

# Supervising across



## language barriers

**The key to communication is mutual respect, enthusiasm and effort—on the part of both the employee and the supervisor.**

■ As the country's workforce changes, supervisors must more frequently communicate with employees who do not speak English easily.

That challenge can be frustrating, but not impossible. In her book "Bridging Cultural Barriers for Corporate Success," Sondra Thiederman offers practical ideas for improving communication with workers whose English is limited.

Using her tips, supervisors can identify where communication bridges need to be built, understand how to build them, and help "ESL employees" (English/Second Language) better communicate.

The majority of non-native English speakers want to succeed, the author says, and are intelligent and hard-working enough to do so. But English is a complex

language, and many ESL workers are intimidated by its difficulty. When people cannot make themselves easily understood, they may quickly begin to feel inadequate and powerless.

A patient, thoughtful supervisor can help prevent or relieve such feelings. ESL workers invariably want to express themselves clearly and be fully understood as much as anyone. They also want to understand their supervisor.

You can help ESL workers, Thiederman says, by using simple words and sentence structure. Other suggestions:

- Stick to one subject at a time.
- Be concrete and ask specifically for what is wanted.
- Avoid jargon.
- Phrase statements positively.
- Use active rather than passive voice.
- Speak slowly and distinctly. Enunciate clearly.
- Keep the tone calm and respectful.

Visual aids can give the worker more ways to understand. Written words, pictures, charts and diagrams are all good bridge-builders. Writing down instructions or key ideas from meetings and phone calls

gives ESL employees a better chance to grasp information.

Occasionally, ESL employees may indicate they understand when they don't. They don't want to look foolish, or imply that the supervisor didn't explain well enough. They may also worry that, even if things are explained again, they still will not understand.

One way to know if employees really understand is if their eyes are focused on you and they nod and smile appropriately. A sign of not understanding is if there are no interruptions or questions, or if they smile or giggle inappropriately. (Such laughter rarely means disrespect; more frequently, it indicates embarrassment.)

Workers should be asked to repeat instructions in their own words. Ask them to demonstrate their understanding, and follow up by observing their behavior.

Invite all employees to ask questions in private, to spare some employees from losing face in public. Also, allow enough time for them to formulate their questions.

Here are some additional tips on helping ESL employees get their point across:

1) Share responsibility for poor communication. Say something like "I'm sorry it's taking me so long to understand."

2) Listen to the whole statement before deciding whether you understand.

3) Repeat what the worker said in your own words and ask if you have heard correctly.

4) If you are not communicating well, encourage ESL workers to write messages down or to spell difficult words.

5) Watch the speaker's lips. Observe body language.

Don't be afraid to learn a few words of their language. And when you speak, don't worry about making mistakes. You'll be giving the ESL employee the chance to teach you something.

Finally, encourage ESL employees to speak English. Smile and look enthusiastic when speaking. If they seem embarrassed at their difficulties, look away for a moment to let them gather composure. Challenge them to express themselves beyond "yes" and "no." Even if they laugh at their own mistakes, don't laugh at them.

—Adapted from the University of California's Agricultural Personnel Management Program newsletter, Labor Management Decisions, summer, 1992 issue.



# TIME MANAGEMENT: MAKE THE MOST OF EVERY MINUTE

**Wasted time equals lost opportunity. Lost opportunity means lost profits.**

■ Time, and how to manage it are crucial to your success. The adage, "time is money," is especially true in the landscape industry.

Here are some suggestions on how to maximize your "minute management:"

**1) Limit your availability.** Unexpected and unplanned interruptions and distractions can steal your day. Too much time away from the "main thing" has a negative impact on your business productivity and profitability.

**2) Concentrate your phone calls.** Try to devote a certain time of the day both to return and originate phone calls. Prior to each call, jot down the points you want to cover, and take notes during conversations.

**3) Protect your "magic" minutes.** Knowing when you operate at peak performance allows you to devote certain activi-

ties to certain times of the day.

**4) Be aware of time.** Start by keeping a stopwatch with you. After a while, your internal clock will take over.

**5) Establish a common format** for similar pieces of correspondence. However, always ensure that letters are personalized and signed.

**6) Confirm appointments.** Never assume a meeting is on. A simple phone call saves time and energy.

**7) Don't be stuck in traffic.** Invest in a cellular car phone. Let a customer or prospect know you're on the way or will be a few minutes late. You can also check messages and return important phone calls.

**8) Plan your day the night before.** Try to divide your daily activities by type.

**9) Allow time for each activity.** Plan how long each item on your daily to-do lists will take. This helps you keep track of whether you're on schedule or running behind.

**10) Reduction leads to completion.**

Look at a major project in bite-size chunks. Plan what can be completed daily and weekly. It will reduce anxiety and keep quality and workmanship high.

**11) Don't get buried by paper.** Try to touch each piece of paper only once, and file it, act on it, or throw it away. If you haven't touched it in six months, you probably never will.

**12) Set priorities.** Rank duties from most important to least important.



## The qualities of LEADERSHIP

**Gaining 'four-star buy-ins' from employees means being enthusiastic, empathetic and more.**

■ Even if you're not a natural-born leader, you can become one, according to Jim Perrone of Perrone-Ambrose Associates, Chicago, Ill.

Perrone, speaking at the Midwest Grounds Management Conference this summer, asked the audience what they thought employees want and expect most from their leaders. Here are the responses:

● integrity/trust/confidence,

- two-way communication,
- a sense of direction/vision,
- positive mental attitude,
- technical competence, and
- sincerity.

All supervisors are not leaders, Perrone said. He also noted that "we want to move away from the idea that a leader is superior. He or she just has a different area of responsibility."





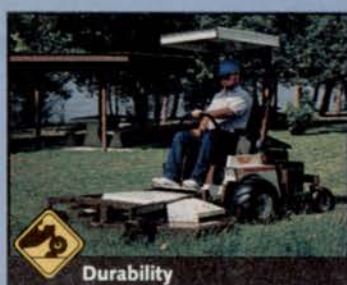
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Studies by American University and the University of California at Berkeley both revealed that leaders are visionary, Perrone said. "They have an agenda, and know where they're going."

"But what I don't see often enough is the ability to pass that vision on with a sense of urgency. This unleashes the ability of everyone else in the organization to connect their visions in."

Perrone says leaders can get employees to "invest their hearts, to get them on board, heart and soul."

"Leadership is making people *want* to do what they *have* to."

Likewise, he says, a vision is more than an idea, it's a force in the heart. Employees can "buy in" to the vision at four different levels:

## LEADERSHIP GUIDELINES

- 1) Have an agenda; know where you're going.
- 2) Be honest, predictable and consistent.
- 3) Be trustworthy and exhibit integrity.
- 4) Show empathy, understand what people are struggling with.
- 5) Be enthusiastic.

★★★★ **Four-star buy-in** is a full commitment where the employee says "get out of my way."

★★★ **Three-star buy-in** is the employee who is "on board," a good soldier.

★★ **Two-star buy-in** is what Perrone calls "formal compliance."

★ **One-star buy-in** is what Perrone says is "grudging compliance" where the em-

ployee will do what he or she has to in order to keep the job.

Many employees are two-star and some are one-star. But leaders strive to get as many employees as possible into the three- and four-star categories. And one of the ways to do so is to be trustworthy and exhibit integrity.

"You've got to be honest, predictable and consistent," Perrone notes. "We pass on our vision by how we live. We must walk the

talk."

Opening the lines of two-way communication—what he terms "interpersonal competence"—means that the leader involves people in the process of leading. Employees expect leaders to be congruent and honest, to deliver information in a constructive (not destructive) way, and to get to know and value them as individuals.

"Show empathy, understand what people are struggling with," Perrone says.

Finally, "if you have no enthusiasm, it's going to be hard to be a leader."

Perrone, an expert in organizational human relations, is founder and managing partner of the nationally-recognized Perrone-Ambrose Associates. The Perrone-Ambrose approach to leadership is used at companies such as Environmental Industries, Xerox, Sandoz, Blue Cross/Blue Shield and ESPN.

The Midwest Grounds Management Conference, held at Illinois State University in Normal, was co-sponsored by the Professional Grounds Management Society and the Midwest Association of Higher Education of Facilities Officers.

—Jerry Roche

## Be prepared! ...Winterize sprayers now

■ Now that cold weather has begun, don't forget to winterize your sprayer before storing it for the season. This can save costly delays from equipment breakdowns during the next business season. Applicators who practice preventive maintenance can improve sprayer performance.

A good cleaning with a cleaning/neutralizing solution is essential, says Tom Williams, University of Delaware cooperative extension agricultural engineer. The solution used depends on the pesticides to be removed from the sprayer. Check pesticide labels for specific cleaning instructions.

In most cases, Williams says, ¼ pound of laundry detergent in 25 gallons of water will do an adequate cleaning job. One quart of household ammonia per 25 gallons of water will help neutralize salt or amine formulations of herbicides. Leave the ammonia solution in the sprayer for at least six hours.

Choose the cleaning site carefully to avoid contaminating water supplies. You should have a chemical rinse pad some-



where on the premises. If you don't, the Delaware cooperative extension recommends that you stay 100 feet away from any well. They also say you shouldn't dump rinse water or cleaning solution in one spot. Instead, spray the solution on a field where it won't harm plants or animals.

"Wear appropriate protective clothing when cleaning the sprayer to prevent exposure to pesticides," Williams cautions. "As a minimum, wear rubber gloves, boots and apron to protect hands, shoes and

clothes. Also, wear splash-proof goggles for eye protection."

● Start cleaning by rinsing the inside of the tank with clean water. Spray the rinse water through the nozzles. Do this twice before mixing the cleaning/neutralizing solution. Agitate and spray out the cleaning solution. Then rinse again with clean water.

● Remove the nozzle tips, screens and ball check valves. Clean them in a strong detergent solution with a soft bristle brush. They can then be stored in kerosene over the winter.

● Check for leaks, corrosion and worn-out parts and make the necessary repairs. "Loosening or removing diaphragms in the check valves for storage helps ensure a solid seal for next year," Williams says.

● Finally, take steps to protect the sprayer unit from potential freeze damage. Add enough antifreeze with rust inhibitor to fill the pump and control valves. Circulate the antifreeze to protect all parts.

Next spring, drain the antifreeze from the sprayer and save it for future winter storage use. Clearly label it as contaminated and only for sprayer use. Then store the antifreeze with pesticide supplies over the summer.



# The Andersons Leads The Nation In Providing DowElanco Products For Professional Turf Care Markets

The Andersons, manufacturers of TeeTime® turf care products for golf course superintendents and Andersons Professional Turf® products for lawn care operators and other groundskeepers, is now a leading provider of high-quality/high-performance DowElanco product formulations.

Having forged their business relationship over a time span in excess of 20 years, The Andersons has incorporated a broad range of DowElanco products to prevent or solve specific turf care problems. High-quality products have also been developed for use on ornamentals.

The following chart provides a basic product offering guide but The Andersons is quick to point out that their technical capabilities for custom blending other formulations are virtually limitless in their state-of-the-art turf care products plant. Fully detailed product information is available.

## Fertilizers & DowElanco

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 Fertilizer with 0.57% Team & 0.57% Dursban  
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 Fertilizer with 1.15% Team & 0.57% Dursban  
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 Fertilizer with 1.15% Team  
 Fertilizer with 1.25% Team  
 Fertilizer with 1.50% Team  
 Fertilizer with 1.54% Team  
 Fertilizer with 0.92% Balan  
 Fertilizer with 1.02% Balan  
 Fertilizer with 1.04% Balan  
 Fertilizer with 1.15% Balan  
 Fertilizer with 1.28% Balan  
 Fertilizer with 0.46% Balan & 0.92% Dursban  
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 Balan Granular 0.92%  
 Balan Granular 1.72%  
 Balan Granular 2.50%  
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 Confront 30 gal.  
 Gallery 75DF 4x1 gal.  
 Snapshot TG 50 lb. bag  
 Surflan 12x1 qt.  
 Surflan 5x1 gal.  
 Surflan 2x2.5 gal.  
 Turflon II Amine 2x2.5 gal.  
 Turflon D\* 2x2.5 gal.  
 Turflon Ester\* 2x2.5 gal.  
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## Insecticides

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 Dursban Granular 1.00%  
 Dursban Granular 1.16%  
 Dursban Granular 1.20%  
 Dursban Granular 2.32%  
 Dursban Granular 2.50%  
 Dursban Turf 2x2.5 gal.  
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# Preparing irrigation systems for **WINTER**

## Pay attention to control valves, pump motors and heating and ventilation systems.

by Bob Scott

■ The items requiring the highest maintenance on irrigation systems are:

- 1) Pump station
- 2) Water source
- 3) Lightning protection
- 4) Automatic controls
- 5) Turf rotors

**Pump station**—This is the heart of your system, and is usually the most ignored because it's the most highly technical piece of equipment.

Eighty percent of pump station damage is due to your water source, and that's why I've given the source its own heading in this article.

If closed-coupled centrifugal pumps are maintained, the suction lift through the foot valve and intake line will give the most problems. Close examination is necessary, and if wear is noticed in the foot valve, screen or seal assembly, replacement may be necessary. (Replacement parts may be available for the foot valve, but it usually takes four to six weeks to get them from your supply company.)

The second problem item in closed-coupled pump stations and the first problem item in a turbine pump station is the main control valve.

The pilot control orifice on the main control valve can become clogged at the drop of a hat, if not properly screened.

The new pilot flush screen assemblies can minimize station miscalibration due to clogging. The other items on the pump station usually fall a distant third if maintenance has not been ignored.

The pump motors will need to be periodically lubricated. If high speed (3,600 rpm) motors are installed, expect to replace them every two to three years.

The pump shaft packing will need to be replaced at least once a year.

Mechanical seals of the pump shafts may have been installed; if so, examine excess leakage and adjust or replace if necessary.

The heating and ventilation of the pump station will need evaluation for automation and effectiveness. Proper water drainage for the pump station pad and motor packing will minimize undue moisture damage and control circuitry malfunctioning due to humidity. Painting the inside of the station will minimize air contamination to the electrical circuitry.

The pump station should be inspected by a professional service company. I would recommend a service contract for detailed preventive maintenance with a pump station firm.

**Water source**—Preventive maintenance on this component is usually done during the winter, before any freezes set in. The water source includes three main points:

- water quality and quantity;
- reservoir maintenance; and
- intake structure-screen, wet well intake and wet well.

Algae strikes fear in all of us, but it is best corrected at the source. Aeration, chemical application and even grass carp have been effective. State and federal control is affecting these approaches, so professional advice is necessary.

The increased demand for better year-round turf has caused lake levels to lower. This fluctuation causes suspended particles to infiltrate the system. Drilling wells or transfer pumps are recommended to maintain lake level control.

Reservoir maintenance should be an annual project. Clean up shore banks and open inlets to keep water flowing through the reservoir. The inlets need to be dredged for silt every year to prevent extensive and expensive dredging.

Inlet screens and the wet well must be checked. These screens are usually made of stainless steel, but different grades are affected differently by toxic water. The intake pipe and wet well need to be checked for deterioration and repaired. The wet well is also a point for silt accumulation that can be cleaned with a

sludge-type pump, rentable from any local rental company.

**Lightning**—It's a fact of life. Some type of protection can minimize damage, but manufacturers' recommendations should be observed. Arrestors and ground rod assemblies should be tested and repairs made when necessary. The difficulty with lightning damage is that when you think it's repaired, some other damage will be exposed.

The key: do not take lightning protection lightly!

**Automatic controls**—These should be maintained year-round. During the winter, all control panels should be checked and repaired. The motors, printed circuit boards and wire terminal blocks will show wear first.

The irrigation programming will need to be evaluated and adjusted for overwatering and pumping system inefficiencies. If computer controls are used, winter is an excellent time for updates and checking golf cart damage to pedestals and mounting pads. Check field wiring connections and note repaired points.

**Turf rotors**—In the fall, note the following:

- slow opening and closing;
- weeping;
- coverage/application;
- clogged nozzles;
- cover and case damage; and
- smooth operation.

After noting the defective rotors, proceed with a rotation repair program. Replace or repair 10 rotors at a time. Manufacturers usually have repair services if difficult problems occur. Check to see that the rotors are at ground level. Too high will cause mower damage, too low will prevent the open case from working properly.

—The author is an irrigation consultant in Conyers, Ga. This was reprinted from "Hole Notes," the publication of the Minnesota Golf Course Superintendents Association.



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# GOLF & ATHLETIC TURF

## Trends toward environmental considerations

**From design to management, Ballantrae Golf and Yacht Club integrates philosophies that keep the surrounding grass, water and air healthy.**

by Ed Etchells  
and Sharon B. Rinehimer

■ When Golden Bear International was initially contacted in 1990 to design the Ballantrae course along the St. Lucie (Fla.) River, exhaustive studies were conducted. Great care was also taken during construction to preserve and set aside the environmentally-sensitive areas on 402 acres.

Forty acres were set aside as a wetland preserve which drains into the river. Twenty-two acres were preserved as a fenced-in protected hammock of native vegetation for such wildlife as bobcats, gophers and sandhill cranes.

Ballantrae worked with the South Florida Water Management District and the St. Lucie Sewer Treatment District to conserve water by planning effluent water irrigation. A holding pond was designed and built specifically to retain and re-irrigate the effluent runoff back onto the course.

An advanced Rainbird Maxi computerized irrigation system and weather station reads the weather conditions, determines the amount of water needed daily, thus reducing erosion throughout the course.

Thirty-year veteran superintendent David Holler spent considerable time with the project director to design the maintenance



Cleaning systems like the one used at Ballantrae help golf courses meet environmental standards.

equipment wash-down, chemical storage facility, and mix-and-load areas.

An impervious, permanent concrete wash pad contains all the contaminated water from the washing operations, and a separate one is for mix-and-load spills. Golf course maintenance wash water typically contains such pollutants as oil, grease, related hydrocarbons, and trace amounts of herbicides, insecticides, fungicides and fertilizers.

To maintain Ballantrae's high profile as a new premier course, Holler purchased and had installed an RGF Ultrasorb closed-loop wash water recycling system. It has a grass filtration and drying device, hydrocarbon separation, proprietary H.I.P. filter media, storage/oxidation, and automatic delivery of all wash water for total re-use. Ballantrae's maintenance team always washes turf equipment, so savings in water use is substantial.

In an average month, the course uses about 35,000 to 40,000 gallons of water

just for one wash water maintenance operation alone. The RGF system can conserve 420,000 to 480,000 gallons annually.

Holler's primary concern was to eliminate the groundwater contamination experienced by other courses in their maintenance operations—yet reduce budget expenditures.

"The savings (calculated in months time) more than adequately paid for the RGF Ultrasorb recycling system," Holler says. "I feel confident that we are doing everything possible to conserve water and effectively protect the natural resources that abound our beautiful course."

By eliminating potential contaminants that normally get washed onto the grass or dirt area, the course's liability for EPA or state fines and/or assessments are effectively reduced or negated. Special care must also be given to the chemical storage and mix-and-load activities to assure that all OSHA, EPA and state regulations are followed, and to protect the environment

### ELSEWHERE

**Winter golf maintenance:  
turf's last gasp before snow,  
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**Building baseball fields  
the right way in St. Louis,  
page 8G**









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Do it for those in golf who actually like landing in trees and  
splashing in water hazards.





and employees from possible spills or accidents.

Holler wanted recycling equipment, wash down area and mix-and-load to be adjacent to each other on the impervious pad for easy, efficient operations.

**Plan for safety**—Environmental issues do not go away. Here are our recommendations to golf course designers, contractors and superintendents:

- Develop a plan to strategically incorporate environmentally sensitive areas such as wildlife preserves, indigenous tree hammocks and wetlands.

- Conserve water; use an effluent water source for irrigation and a recycling system for maintenance washing.

- Follow through with responsible construction activities to minimize damage to protected plants and animals.

- Set up environmentally sound management practices for course maintenance.

- Consider implementing the new EPA

storm water run-off plan.

If a course is properly designed and managed, the potential hazards to the environment can be reduced.

It pays to play it safe. Like doctors practice defensive medicine, golf courses should practice defensive environmental programs. The alternatives can lead to regulatory fines, decreased property values, expensive clean-up, adverse media attention, and law suits.

Ballantrae Golf and Yacht Club is just one of the many courses coming to the forefront of being a premier, "environmentally in-synch course," and with all of the recent media and television coverage, it will not be long before most or all golf courses in the U.S. adhere as well.

—Ed Etchells is president of *Golfturf*, a division of *Golden Bear International*.  
Sharon B. Rinehimer is vice president and general counsel for *RGF Environmental Group*.

Grote, because the members at this Milford, Ohio course "love their golf."

The temperature can be as low as 35, says Grote, and he'll see about 30 members on the course.

Grote says the extended play causes a serious *Poa annua* problem in greens.

"The bent can't recuperate when it's dormant," says Grote. "The poa wakes up



**Grote: Experiments to stop *Poa annua*.**

first and has a good foothold by the time the bent starts to grow."

Grote's looking for a solution.

"As of December 20th, we will keep one green closed and use a temporary one in its place," to

see how the unused green fares during the winter.

As a possible cure for the poa problem, in August Grote's crews applied a mixture of Anderson's fertilizer and Dimension herbicide to one-half of three greens. They'll repeat the treatment in February.

To help the greens cope with foot traffic, Grote has the cups rotated once a week if the turf's not frozen.

"In winter, (the course is) compared to the public courses. In the summer, we're compared to the other private clubs," Grote says, which sounds like a testament to his skill as a greenskeeper.

But he thinks it's because somebody up there likes him.

—Terry McIver

## Winter golf: Turf's last gasp before snow falls

**Dormant bentgrass is helpless against heavy traffic. Keep an eye on temperature swings, apply extra topdressing, and pray for snow.**

■ A recent study showed golf to be one of the favorite winter sports in the eastern and midwestern U.S...

(Just kidding.)

But winter golf is one thing some courses put up with due to member demand or as a way to bring in some extra revenue. Most fans of outdoor sports are content to wait until spring. But not golfers.

"You get a nice day, you want to go hit the ball around," says Joe Alonzi, superintendent at Westchester Country Club, Rye, N.Y.

Westchester has multiple courses, so Alonzi can keep one 18 closed; but on the other links, he's faced with the challenge of protecting the greens from serious damage.

One challenge of winter golf, says Alonzi, is being able to guess what the weather will do on any given day. In the early days of winter, the temperature will fluctuate from a morning freeze to an afternoon thaw.

To help prepare for winter golf, Alonzi applies an extra layer of topdressing just before winter, or sometime during.

"Spring maintenance is more affected," says Alonzi. "The greens might need an extra aeration, fertilization or pesticide spraying, as a result."

"There isn't much you can do in the winter to maintain the course," he says, "beyond keeping it closed on the bad days."

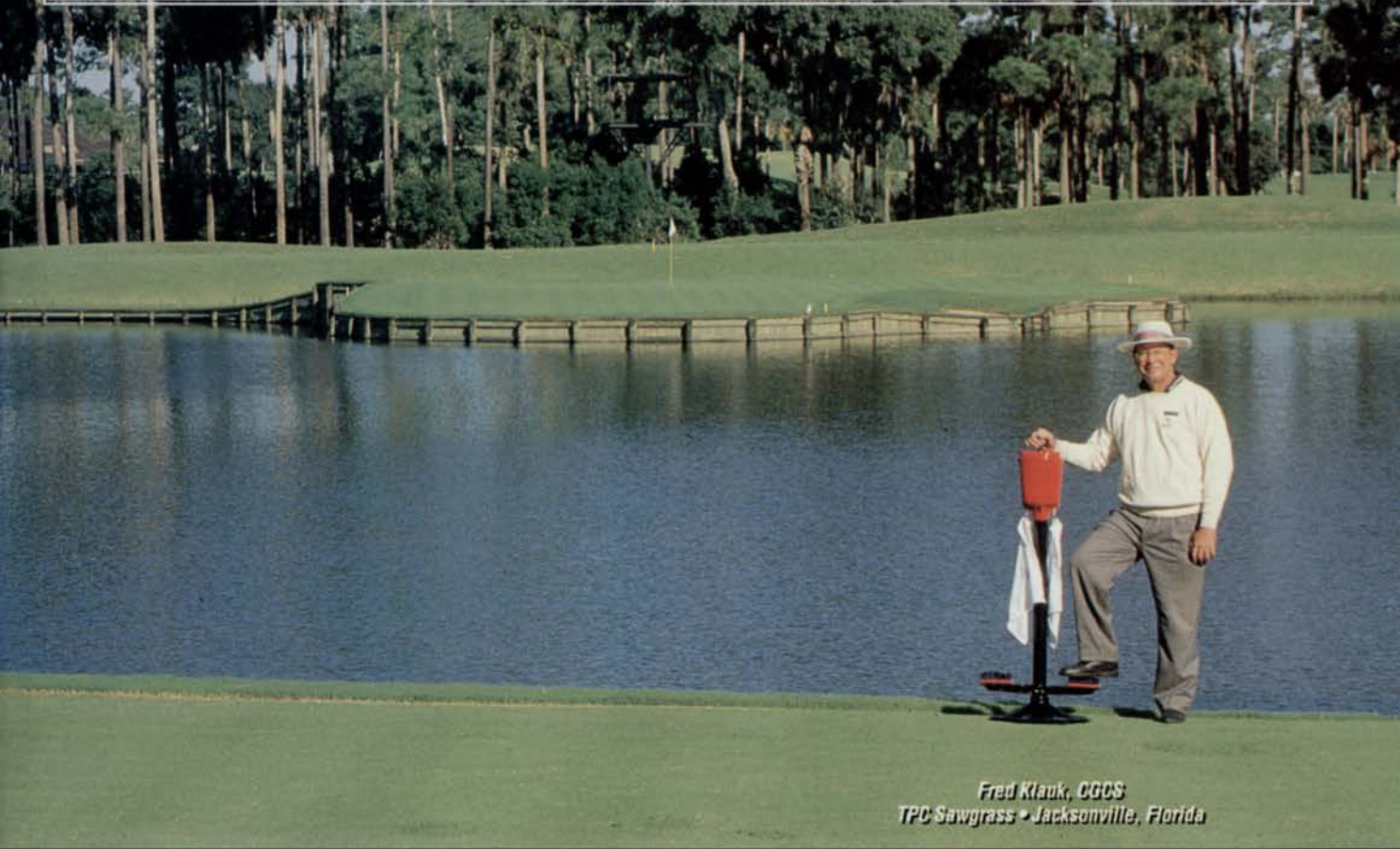
**Poa problem**—Winter golf has been a tradition at Terrace Park Country Club for many years, says Rick



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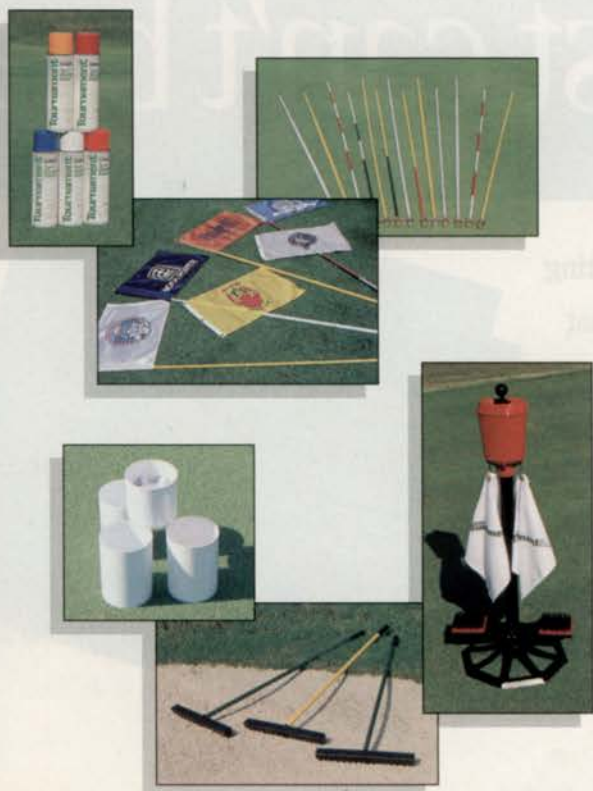
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# Diamond construction—the right way

**Rich Moffitt's in-house staff makes this urban university's ball fields and campus a colorful oasis.**

■ When Richard Moffitt, supervisor of grounds, started rebuilding the Saint Louis University baseball field he only had one question....how do you do it?

He freely admits, "I knew how to grow turfgrass, but I didn't know how to build a baseball field. So I started calling some of the STMA (Sports Turf Managers Association) members. I'm glad I did." Moffitt said experienced athletic grounds managers in the association shared information freely. He's now an active member himself.

Another fortunate step, he says, was enlisting the aid of Steve Erbe at Top Care Lawn Services to remedy the field's one overriding handicap. It shared part of centerfield with a softball diamond. Water drained from the baseball field to the softball infield with each rain.

"It was finally decided that this was not going to work. We were not going to be able to play on both of these fields at this location," says Moffitt. "The softball field was never going to be right." It was taken out.

Then, he and Erbe walked the baseball outfield and decided it needed to be regraded and resodded. After the regrading and the grow-in, it's almost impossible to tell where the softball field was. A bright-red brick-dust warning track sets off the irrigated deep-green Kentucky bluegrass playing surface that now compares favorably to major league fields. Still, the ball park is a hidden treasure. It's neatly tucked into a corner of the urban campus.

Also, the baseball field literally lies in the shadow of the university's huge synthetic athletic field. Viewed from the top of the 3,000-seat brick Billiken Sports Stadium, the Polygrass surface below looks like it's approximately 3-4 acres. Moffitt isn't sure of its exact dimensions,



**Richard Moffitt maintains Saint Louis U's ball fields and benches, and lots of other stuff, too. About 7,500 undergrads attend S.L.U.**

but he says it can accommodate three different athletic events—played across the surface's width—simultaneously.

**Numero uno?**—The light green synthetic field is home to the university's powerful soccer team. Soccer here is a sellout. The Saint Louis Billiken's are nationally ranked again this season. (*A Billiken? A student said it was an old fashion goodluck charm.*)

"I know that if the coach or the players had their 'druthers, they'd choose to play on grass any day," says Moffitt. "But this field is about as good as a synthetic field gets." Installed in 6-foot-wide sections over gravel about four years ago, the surface drains incredibly fast. "We've never had a rainout because of field conditions," says Moffitt. Good thing, too. Besides soccer, the sprawling synthetic surface is used for field hockey, campus intramurals, and other social and fund raising events.

The university's outside athletic facilities are virtually new and so, in a sense, is the campus itself. At least it looks new to alumni who haven't been back in a few years. The university has spent \$200 million in its buildings and grounds in the last decade.

"It's fascinating to watch parents who came here in the '60s and '70s walk through campus with their kids. You can see the surprise in their eyes," says Moffitt.

**The campus 'greens'**—Just months ago, in fact, the university closed Spring and West Pine Streets. It replaced them with tree-lined walkways, the new John E. Connelly Mall.

A red brick bell tower encircled by fountains and a fountain dominates the mall's center. To one side is a waterfall. A steep

bank—too steep to mow—near the waterfall is planted in hardy Baltic ivy. The entire area is surrounded by seven acres of turfgrass. It's surprisingly green and trim considering the number of students enjoying the mall on pleasant St. Louis afternoons.

In fact, the entire campus is basically self-contained now, an island of grass, gardens and graceful brick buildings. You enter it

through redesigned entrances marked by elegantly massive, gild-trim gates.

Moffitt says Saint Louis University President Father Lawrence Biondi, SJ, and Associate Vice President Charles R. Smith are determined to make Saint Louis's urban campus one of the most beautiful in the nation. That's why since 1992 the campus has seen the addition of at least 400 three-inch-or-larger trees, more than 4,000 perennials (several hundred different varieties) and about 1500 shrubs.

**'Showcases'**—Some of the on-campus showcases include the popular Dolphin Pond, and Walsh Plaza brightened with its sprays of colorful annuals, the ever-evolving perennial gardens at Joseph Boland Plaza, the serene rock garden behind Verhaegen Hall.

"In an urban campus where you're surrounded by concrete, you have to really intensify the green spaces," says Moffitt. "We've put in open grass areas and closed off parking lots and put in gardens. It's a recruitment tool for us. It's our front door."

About 95 percent of the turfgrass at Saint Louis University is irrigated (22 different irrigation systems) and mowed each week. Moffitt, who likes micro-environmental design, says his in-house grounds staff must be incredibly flexible as it maintains benches, walkways, snow plowing, in fact, just about everything outside the buildings.

"I used to call myself a horticulturist, and that's my background, but I've come to realize that if you're going to make things happen in grounds, horticulture's extremely important—but there's a whole lot more too."

—Ron Hall