

# People OF THE Year

*Our 1997 recipients—Tom Lied; Roger Funk; Paul Latshaw; and Jeff Bourne—have established, and often redefined, standards of excellence in their Green Industry occupations. They serve as ideal role models for fellow professionals.*

## LANDSCAPE CONTRACTING CATEGORY

*Tom Lied, president of Lied's Landscape Design and Development, Sussex, Wisc.*

Tom Lied has shown over and over his dedication to improving the standards of the landscape industry. He's done this through his work in the Associated Landscape Contractors of America and Wisconsin landscape associations, and through his continuing commitment to excellence.

Lied's first exposure to the business was working in his father Delmar's company, then known as Lied's Nursery, founded in 1945. Tom "officially" joined his father's firm after graduating from Michigan State University.

"He had a desire and flair for the design end of it," says son Robb, "and ultimately spent a majority of his time in sales."

Lied's career took off from there, and so did his willingness to contribute to the industry. In 1962, he helped form the Associated Landscape Contractors of America.

Gary Thornton, president of Thornton's Gardens, Maineville, Ohio, and Lied worked together on the ALCA *Certification Program* in the late 1980s.

"I was the chairman, and I picked past presidents with lots of years of experience to be on the Certification Program Board of Governors," recalls Thornton. "The Board of Governors were going to be the ones to write the test and choose the topics. We had a vision of several different tiers of certification, and Tom became one of the sparkplugs for certification for technicians, the CLT Program.

"Tom was instrumental in providing the long-range look at where that program could lead."

Thornton has also served with Lied for 20 years on the ALCA "Crystal Ball" committee, which is ALCA's annual "report card" on industry standards of quality, service and business excellence.

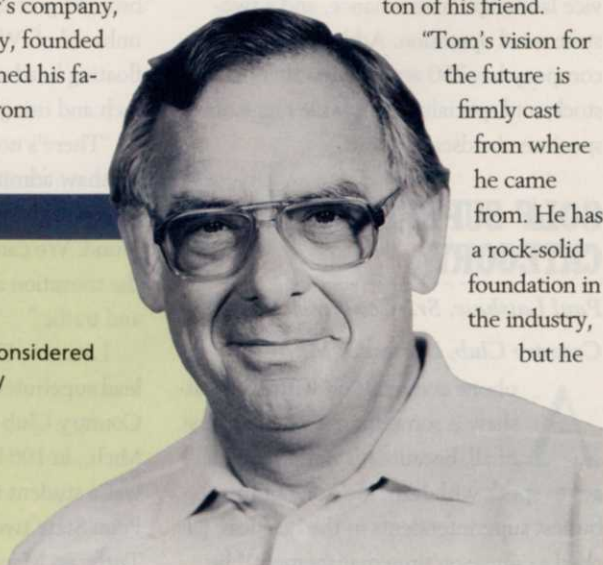
### Loyal to his peers

"He certainly is dedicated," says Thornton of his friend.

"Tom's vision for the future is firmly cast from where he came from. He has a rock-solid foundation in the industry, but he

## TOM LIED'S CAREER HIGHLIGHTS

- ▶ **1962:** Helps form Associated Landscape Contractors of America
- ▶ **1969:** President of ALCA
- ▶ **1979-present:** Leader of the ALCA "Crystal Ball Committee Reports, considered to be barometers of quality and service improvements within the industry
- ▶ **1989:** Helps to author ALCA Certification Program
- ▶ **1993:** Receives ALCA Landscape Service Award
- ▶ Member, Wisconsin Landscape Federation; past president, Wisconsin Landscape Contractors Association



really has a look forward to where this industry is going. He sees the big picture, but is intricately involved in the details."

Thornton says Lied has also been highly instrumental, mostly through the "Crystal Ball", in bringing the "Total Quality" concept into the landscape industry.

"There were always various aspects of Total Quality in the industry, but nobody categorized it as such. I would say it's really taken hold."

"Tom started the Crystal Ball committee as a way to look for future trends and try to be cutting edge for our industry, which was not necessarily on the cutting edge," says colleague Joe Skelton, president of Lifescapes, Inc., Canton, Ga.

"The effect Total Quality has had on my company is immeasurable."

"Tom exemplifies a strong leader who has strong personal beliefs and values and has the fortitude and strength to stand behind his beliefs, and lead the team," says Skelton. "But at the same time, he will listen to the ideas of everyone around him."

Lied's son Robb credits his father with teaching him to carry a "commitment to upholding the principles of what we stand for, our reputation and client service."

The company has grown and diversified under Tom's leadership to the point where Lied's is now a multi-disciplined company that employs more than 300 people with offices in landscape architecture, full-service landscape maintenance, and a two-store retail operation. Additionally, the company has 250 acres of quality nursery stock, and specializes in a wide range of specimen landscape plants.

## GOLF SUPERINTENDENT CATEGORY

*Paul Latshaw, Sr., Congressional Country Club, Bethesda, Md.*

A phone conversation with Paul Latshaw is something to cherish. First of all, because it's not often you get to speak with him. He's one of the busiest superintendents in the business. ("I need a course on time management!" he

joked when we called.)

Secondly, he's always got something interesting to say.

Latshaw, our "Person of the Year" in the golf category has led the management teams at some of the country's finest golf courses: Wilmington CC; Augusta National; Oakmont; Shaker Heights CC. Currently, he's in charge at Congressional CC, Bethesda, Md., site of the 1997 U.S. Open Championship and 1995 Senior Open.

Latshaw began his career at Frosty Valley CC, in Danville, Pennsylvania, a recruit of superintendent Bruce Denning.

Latshaw credits Denning (now at Trumbull CC, Warren, Ohio) as being a major influence on his career.

"Bruce got me in the business," says Latshaw, who at the time was just out of the Navy and ready to go into the poultry farming business.

"It wasn't going well, and I needed a job," Latshaw remembers. An ad for help at Frosty Valley CC brought Latshaw into Denning's company.

"It was the first time I ever saw a golf course," Latshaw reveals. But it certainly was not the last.

### No complacency here

Latshaw has often experimented with management tactics, with positive results.

"When I went to Oakmont, they told me they wanted fast greens. My question was, Are we going to keep them alive? We brought greens speed to a level that was unheard of. We were using Toro floating head mowers set at  $\frac{3}{4}$  of an inch and using Wylie rollers.

"There's no doubt about it," Latshaw admits, "it's hard to keep greens at championship level year round. We can't do it year round in the transition zone, due to the heat and traffic."

Latshaw, 57, held his first job as lead superintendent at Jackson Country Club in Jackson Mich., in 1964. He was a student in the Penn State two-year Turfgrass Manage-

ment Program, and studied under Dr. Joe Duich of Penncross fame.

### Passing on the knowledge

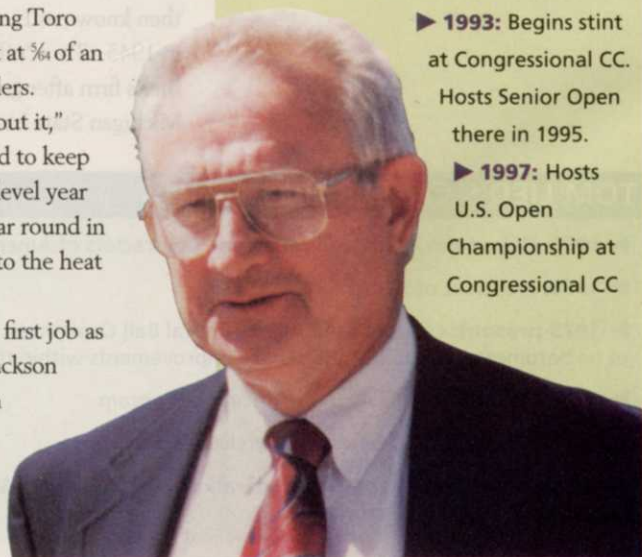
As Latshaw grew in his career experience, he himself became a mentor to others.

Matt Shaffer worked under Latshaw for two years at Augusta National. He now manages the Country Club of Cleveland, Pepper Pike, Ohio.

"He taught me a lot, and we created a lifetime friendship," says Shaffer, "which is more valuable for me than the things he's taught me. Paul is always leading edge. He was the first person to cut fairways by hand, probably the first person to aerify fairways with walk-behind aerifiers at Oakmont, and I'm sure he was one of the first people to really cut greens down to low

## PAUL LATSHAW, SR. CAREER HIGHLIGHTS

- ▶ **1961:** Assistant at Frosty Valley CC, Danville, Pa.
- ▶ **1965:** First superintendent post, Jackson CC, Jackson, Mich.
- ▶ **1969:** Superintendent at Shaker Heights CC, Shaker Hts., Ohio
- ▶ **1974:** Superintendent at Oakmont CC, Oakmont, Pa.
- ▶ **1978:** Hosts PGA Championship at Oakmont
- ▶ **1983:** Hosts U.S. Open Championship at Oakmont
- ▶ **1993:** Begins stint at Congressional CC. Hosts Senior Open there in 1995.
- ▶ **1997:** Hosts U.S. Open Championship at Congressional CC



heights. "You would think he would be set in his ways, but he's not," says Shaffer.

Latshaw looks forward to the golf management industry with eagerness, and a "wish" that he were younger, like his son Paul B. Latshaw, 31, who is superintendent at Merion in Ardmore, Pa.

"We're in an exciting time right now," says Latshaw, as he searches for the words to describe some recent developments in course management.

"We've started using biostimulants, humates, doing lots more foliar feeding, plus taking a harder look at biological controls," says Latshaw.

"It's a whole new area for me, and it's exciting. Four or five years from now we're going to be [managing courses] entirely different," says Latshaw, with an emphasis on more natural and less chemical additives to turf.

Latshaw has continued in the role of mentor, helping to shape the career training of many of today's best superintendents.

"I get the most satisfaction out of that," says Latshaw, who adds that he will soon lose another assistant to another course. "He's interviewing right now" Latshaw reports.

Latshaw says he plans to retire after three more years at Congressional.

## GROUNDS CARE CATEGORY

*Jeffrey A. Bourne, whose expertise extends way beyond horticulture, is a model for today's grounds professional.*

Today's grounds professional must be proficient in more than grounds care although that's certainly one skill he or she must have.

They must also be good at budgeting, possess excellent "people" skills, meaning they're effective as either team members (but more often as leaders), and they're increasingly being required to be masters of time management too.

Jeffrey A. Bourne, Director of the Department of Recreation and Parks, Howard County, Md., possesses all of these skills. And more. He is our "1997 Grounds Person of the Year".

## JEFFREY A. BOURNE'S CAREER HIGHLIGHTS

▶ **1972:** Community Center Director, Columbia Parks and Recreation Association, Columbia, Md.

▶ **1975:** Chief, Bureau of Parks, Howard County Maryland

▶ **1977:** North Carolina State University/N.R.P.A. Management School.

▶ **1982-1989:** Board of directors of PGMS

▶ **1985:** President of Free State Branch—PGMS

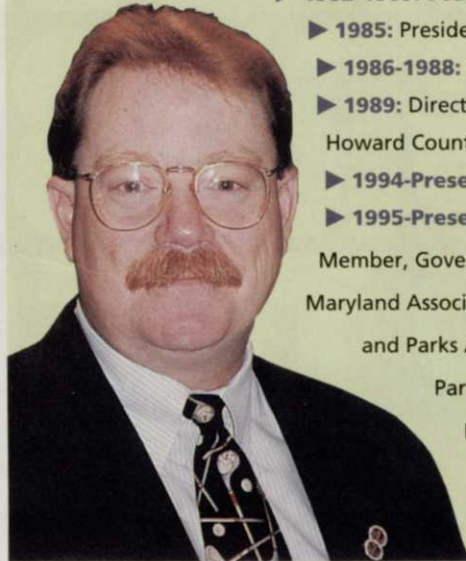
▶ **1986-1988:** President PGMS

▶ **1989:** Director, Department of Recreation and Parks, Howard County Maryland

▶ **1994-Present:** Treasurer PGMS

▶ **1995-Present:** Board of directors GIE

Member, Governor's Commission on Greenways, Maryland Association of Counties, Maryland Recreation and Parks Association, National Recreation and Parks Association, PGMS-Free State Branch, PGMS-National, Maryland Turfgrass Council, Catonsville Community College.



"He just has a positive way about him, and he gets people to do positive things," says George Gaumer, National Sales Manager for The Davey Tree Expert Company who serves with Bourne on the Green Industry Expo Board. The two men represent the Professional Grounds Management Society on the Board.

"His dedication to his industry and to the PGMS is amazing," adds Gaumer. "And he keeps everything in perspective. He has the ability to look at all sides of an issue and evaluate it. He has some very rare qualities."

Since 1989 Bourne has directed the Department of Recreation and Parks, Howard County, Md. The department's Bureau of Parks is responsible for operations, maintenance and law enforcement for 6,000 acres of park land and open space, while the Bureau of Recreation offers 4400 programs annually to the county's 230,000 residents. All comes under Bourne's direction. He is responsible for an operating budget of \$13 million, including 600 employees (career, part time and contractual).

"He's a grounds guy who has made

good, and is making good," says John Gillan, executive director of the PGMS. "He was in charge of grounds and was promoted to director of the whole shebang, and I think they're very fortunate to have him."

Bourne has been active with PGMS since 1982 when he was asked to chair its National Education Committee. He served on the PGMS board for seven years, and as president of the organization for two terms, 1986-1988. He's been the PGMS national treasurer since 1994.

### Concern for member benefits

Gillan credits Bourne with helping make the PGMS more efficient and member responsive. "We owe him a lot," says Gillan. "I think the board would have him on indefinitely if his schedule would allow that."

Bourne's involvement with grounds began as a student of Community and Outdoor Recreation at Springfield College, Springfield, MA. He assisted the park manager in operating and maintaining a 100-acre Outdoor Education Center at the college. Following graduation, he became community center director in Columbia, MD. In July 1975 he was named chief Bu-

reau of Parks in Howard County, MD, a post he held until being named director Department Recreation and Parks.

Bourne, who graduated from the NRPA Park Management School at North Carolina State University, received PGMS's highest honor, its Gold Medal, in 1996. Only 14 people have received one since the first was given in 1926.

"He (Jeff Bourne) is a very conscientious person, and a person that does an excellent job with whatever he sets out to do," says Earl Wilson, Loveland, Ohio, a fellow PGMS Gold Medal honoree.

Jeff is married to Barbara Jacob Bourne, and they have two sons, Nathaniel and Evan.

## LAWN CARE CATEGORY

*Dr. Roger C. Funk, architect of The Davey Institute of Lawn Sciences, says lawn care's future is bright.*

Dr. Roger C. Funk celebrates 25 years with The Davey Tree Expert Company next year. Starting his career as a horticulturist, last year he was named vice president and general manager of The Davey Institute, the company's impressive R&D division. His career with Davey coincides with the rise of lawn care as an industry.

"I watched lawn care become an organized, focused professional industry," recalls Roger. "I watched the pesticide issue become a major concern. I watched the public's perceptions change. And I watched the organic trend."

Dr. Funk, a scientist, has greatly contributed to the success and professionalism of lawn care through, both, his activities at Davey Tree and by his willingness to share what's he learned with fellow professionals. He's been a frequent speaker at lawn care conferences, and he's written extensively on a variety of horticultural topics.

In addition to managing The Davey Institute, he directs the arboricultural and horticultural consulting division, Davey Resource Group.

During his career with the Ohio-based

firm, Dr. Funk developed Plant Health Care, a holistic approach to plant care that's been widely adopted by the green industry. He researched and designed Davey's lawn care program, developed and patented Arbor Green slow-release tree fertilizer, and developed and patented the Davey Customizer pesticide metering system. Dr. Funk's research focus has been environmental issues, including soils, fertilization and pesticide reduction.

### Shares knowledge with others

"He's extremely thorough in everything he does," says Dr. Elton Smith, professor of horticulture (retired) at The Ohio State University. "He's done a lot for his company, but an awful lot for the green industry in general. He's written many articles and he's been extremely willing to share his knowledge with others."

Dr. Funk joined Davey in 1973 as a horticulturist after receiving his Ph.D. in Plant Physiology from the University of West Virginia.

"I had never seen a Davey truck and my perception of a tree company was pickup trucks and chain saws," Roger recalls of his school days in rural West Virginia. But his

mentor, Dr. Eion Scott, chairman at plant physiology at UWV, urged him to join private industry over academia in spite of more lucrative job research/teaching offers from Penn State and Tuskegee, AL. "Until I interviewed with Davey I didn't realize how sophisticated the industry was. And how much more it would become."

After joining the Ohio firm, he was named technical advisor and director of The Davey Institute of Lawn Sciences in 1975, director of research in 1976, vice president of research and development in 1979, vice president of human and technical resources in 1985. In 1996 he was named vice president and general manager of The Davey Institute.

His research and teaching have helped keep The Davey Tree Expert Company at the forefront of the green industry.

"He is an excellent communicator and speaker," says co-worker and fellow scientist Dr. Balakrishna Rao.

"He's always been a big help to me. Whenever I've had questions, or needed second opinions, he's always offered useful, problem-solving solutions." **LM**

## DR. ROGER FUNK'S CAREER HIGHLIGHTS

- ▶ **1973:** Joins The Davey Tree Expert Company as a horticulturist
- ▶ **1975:** Technical advisor and director of The Davey Institute of Lawn Sciences
- ▶ **1979:** Vice president of research and development
- ▶ **1985:** Vice president of human and technical resources
- ▶ **1996:** Vice president and general manager of The Davey Institute
- ▶ **1996:** Honored with the J. Sterling Morton Award by The National Arbor Day Foundation
- Member, American Association for Advancement of Science, American Society for Horticulture Science, American Institute of Biological Sciences, International Society for Horticultural Science, International Society of Arboriculture, National Arbor Day Foundation, New York Academy of Sciences, Ohio Academy of Sciences, Professional Lawn Care Association of America, Strathmore's Who's Who.

