools of management to get things done through **people** (human resources) utilizing things (physical resources) available to him. Management skills **can only** be learned. Genes have little

to do with that ability except in areas of integrity, intelligence, energy, sensitivity and a myriad of other like conditions. Management is a job one learns. Leadership is something one has. Leaders must learn to manage, manager's can only learn to **act** like leaders.

The dangers implied by the title of this piece are inherent to one's understanding of the differences in the two concepts.

The Golf Course Superintendent who views the terms as meaning the same thing, but lacks a leadership self-image, is also likely to be uncomfortable and perhaps awkward and ineffective in the management role.

Definitions of leadership say little about authority, responsibility, accountability, control, organizational direction, planning and related considerations. Definitions of management say little else. A 44-year-old president and chief executive officer of a Fortune 500 company, who did it the hard way, when asked "How," responded, "It turned around for me when I learned the difference between management and leadership. Of the two, I chose the only route available to me. Now, I manage the leaders."

The typical Golf Course Superintendent, because of his technical training and a natural inclination towards hands-on doing, has difficulty really seeing his role as truly that of management. If he further encumbers himself with a leadership interpretation of management when he knows he lacks "natural" leadership characteristics, he finds himself dealing with crisis, reacting rather than acting, fighting brushfires rather than eliminating their source, operating on an impulse "Heroic" level rather than on a rational plane.

Management is work, a planned effort of getting one foot in front of another, a scheduled stream of activity to reach the goals that are required as part of the package. Solid leadership traits can be a bonus to this role, kept in perspective, but the superior effect is gained by a rational understanding of what you are, teamed with knowledge of management tools and applied to those critical human resources.