

cans); and litter and snow removal from facilities and parks. I also prepare budgets and oversee the Donor Tree and Bench Program.

Maintaining and improving our athletic fields has always been one of my favorite responsibilities. After completing the maintenance work, seeing the players walk onto the field brings a tremendous feeling of pride and accomplishment. I recognize the positive impact our organization has on people's lives and constantly strive to improve experiences for the people we serve.

My least favorite task is rolling up our foul ball nets at the end of the season and getting the nets back in place in the spring. Finding the best weather conditions to complete this task can be difficult if the ground is wet.

SportsTurf: How did you get started in turf management? What was your first sports turf-related job?

Brouillard: I worked in a greenhouse during high school and became inspired after seeing how excited customers were about plants. Until then, I had planned to become an electronic engineer, but I switched gears and de-

cided to study horticulture and business. My first sports turf-related job was with the Waukegan Park District as the Athletic Field Crew Leader/Maintenance Worker III. I enjoyed working on the athletic fields and was fortunate to have Mike Trigg as a boss. He was a terrific leader and teacher; he created a great work environment, and his passion was contagious. I try to carry forward his leadership style as I relate to my field crew.

I continued my education, earning a Master of Science degree with an emphasis in Horticulture, and increased my knowledge in other jobs, most notably maintaining all the turfgrass at the highly regarded Chicago Botanic Garden as the IPM Turfgrass Specialist. Although there was no athletic field, there was a good turf program. I am thankful to be back doing something I really enjoy and have a passion for; nothing is better than seeing others enjoy the benefits of the hard work the staff has accomplished.

SportsTurf: What changes, if any, are you considering or implementing for the winning field in 2012?

Brouillard: One of our agency's goals is to

identify and streamline critical processes to improve services. To reduce the down time of the ball field after a special event, we are considering using 48-inch rolls of sod for restoration needed on the field. We also will examine ways to reduce the likelihood of damage from special events held on the field. We are holding meetings to recognize the impact of special events and discussing options to relocate the heavy carnival rides that have been placed on the field in previous years.

SportsTurf: How do you see your job changing in the future?

Brouillard: Through ongoing education, we will continue to improve and create value, create loyalty through customer satisfaction, develop partnerships to share resources, and implement sustainable practices. Our organization's Vision is "to be recognized as a national leader in delivering innovative park and recreation services based on responsiveness, trust and accountability to our community." We will continue to uphold our high standards and improve as needed to meet our customer's needs and exercise environmental, social and financial stewardship. ■



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Industry's First All-in-One Stand-on Field Marking System



Graco has launched its FieldLazer line, a family of products that is one of the industry's most complete lines of field marking solutions with walk-behind, ride-on and stand-on equipment systems and accessories.

The new patent-pending FieldLazer G400 striper, available April 2012, is the first all-in-one, stand-on self-propelled field marker in the sports turf industry. This durable and versatile stand-up machine features a shock-absorbing platform and Smooth Ride turf-ready tires designed to reduce fatigue and smoothly navigate even the roughest terrain. Features include self-centering steering, electronic gun trigger, Auto-Layout System, and automatic dashed line, which are all industry firsts.

"The new 2012 Graco FieldLazer line changes the game for the field marking industry," said John Klesk, worldwide product marketing manager, Graco Contractor Equipment Division. "We now offer a complete line-up of

FieldLazer line marking equipment featuring Graco's proven airless paint spray technology recognized worldwide by sports turf professionals for delivering bright lines using less paint. With the addition of the industry first, FieldLazer G400 striper, the FieldLazer product family provides sports turf professionals with a full line of field marking machines to meet virtually every possible application."

Graco revolutionized the field marking industry when it introduced the first walk-behind, high-pressure, airless field paint sprayer in 2004. Today, there is a Graco FieldLazer machine for most field sizes and applications.

STRIDE

The Graco FieldLazer S100 and Graco FieldLazer S200 walk-behind field strippers feature durable, lightweight construction for effortless straight lines over every field condition. These flexible, hard-working machines are full of features designed for comfort and control. Easy reach handlebar controls allow the user to fine tune the striper without stopping with controls located on the handlebar. The S100 striper features the exclusive tall front wheel that easily maneuvers over deep ruts and cleat marks. The S200 striper is a versatile striping solution ideal for day-to-day field marking as well as occasional parking lot maintenance.

RIDE

The Graco FieldLazer R300 Complete striper is an all-in-one turf ride-on field marking system

that combines the Graco LineDriver HD driving system, FieldLazer R300 striping machine, and large capacity 15 gallon paint hopper. This system allows users to quickly stripe a large number of fields with sharp, long and straight lines. Smooth Ride Turf Tires reduce vibration and fatigue for a comfortable ride over any terrain. Tight turn radius and fast maneuverability is possible with the Center Line Hitch Pivot feature, which also enables quick detach for transport, storage or to Stride using the FieldLazer R300 striper on its own.

GLIDE

The new Graco FieldLazer G400 striper is the industry's first all-in-one, stand-on, self-propelled field marking machine. Gliding upright enables field marking professionals better visibility and reduces fatigue while increasing productivity. Intuitive controls and a user interface dashboard are easily accessed from the standing position and enable ease of operation.

All Graco FieldLazer field marking systems feature proven Graco high-pressure, airless paint spray technology for cost-saving, brighter and longer-lasting lines. Each FieldLazer model is engineered with turf-specific tires that reduce vibration and fatigue while producing long, straight lines over any field terrain. Optional accessories are available to customize each FieldLazer striper and meet the needs of every field marking professional.

Graco, Inc.

Toro Reelmaster 5210

The Toro Reelmaster 5210 features Dual Precision Adjustment cutting units to deliver an exceptional quality of cut and aftercut appearance. Powered by a 28-hp, 3-cylinder Kubota diesel engine, this unit offers a nimble and maneuverable design for mowing in a wide range of conditions. The Reelmaster 5210 is lightweight and productive with a 100-inch width of cut. It is available in standard 2 wheel drive or add on the CrossTrax all-wheel drive system.

The Toro Company



John Deere hybrid walk greens mower



will provide superintendents with the best contour following system. Best-in-class contouring makes it ideal for superintendents who need maximum control and leading performance on undulating greens. The mower runs on hybrid technology, which John Deere first introduced to the golf industry in 2005.

John Deere

Jacobsen's new large area reel mower

For large area high-end sports fields that need a cost-effective, productive mower that provides superior quality of cut, nothing compares to the LF550/570 series of large area reel mowers from Jacobsen. Available in 2WD, 4WD and 4WD Turbo, the 100-inch width of cut assures professional quality results in less time.

Controls of the unit have been optimized due to the InCommand Control System console. This ergonomically designed LCD screen console system delivers the industry's only passcode-protected, programmable max transport and mow speed settings to control cut frequency. The screen's full text settings and diagnostics puts controls within reach and makes it easier to monitor and maintain for the operator.

On 4WD models, superior tracking is provided by the factory installed SureTrac 4WD system. This parallel-cross-series system transfers power from a slipping front wheel to the opposite rear wheel providing ultimate traction for hill climbing and side slopes.

The exclusive automatic wet parking brakes are maintenance-free and reduce cost of ownership; no linkage, cables pads, or disks to service, maintain or adjust. In addition, routine service items, including spin-on filters, are all easily accessible and under-the-hood. There's no need for a lift, a flip up seat or to gain access under the machine.

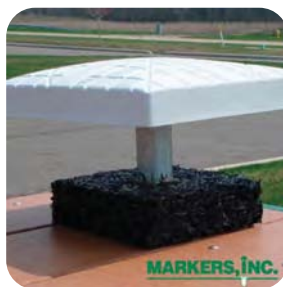
Jacobsen



Ready-made irrigation for synthetic fields

Underhill International introduces an industry first: new ready-to-install M-160 Total Solutions Kits for synthetic sports field irrigation. Total Solutions Kits save hours of design and installation time because they include complete AutoCad irrigation system illustrations and key irrigation components in one package. Sports field designers can "plug in" the Underhill AutoCad drawings into a field layout, while contractors have a ready-to-install mechanical system with site-specific products and schematics. Featuring robust, built-to-last components, the M-160 Total Solutions Kits are designed to perform for more than 20 years. Underhill M-160 sprinklers have become a "cleaning and cooling solution" for synthetic sports fields. Field managers typically syringe artificial turf in order to cool down and clean the playing surface before events.

Underhill International



pre-assembled MarkSmart Anchor Foundation offers groundskeepers a no mess, no fuss, time-saving way to install bases. The old way of installing bases involved making wooden forms, mixing and pouring concrete, placing the female anchor and waiting for it to cure. The new MarkSmart way is faster, cleaner and easier. The pre-assembled, recycled rubber base with metal anchor is ready to install. It's a quicker solution for municipal leagues, schools and collegiate level programs. For organizations that have purchased bases with complete anchor assemblies, Markers Inc. also offers a Do-It-Yourself kit of recycled rubber bases.

Markers, Inc.

New, faster method of installing bases

Markers Inc has developed a new, faster method of installing bases for baseball fields. The



New line marking system

"Impact Eco is a ready-to-use paint that requires no additional water, making it the easiest and quickest system available. Combined with the Eco Pro Marker, it produces bright, durable and quick-drying lines resulting in financial and environmental savings for the user," said founder of Pitchmark, Mark Rodman, an engineer and groundsman who established Pitchmark, a UK-based company, in 2010. The Impact paint system was created to transform the outdated system of diluting concentrates with water, resulting in a reduction in water consumption and making it the most advanced eco-friendly product in the industry. The Impact system is currently being used throughout Europe and Australasia and the company is looking for US distributors.

Pitchmark Ltd.

Longer-lasting pitching rubber

New patent-pending adult pitching rubber size 24" x 6" x 6" with a 3" core center from Bulldog Field Equipment. Product weighs 40 lbs. The BFE pitching rubber will last longer than current pitching rubbers on the market which will reduce overall labor and equipment costs.

Bulldog Field Equipment

Broyhill's Ball Field Finisher

Broyhill's Ball Field Finisher includes special rubber flail fingers with diamond pattern to prepare your infield properly. This affordable finisher is 74" wide and features a 45-degree back slope leveling bar prior to the large rubber fingers to assist in flattening any ridges. Fits a variety of vehicles with its electric lift kit.

Manual trailered lift kit available and can be towed behind hard to fit vehicles.

Broyhill

Gravely's triplex reel mower

The PM-3084 features a 27 hp engine, 12-volt electric start, 7.5-gallon fuel capacity and hydraulic driven Locke reels. The PM-3084 includes three 30-inch, double roller, full-floating hydraulic drive head assemblies and varying cutting heights from 0.5 to 2.5 inches. The mower also comes with standard ROPS installed, meeting current guidelines. Kawasaki 27-hp four-stroke, air-cooled V-twin engine. Yoke-style, dual rear-wheel steering to eliminate turf damage.

One pedal forward, neutral and reverse for speed control and 24- x 11.5-12-inch turf tires for floatation for stability; hydraulic lift for easy transport, 2-year warranty.

Gravely Turf

New turf herbicide

United Turf Alliance announces the introduction of ArmorTech SureZone turf herbicide containing four proven active ingredients, including the protox inhibitor sulfentrazone. The other active ingredients in the new herbicide are 2,4-D, MCPP and dicamba. SureZone is an economical, water-based formulation packaged in 2 x 2.5-gallon cases and 55-gallon drums. Labeled for use on most cool- and warm-season turfgrasses, with the exception of St. Augustine, it controls a long list of broadleaf weeds including many tough species. SureZone can be applied at temperatures up to 90°F, is rainfast within 6 hours and allows reseeding in three weeks. Always read and follow label instructions.

ArmorTech/United Turf Alliance

New variable flow hose-end nozzles

Underhill International introduces Magnum UltraMax, new heavy-duty, variable flow hose-end nozzles. Featuring robust "firefighter quality" construction, UltraMax nozzles are designed for infield conditioning and as a hand-watering tool for irrigating dry, patchy turf. The nozzles are also practical for stadium and playground wash-downs and equipment clean-ups. Offered in four models with optional pistol or firefighter grips. The Full Throttle nozzle features a single variable flow in either high volume (15 to 40 GPM) or low volume (12 to 19 GPM). It delivers a steady fog, jet stream or fan pattern. The Turbo Shift model has a dual variable flow that can be shifted from light coverage to a higher volume fog, jet stream or fan pattern. The high volume model offers 12 to 17 GPM and can be "turbo shifted" to 20 to 43 GPM. The low volume model performs at 7 to 12 GPM and also turbo shifts to 14 to 17 GPM.

Underhill



Strategic Plan guides STMA's future

THE STMA BOARD OF DIRECTORS met for an extra day and a half during its summer 2011 board meeting to formulate their vision for the future. That vision is captured in the association's 2012-2014 Strategic Plan, which is outlined below. The 2007-2011 plan is complete, and its accomplishments were outstanding (see "President's Message" on page 7). Some elements of the new plan build on concepts that were introduced in the previous 5-year plan; other elements clearly are new for STMA. The goal of this plan, as it has been for its previous plans, is to take STMA to the next level in advancing the association, its members, and the industry.

Consultant Joe O'Brien, CAE, facilitated the development of this plan, as he did the creation of the just completed 5-year plan, and a shorter 2-year plan that helped guide STMA for 2005 and 2006. O'Brien says he is amazed at the progress

of STMA. "When I helped to facilitate the plan for 2005 and 2006, the items that were identified in that plan are very different from those in this plan. STMA attacked those issues, accomplished those goals, and set higher and higher expectations," says O'Brien. "I am impressed how far the STMA has come in such a relatively short amount of time."

The STMA Board is vigilant in reviewing its strategic plan's progress during each board meeting. During these reviews, the Board also discusses how the industry and other factors may be impacting the plan, and makes adjustments accordingly.

The plan guides Board's discussions on partnerships and collaboration efforts. Any organization that STMA is considering an alliance with is examined relative to a fit with the Strategic Plan. Any new program or service idea that is brought

to Board is vetted against how it fits into the plan and whether its adoption will help STMA achieve its goals. The plan also serves as the basis for performance evaluation for CEO Kim Heck and her staff. Because the plan sets very specific milestones, the achievement of the plan can be quantitatively measured.

As the Board discussed the association's future, it determined that a 3-year plan is more nimble and realistic in this economy and for the rapid pace-of-change the industry is experiencing. The new plan is organized into four platforms that set the overall direction and focus for the association. Within each platform are goals and objectives. Within each objective there is an action plan with timing (short, mid, or long-term) and committee/committees assigned to help achieve the plan. Noted below are the platforms, goals, and objectives.

STMA Strategic Plan 2012-2014

STRATEGIC PLATFORM I: Attract and Retain a Vibrant and Engaged Membership

Goal: Grow and sustain a membership at 3,800 by the conclusion of 2014

Objective 1: Recruit non-members who fit into STMA's current membership categories.

Objective 2: Use our membership growth initiative to help chapters grow.

Objective 3: Tap into markets that are involved on the periphery of sports field management.

Objective 4: Increase the membership retention rate from 71 percent to 80 percent.

PLATFORM II: Be Recognized as the Leader in Industry Education

Goal: Provide educational resources that are vital to the success of members and advance the profession

Objective 1: Develop education that is relevant, affordable and accessible.

Objective 2: Develop significant learning opportunities at the national and regional conferences.

Objective 3: Develop an educational platform around safety.

PLATFORM III: Gain Recognition and Respect for Members and the Profession from External Audiences

Goal: To increase awareness of the profession and visibility of members with employer groups, the media, sports organizations, athletes, and international organizations.

Objective 1: Create an association-wide marketing and public relations plan.

Objective 2: Use the environmental stewardship of members to raise awareness of the profession and enhance the image of STMA members.

Objective 3: Protect and advance the work of members through government relations outreach.

Objective 4: Develop relationships internationally that will raise the awareness of STMA.

Objective 5: Leverage the CSFM program to enhance recognition and status of certified members.

PLATFORM IV: Create Excellent Value for Commercial Partners

Goal: To validate the importance of commercial members to STMA

Objective 1: Provide a conference and exhibition that meets exhibitor expectations relative to timing, floor traffic, and the cost/value proposition.

Objective 2: Provide sponsorship opportunities that achieve commercial partners' goals.

Objective 3: Provide information to commercial partners about STMA members that helps them grow their businesses.

Ten Common Reasons Strategic Plans Fail

By Leo J. Bottary

WHILE THE DATA on strategic plan failure rates is all over the map, suffice it to say it's HIGH! Below you'll find ten common reasons strategic plans fail. It's likely that the last strategic initiative to fall short in your organization could be attributed to one (or some combination) of these 10 causes.

1. History - You have to be mindful of your history when it comes to launching strategic initiatives. If you're the kind of organization which, just a year ago, launched a new initiative with great fanfare only for it to have died an unceremonious death, then your employees are not likely to be fooled again. They're smarter than Charlie Brown, who as you recall was repeatedly foiled by Lucy every time he was asked to kick the football. If your announcement is met with rolling eyes and a collective groan, then you stand little chance of real success no matter how brilliant the plan.

2. People/Culture - Knowing what to do in the abstract is usually the easy part. Knowing what YOU can do based on the unique skills and mindset of your team is an entirely different matter. Understanding your people, the culture and sub-cultures within your organization, and shared vision/values are essential to developing a plan that stands a chance of success. Failure to do so is a recipe for disaster. Dave Logan's research on "tribes" in his book *Tribal Leadership* offers a practical framework for understanding and working with your culture to achieve what Peter Senge describes as the difference between apathy/compliance and commitment/enrollment.

3. Leadership - How committed is your lead-

Continued on page 46

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Membership Category:

- ☐ Sports Turf Manager \$110
☐ Sports Turf Manager Associate* (Additional member(s) from the same facility) \$75

Please select the primary facility type where you are employed:

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Chapter name) _____ \$ _____
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*There must already be a national sports turf manager from your facility or commercial member from your company before you may sign up in the Associate category.

"I know I am a better sports turf manager because of this association. As sports turf managers, we take the challenge seriously to make our fields the best possible for the next game. The resources I have access to through STMA helps me do it."

—Bob Campbell, CSFM
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ership team to the success of the strategic plan? Not just in terms of what they say when the plan is announced, but how they communicate (words & actions) during the life of the plan. What signals do they send to the employees? As Kouzes and Posner might ask: How is your leadership modeling the way? If employees sense that the leadership's commitment is tepid, then that's what leaders can expect in return.

4. Discipline - Let's say you've got committed leaders and employees. That's great, but commitment to achieving strategic goals is still not enough. The question is: Do they have the discipline necessary to make real behavioral change? Jim Collins refers to this in terms of "disciplined people, disciplined thought, and disciplined action." So in individual terms, someone might be committed to losing ten pounds, yet lack the discipline to do what's necessary to achieve the goal and maintain the weight. It's no different in organizations. David Maister says that without discipline your strategic plan will have all the teeth of a typical New Year's resolution.

5. Communication - Most strategic-related communications, even if thoroughly planned and executed, are designed only to create clarity around what management wants the employees to do (which by itself can be a tall order). As a result, the communication efforts fall woefully short of the mark. Good strategic communication should have one goal: To make sure everyone in the company sees the strategic plan NOT

as just the leadership's plan, but as THEIR plan. Failing that, you're asking your employees to be more committed to your goals than their own. Not sure that's very realistic.

6. Monitoring, Measurement, Feedback - Even the best conceived strategic plans require adjustments along the way. It's critical to monitor the plan's progress, measure outputs as well as outcomes, and obtain feedback from all your stakeholders. It's also essential to consider unintended effects. For example, is success in one area of your company undermining results elsewhere in the organization? Are you realizing short-term gains at the expense of long-term growth? Have you considered delays, both positive and negative, that could result in outcomes you may have to wait months or years to fully understand? So if your organization didn't listen along the way and lacked patience, it was likely accompanied by a failed effort.

7. Lack of Flexibility - While it's helpful to have all the right systems in place to track your progress, it's all for naught if you lack the will, the flexibility, and the triggers necessary to make adjustments along the way. Over time, and presented with solid evidence, you can't be afraid to depart from the original plan. Keep the goal, change the plan, not the other way around!

8. Milestones/Rewards - Most strategic initiatives of any consequence take time. Even for the most disciplined among us, we need to be motivated and inspired to achieve a longer-term

goal. Consider what it takes to keep your people on track. How do you stay focused on the goal and celebrate your progress? What are the best milestones and rewards for your plan? Your organization? You can't let your organization lose steam.

9. Bad Planning - Make a list of the people in your organization who were involved in developing your last strategic plan. Who were they? How deep did you go in the organization? How wide? What was the extent of their involvement? OR, did the senior leadership team develop the plan on its own and then announce it to the organization? How did that work for you? Off-site huddles by the senior management team to develop a strategic plan often result in developing a plan that has no chance of success.

10. Bad Plan - Sometimes plans fail because they are simply bad plans, and I would argue that they are often bad plans because we don't tend to get everyone involved that we should. We either fail to tap into the collective talents and dedication of our people or we misjudge the external environment and the response of our stakeholders. It can make employees feel isolated and the leadership look out of touch.

Leo J. Bottary is Vice President, Public Affairs for Vistage International and adjunct professor for Seton Hall University's Master of Arts in Strategic Communication and Leadership program.

As published for Executive Street at blog.vistage.com

STMA Adopts Environmental Policy Statement

AT THE FALL BOARD MEETING, the STMA Board of Directors adopted an Environmental Policy Statement that includes an environmental mission, vision, principles and goals. This policy lays the groundwork for STMA's efforts in developing environmental programs for members and in creating partnerships with other organizations.

The statement was developed by the Environmental Committee during the previous eight months under the leadership of Chairman Kevin Trotta. Members of the committee include Pam Driver, Beth Guertal, Ph.D., Mark Lucas, Scott MacVicar, David Minner, Ph.D., Kevin Mercer, Paul Patterson, Jim Sluiter, John Sorochan, Ph.D., Gwen Stahnke, Ph.D., Mike Tarantino, CSFM, Waldo Terrell, Vickie Wallace, Clint Waltz, Ph.D., and Rich Watson. The Committee's next steps are to develop action plans that will provide a roadmap to achieving the set goals.

ENVIRONMENTAL VISION STATEMENT: An environmentally sustainable sports field industry for present and future generations.

ENVIRONMENTAL MISSION STATEMENT: To

practice and promote environmental stewardship and education in the management of sports fields and facilities.

PRINCIPLES

Education is a key to continued improvements in environmental performance

Leadership means performance beyond compliance

Sustainability is not an established set of practices. It's a goal.

Natural resource stewardship benefits current and future generations

We can reduce, reuse and recycle

Prosperity and pollution can be disconnected

Sports turf provides communities with social and economic benefits

Appropriately managed turfgrass enhances air and water quality

Best Management Practices are tools for reduced environmental impact

IPM affords a sensible approach to managing turfgrass pests

Trends in equipment and vehicle develop-

ment promise continued reduction in environmental impact

GOALS

Sustainability. Ecologically compatible, socially desirable and economically viable sports turf

To advance environmental awareness and provide educational opportunities for sports field managers

Pursue alliances and collaborations that foster the STMA's Environmental Mission

Encourage participation in stewardship and certification programs

Openly communicate our actions and intentions

Encourage research that integrates environmental stewardship and sports field management

Continual improvement in STMA's environmental performance and leadership

STMA members are invited to use these principles as appropriate and promote their stewardship within their facilities and their communities.

Growing a Foundation from the Roots Up

THE FOUNDATION FOR SAFER ATHLETIC FIELDS FOR EVERYONE (SAFE) is growing, in part to a new initiative rolled out by its Board of Trustees in November. The Grass Roots Initiative is designed to engage STMA members in providing ground level support for the Foundation. SAFE is STMA's 501 (c) (3) charity.



This initiative is important to build recognition of SAFE within the STMA membership, thus enabling the Foundation to fundraise from those external to STMA. External donors want to know that the association's members support its own charity. Grass Roots is the first step in an industry-wide initiative: *Sports and Recreation Fields - Safety First*. Its core purpose is to fund education, outreach, research and scholarships to advance the safety and sustainability of playing surfaces and reduce sports field injuries.

Through the Grassroots campaign, STMA members are asked to contribute at a mini-

mum an amount that corresponds to the year that they joined the association, and donate that amount each year for 5 years. For example, if a member joined STMA in 2001, he/she would contribute \$20.01 each year for a total donation of \$100.05.

The grass roots initiative has increased its number of donors by more than 1000 percent from its ground level support in previous years. SAFE's fundraising programs also expand beyond Grass Roots. SAFE raised more than \$27,000 during this year's STMA conference events, which included a golf tournament, a casino night, raffles, and silent and live auctions.

The SAFE Foundation spent 2011 redefining itself. It implemented a new mission, a new vision and officially changed its name. Previously it was known as the Foundation for Safer Athletic Field Environments. Its new mission focuses on outreach to communities highlighting the importance of safe fields for users at all levels.

SAFE continues to contribute to the overall growth of knowledge and talent within the industry. Since 2003, with its limited funding it has awarded \$112,250 in pure scholarship and grant dollars representing 101 recipients.

SAFE has provided more than \$50,000 in travel assistance to these recipients, and awards \$8,000 annually to the two top winning Student Challenge teams at the annual conference. SAFE also supports the development of STMA educational materials. With additional funding SAFE will do so much more.

SAFE's goal is to raise \$1,000,000 over 5 years.

The Next Steps

Fundraising is key for SAFE to successfully accomplish its mission of making sports fields safer for play.

Goal \$1 million over 5 years



STMA Affiliated Chapters Contact Information

Sports Turf Managers Association of Arizona:
Chris Walsh cwalsh@scottsdaleaz.gov

Colorado Sports Turf Managers Association:
www.cstma.org.

Florida #1 Chapter (South): 305-235-5101
(Bruce Bates) or Tom Curran CTomSell@aol.com

Florida #2 Chapter (North): 850-580-4026,
John Mascaro, john@turf-tec.com

Florida #3 Chapter (Central): 407-518-2347,
Scott Grace, scott@sundome.org

Gateway Chapter Sports Turf Managers Association: www.gatewaystma.org.

Georgia Sports Turf Managers Association:
www.gstma.org.

Greater L.A. Basin Chapter of the Sports Turf Managers Association: www.stmalabasin.com.

Illinois Chapter STMA: www.ILSTMA.org.

Intermountain Chapter of the Sports Turf Managers Association: www.imstma.org.

Iowa Sports Turf Managers Association:
www.iowaturfgrass.org.

Kentucky Sports Turf Managers Association:
www.kystma.org.

Keystone Athletic Field Managers Org. (KAFMO/STMA): www.kafmo.org.

Michigan Sports Turf Managers Association (MiSTMA): www.mistma.org.

Mid Atlantic Sports Turf Managers Association (MASTMA) (formerly the Chesapeake Chapter STMA) 410-704-2197 www.mastma.org

Minnesota Park and Sports Turf Managers Association: www.mpstma.org

MO-KAN Sports Turf Managers Association:
www.mokanstma.com.

Nebraska Sports Turf Managers Association:
402-441-4425.

New England STMA (NESTMA):
www.nestma.org.

Sports Field Managers Association of New Jersey: www.sfmnj.org.

Sports Turf Managers of New York:
www.stmony.org.

North Carolina Chapter of STMA:
www.ncsportsturf.org.

Northern California STMA: www.norcalstma.org.

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www.oregonsportsturfmanagers.org
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Ozarks STMA: www.ozarksstma.org.

Pacific Northwest Sports Turf Managers Association: www.pnwstma.org.

Southern California Chapter:
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- F ☐ Sports Complex G ☐ Athletic Field and/or Park Architect/Designer
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H ☐ Other (please specify) _____

2 Which of the following best describes your title? (check ONLY ONE)

- A ☐ EXECUTIVE/ADMINISTRATOR — President, Owner, Partner, Director, General Manager, Chairman of the Board, Purchasing Agent, Athletic Director
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C ☐ GOVERNMENT OFFICIAL — Government Commissioner, Agent, Other Government Official
D ☐ SPECIALIST — Architect, Designer, Consultant, Agronomist, Horticulturist, Certified Specialist
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3 Do you have the authority to buy, specify or recommend products and/or services for your business or organization?

Y ☐ Yes N ☐ No

4 Yearly operating expenditures (excluding salaries)

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ization program, or by acidification of the irrigation water. In some cases, water with high residual sodium carbonate may require acidification with sulfuric, N-phuric acid (a type of urea-sulfuric acid), or phosphoric acids, or by use of a sulfur burner (which produces sulfurous acid).

Amendments may be applied directly to the turfgrass/soil or injected into the irrigation system. Acidification of water by acid injection requires unique measurements and equipment. A turfgrass manager must work closely with a consulting laboratory to determine whether acidification is required and, if it is, how it may best be accomplished.

There are many advantages to treating recycled water with direct injection of amendments into the irrigation system, among which are:

- More effective than surface application (gradual and frequent application)
- No disruption in site use
- Reduced labor
- No dust problems
- Reduced burn potential of sulfur
- Reduced risk of "overdose"
- Reduced pH and salinity fluctuations

There are also potential disadvantages to direct injection:

- Material more expensive
- Equipment and maintenance expensive
- Danger of handling acids
- Irrigation efficiency and uniformity must be optimal
- Segregation of areas is not possible (e.g., greens versus fairways in golf courses)

As human population grows and fresh water becomes increasingly scarce, recycled water is a viable alternative to costly, limited potable water for irrigating turfgrass sites. Recycled water is often better tolerated by turfgrasses than by other landscape plants; simultaneously, turfgrass venues, with their large expanses and trained maintenance staffs, are particularly well-suited to incorporate recycled water in their irrigation programs. Urban population growth ensures an expansion of turfgrass sites for a variety of recreational and functional uses, and this means that irrigation with Purple Gold will be a permanent part of our urban landscape schemes. ■

M. Ali Harivandi, PhD, is an extension specialist at the University of California Cooperative Extension. This excerpt was reprinted with his permission and that of Dr. Kimberly Erusha of the USGA Green Section.

Q&A

Is today your day?

What date should I apply my pre-emergence herbicide? What month should I begin to fertilize my fields? What is the best date to treat for beetles?

I often get questions asking for a calendar date to initiate annually reoccurring management activities. These activities are often seasonal activities that may relate to environmental conditions. While I have generally resisted the temptation to associate every management practice to a calendar date, I have found myself doing just that more and more over the past several years. I'll discuss that more in a moment, but first let's look at the examples in the questions above.

Pre-emergence herbicides obviously need to be applied before the weeds emerge. Some people have suggested that crabgrass germination can be linked to initiation of flowering by dogwood trees. While this technique may work for some, these trees bloom in relation to day length, not temperature. The data indicates that crabgrass can begin to emerge when the soil temperature reaches about 54 degrees near the soil surface for 3-5 days with most emergence kicking in at soil temperatures of 60 degrees. Goosegrass will also begin emerging at 60 degrees. What date is that in your area? It may be well before the dogwoods bloom.

Timing of initial spring fertilization of bermudagrass fields depends on green-up, assuming your fields went dormant. Green-up is also largely dependent on soil temperatures. In central North Carolina green-up begins as early as mid-February to as late as mid-April. Assuming we want at least 80 percent green-up before fertilizer application (plus wanting to be after the last frost date), we often do not start fertilizing bermuda-

grass fields until at late March. But there was one year in the past five that early March was an appropriate fertilization date. What date do you typically have 80 percent green-up?

Beetle mania? If you have ever had a bad case of grubs, then you know what I'm talking about. Grubs are the larvae stage of an adult beetle. The beetles emerge sometime in the early summer (most places), eat plant material, mate, and then (females) lay eggs

Grubs are best controlled when they are small and feeding near the soil surface. When is that in your area? Apply at the wrong time and control is almost zero.

toward end of summer. The eggs hatch relatively soon after being deposited in the soil and the larvae burrow deeper in the soil in the fall while feeding on roots and organic matter. The grubs return to the soil surface in the spring with warmer soil and emerge as adults to complete a year life cycle. I am no entomologist, but it seems to me that this year-long process is at least partially related to temperature. The grubs hang out in the soil and feed and then emerge when it is fairly warm. Grubs are best controlled when they are small and feeding near the soil surface. When is that in your area? Apply at the wrong time and control is almost zero.

So, all three scenarios have a relationship with temperature. We associate days and months of the year with "normal temperatures," at least that is the relationship our

meteorologist tells us every day when giving the day's forecast. But warmer or cooler-than-average temperatures that may shift germination, green-up, or beetle emerge in one direction or the other. Of course one great attribute of today's products is the residual aspects. Pre-emergence herbicides often last 6 to 10 weeks, slow release fertilizers can last a few weeks to months, and many insecticides may last 2 to 3 weeks.

This residual activity allows a turf manager to get their products out a little ahead of the peak need without negative consequences—lack of control of the target pest (weed or grub) or too rapid a flush of new growth from the fertilizer. This is particularly important with weed control because once the weed is present, it is largely a waste of money and product to apply the preemergence herbicide.

So consider other factors than just a calendar date. You can track your on-site soil temperatures, or you may be able to use a state weather tracking service for regional information. For example in North Carolina we can track 24 hour mean soil temperatures at <http://www.nc-climate.ncsu.edu/products/wx>. These types of weather sites can often be found by searching climate along with your state's name in a search engine.

So, yes we often put management practices on calendar schedules because we are asked to do so and we realize it is easy for some people to use these references. But realize that the need for management inputs may often be more related to temperature or other biological events much more so than a date on a calendar. Knowing this will allow you to better time your applications so that you get better control of pests and healthier turfgrass on your fields. ■

BY DR. GRADY MILLER

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