



MAINTENANCE STANDARDS

DCPC Greens and Grounds Committee Service Level Objective

The greens and grounds at Dedham Country and Polo Club will be maintained in excellent condition, as specified by industry standards and detailed in the following pages.

The golf course will afford accessibility to all members, from junior to senior golfers. Preparation and layout will provide playability and challenge to golfers of all skill levels. Course maintenance will maximize usage of golf operations under diverse weather conditions.

The golf course will retain the historical character of an “inland links” design with future improvements being faithful to the design intent of Seth Raynor.

The greens and grounds will be maintained and developed in conformance with applicable environmental, health and safety standards.

The following standards are intended to provide the golf course superintendent with a guideline under which to maintain the golf course on a continual basis. It is understood that certain weather conditions, short-term projects, or factors outside of the control of the superintendent may disrupt this program. By adhering to these standards, as guidelines, our members will benefit from our consistently high levels of quality in service, product, appearance, and attitude. These standards will allow us to stand out as professional in our industry. However, these standards should serve as only a minimum- we, as individuals and a team, should strive to be leaders in our industry by going beyond what is the minimum.

Member Recognition

Demonstrating good golf etiquette and remaining productive at the same time is an important facet of the duties of the golf course maintenance staff. While contact with golfers may be at a distance, how considerate you are with every golfer while maintaining your level of productivity impacts their overall experience. Courteous actions show that we care that each golfer enjoys his or her experience at our properties.

- Members will be greeted by their name(Mr. or Mrs.) or by sir or mam.
- Whether you are in a vehicle or on foot, come to a complete stop when you are in the golfer's line of vision and stand to the side before the ball is hit.
- While working on a green, be aware of approaching golfers and stand to the rear of the green so as not to interfere with their shot. Turn off any engine when the golfer is putting.
- When working hole to hole, never continue to disrupt the same group over and over again, try to work backwards or wave the group through.
- Greet all members with a smile and a friendly, caring attitude. Be willing to provide courteous answers to their questions.
- Advise golfers of safety issues that are relevant to them, i.e. keep them away from tree work or away from a debris blower.
- Always demonstrate our high standards for the property by picking up trash or straightening stakes. Help fix ball marks or spot rake bunkers for the member.
- When possible spot balls for members. Signaling whether a ball is safe, out of bounds, or in the hazard will be appreciated by the member.
- Thank a member for informing you about something that is wrong or out of place. Assure them that it will get to your supervisor immediately or tell them that you take care of the problem yourself.

Phone Etiquette

- Phones will be answered within three rings.
- Answer "Dedham Country and Polo Club Grounds Department, this is [name], "
- During each conversation the staff member will learn the caller's name and use it when ending the conversation, i.e. "Have a good day Mr. [name]..."
- All callers should be considered a member, potential member, or manager.

Attitude

Attitude is as much a job skill as the operation of machinery. When hiring, potential employees with good attitudes will be given preference over skill.

- Smile, regardless of your mood.
- Be pleasant with your demeanor and speech.
- Show enthusiasm.
- Try to exceed expectations.
- Fill idle time with productive effort, you can always clean, polish, pick up, sweep, or organize.
- Take pride.

Appearance

This is covered in the employee handbook, but remember when you are at work or at a professional function you are a representative of Dedham Country and Polo Club and the maintenance staff. This means dress should be neat, clean, and appropriate for the occasion.

Operation and Care of Equipment

- Before operating a piece of machinery you must be trained on it. This includes the training checklist and the viewing of operation and safety videos.
- It is a requirement of your job to operate your machinery in a safe and effective manner. Anything that is unsafe about the machinery or the required operation should be reported to your supervisor and/or mechanic for repair.
- You are responsible for any machine assigned to you. Willful abuse or being neglectful is grounds for termination.
- Each piece of machinery is to be returned to its parking spot, clean.
- Report any damage to the mechanic or your supervisor, do not attempt to fix it yourself. Anyone trying to hide damage will be subject to disciplinary action.
- Always check oil and fuel levels before operation. Look on floor under machine before putting it into service for various leaks.
- Sign out machine on sheet provided- enter name, hours out, hours in, and any comments about needed repairs.
- Be aware of fuel type required- diesel, gas, two-cycle.
- Operate machinery in a responsible manner. Remember, members are watching you operate their \$20,000+ piece of equipment. No speeding.
- If a machine is cutting poorly do not continue. Bring the machine in or radio the mechanic.
- Never attempt to fix a blade or reel with the engine running.

Equipment Repair and Maintenance

- All equipment is to be maintained by a qualified full time mechanic, according to manufacturers' specification and the Superintendent's or Assistant Superintendent's expectations.
- Repairs are to be done in the most efficient manner possible.
- Only sharp and adjusted cutting units are allowed into operation.
- Units will be checked after every use for height and quality of cut.
- The Mechanic will not willfully permit the use of any equipment that may have a safety issue.
- The Mechanic will supervise the daily servicing of the equipment and inspect the cleanliness of all equipment before storage. Any signs of abuse or a lack of cleanliness will be reported to the Superintendent.
- Tires will remain inflated and batteries will remain charged on all pieces of equipment.
- Equipment's overall appearance will be kept new, as much as the budget allows.

Greens Maintenance

Greens will be mowed on a daily basis during the peak golf season. Mowing will be conducted in the early hours of the morning before play commences. The cleanup cut (perimeter) is periodically not done to try and avoid a wear-ring around the perimeter of the green. On occasion greens may be additionally mowed such as the night before or double cut in the morning preceding a major or special golf event. Mowing heights for greens are about .125 inches to achieve a green speed of about "9.5" on the stimpmeter. Greens will be kept smooth, firm, and consistent. Practices to achieve this will be twice monthly topdressing, twice monthly verticutting, rolling twice weekly, double cutting, grooming, and brushing.

- Mowing will be done with walk mowers when time and labor allows, otherwise a triplex may be used.
- Before mowing, ball marks will be repaired.
- The green will be left free of debris and grass clippings. A backpack blower will be provided for this purpose.

- Turning mowers on the collars should be avoided. Turns should be wide and out in the rough when possible.
- Operators should notify their supervisor if there are problem areas on the greens.

Tee Maintenance

Tees will be mowed three times per week, usually on Monday, Wednesday and Friday. Height of cut will be .250 inches. Mowing will be conducted in the early morning hours to keep ahead of play. Due to the moving of tee blocks the tee mowers are expected to co-ordinate their routes with the cup changers to eliminate the extra handling of the blocks. (i.e. Cup changer will leave the tee blocks to the side and the mower will place them back on when the mowing is completed) The tee mowers are expected to place the tee blocks square to the landing area. Divots should be filled daily.

Approach and Collar Maintenance

Approaches and collars are mowed three times per week, usually on Monday, Wednesday and Friday. The height of cut will be .375 inches. The approach area varies hole to hole but usually includes the collar around the green and the fairway area from the front of the green out to the first pair of fairway sprinklers. The approach mower operator is expected to co-ordinate and be aware of where the fairway mowers cut, this includes matching directions.

Fairways

Fairways are generally cut three times per week or more frequently if growing conditions dictate. The height of cut is between .375 and .480 inches. Mowing is conducted in the early morning hours with every attempt to stay ahead of play. Generally due to the area of fairways it is difficult to complete fairway mowing without some conflict with golfers. Golfers should expect to see fairway mowers from time to time. Fairway mowers are expected to give the right of way to golfers. They should also move to the side to allow play to go through and idle the machine down but not shut it off.

Rough

This is the largest and most complex area we mow. The height of cut is 2 to 3 inches. Two large mowers cut all of the rough on the course. This mower is a rotary type mower and two operators and machines can cut all of the rough on the course in two and a half days. These mowers generally work together until the rough is completed. Mowing patterns are often altered depending on upcoming events.

Natural Roughs, Lakes, Creeks, and all other environmentally sensitive areas

- These areas will be maintained in a manner that enhances their natural characteristics with an eye towards playability.
- It is advantageous to keep the water features' banks naturalized to deter geese and filter runoff where possible.

Bunkers

Bunkers are inspected daily but not necessarily machine raked daily. Bunkers are raked by hand as required, usually 3 to 4 times per week. Bunkers are inspected frequently for stones, weeds, debris and depth of sand. When warranted, a crew will be sent out to do hand maintenance to remove debris and re-distribute sand. Bunkers are edged monthly.

Course Set Up

Holes are relocated on the greens daily. One person is required to do this job and it is done in the early morning hours ahead of play. Holes are moved around the green in a clockwise fashion working toward the center and out to the perimeter so that a “star” pattern may be the result. It is important to vary the play of the course from the previous day but more importantly it is to spread out traffic and thus reduce wear, so make sure there is 5 steps between yesterdays and today’s hole locations. There is no rule that applies to how close the pin may be to the edge of the green, USGA “suggests” that the hole not be closer than 12 feet to the edge of the green for tournament play, 9 feet is fine for daily play. Staff is also instructed to keep a variety of placements usually on a per nine basis of 3-front, 3-middle and 3-back. The area around the hole should be left clean, and the flagstick should be straight. Any old cup scars that are scalped or low should be repaired. Putting green cups will be changed twice weekly.

Placement of tee blocks is changed daily. On days when tees are being mowed the cup changers are required to co-ordinate their work with the mowers to make each other’s job more efficient. If the cup changer is there first, he will remove the markers for the mower, if he is there after the tee has been mowed then he will place the markers. Divot boxes on tees will be filled daily, old mix will be used up before the box is filled. Location of tee blocks is varied similar to cups, 3-front, 3-middle and 3-back in each of their respective zones (zones vary from tee to tee depending on the size and shape but is usually within 10 yards of the permanent marker). Tee marker placement will be aesthetically pleasing with uniform spacing of the markers at 5-7 paces apart and aiming in the direction of play. Ball washers and towels are monitored daily for cleanliness and water in ball washers is changed bi-weekly. Garbage is emptied daily and spike cleaner brushes are cleaned as required.

The cup changer, as well as all maintenance personnel, is responsible for making sure all directional signs and rope are operational, accurate, and move in such a manner to prevent wear areas from forming.

D. IRRIGATION:

Basic irrigation is done at night or early morning. Water requirements are determined by the Superintendent and are programmed into the system daily for that nights watering. Due to the undulating terrain of the golf course it is difficult to water the high areas adequately and not over water the low areas. We try to keep the course as dry as possible. Hand watering is also used. During summer stress periods, turf surfaces do not dry out evenly and often they need watering on a few high spots to get them through the day. When conditions are very dry the sprinklers may be turned on during the day to provide a light cooling mist. This may be an inconvenience to golfers but is extremely important to the survival of the turf. To try and keep turf areas moist throughout the day solely by using the sprinklers at night would result in them being too wet and prone to disease.

E. FERTILIZING:

Greens and Tees are fertilized frequently in very small dosages so as to avoid fast growth. It has been proven that by feeding only what the plant needs, a healthier turf will result. Small doses virtually eliminate the possibility that any fertilizer will reach the ground water table or any water course. We use our sprayer to apply these products and actually most times when the sprayer is on the course, it is applying fertilizer and not pesticides. Fairways and Roughs because of their large size are fed 2 to 3 times per year with a slow release fertilizer.

F. PEST CONTROL:

Pest Control at DCPC is done by IPM - Integrated Pest Management. What is IPM?

Integrated Pest Management (IPM) is the process for planning and managing sites to prevent pest problems and for making decisions about when and how to intervene when pest problems occur. It is a sustainable approach, combining biological, cultural, physical and chemical tools to manage pests so that the benefits of pest control are maximized and the health and environmental risks are minimized.

The basic components of IPM are:

1. Scout and monitor pest populations and their environment.
2. Establish allowable thresholds for pest injury levels.
3. Make decisions by developing and integrating all biological, cultural and chemical control strategies with chemical spot treatments being the last resort.

When the decision to apply a pesticide has been made only the safest of products are used. There is no scientific evidence that golfers face any chronic health risks from the pesticides used to maintain golf courses. Once a sprayed product has dried on the turf or been watered in (as per label instructions) there is little chance of exposure to golfers or anyone else who enters the area. It is worth noting that a small percentage of people may be allergic to a particular product, just as some people are allergic to household cleaners, soaps or perfumes. Golfers with possible chemical allergies are encouraged to contact the Superintendent to find out more about these products.

Whenever we apply a pesticide we are required by law to post signs at the entrance to the club and at each of the first tees. The law is so stringent that even if we are using a spray bomb to kill a wasp nest we are required to post. These signs go up the morning of the application and must remain up for 24 hours following. It may appear that these signs are up for a long time giving the impression that we are always spraying but in fact we are usually only treating small areas of the course at a time. All of our spraying is done in the early morning hours when there is no wind and conditions are best. If golfers are concerned on any given day they are encouraged to read the signs. All of the information regarding that day's application is on the sign.

“Grasses and plants have a remarkable ability to break down toxic chemical in a process called bioremediation. Microbes digest toxins trapped in turf thatch layers, dissolving dangerous chemicals into harmless elements. Plant roots absorb other chemicals that are suspended in soil water. When the plants die microbes breakdown the plant material along with the toxic chemicals.”

G. CULTIVATION: (Promotion of healthy turf)

1 - Aeration

Aeration at DCPC is another tool to help manage the turf. Fairways will be aerated in spots in the fall to help water infiltration on the mounds, and promote recovery from high traffic areas. Greens will be aerated during the spring and deepened in November, this not only allows for the operation to take place when it will least effect play, but will allow for quicker drying in the spring and recovery by May. Each time we aerate, we also top dress and seed. Also we use this opportunity to incorporate any special fertilizers or amendments (supplements) as required from our annual soil testing.

Tees are aerated about once per year.

Areas of the rough will be aerated as required and this is usually done in the spring or fall.

2 - Topdressing

Greens are top dressed lightly with a dry sand throughout the season. Frequency of topdressing is determined by the rate of growth. (the more growth, the more topdressing is required. Light topdressings help to accommodate growth as well as firm and smooth the surface. Heavier topdressings are applied when we aerate and before winter.

3 - Verticutting

Also known as de-thatching. This thins the turf by slicing into the surface, and allows a better opportunity for water, fertilizer and pesticides to reach their intended targets due to the reduction in thatch, which also translates into a reduction in all three items because of their increased availability to the plant.

Benefits of thatch reduction:

- i) Less isolated dry spots
- ii) Firmer, smoother, truer putting surfaces
- iii) Healthier turf (thatch is a haven for disease because most disease thrive on excessive heat, moisture and nitrogen)
- iv) Increased pesticide and fertilizer efficiency
- v) Less water usage since it is able to move into the soil profile more rapidly to be taken in by the roots, rather than be repelled away by the thatch layer. (Trying to give the soil adequate moisture through an excessive thatch layer requires the turf to be over watered and makes for poor playing conditions)

H. TREES:

Tree maintenance and planting is under the direction of the Superintendent and the green committee. The goal is to address areas of the course, which can be enhanced by the planting, or removal of trees.

The location of trees is very important to the health of the turf. It has been documented that morning sun is the most vital to keeping good greens. Golf turf requires a minimum of 8 hours of direct sunlight per day. Under these parameters pruning and tree removal is carried out. Sun location technology is used to plot the angle of the sun and long-range pruning plans are developed to allow the maximum amount of sunlight to reach our greens and tees. There is a fine balance between having trees and keeping them from competing with the turf.

Most pruning is carried out in the winter by our own staff. Contractors are employed when the pruning is up high in large trees or where staff may be subject to injury. Safety is of great concern. Staff and customer feed back is important to keep track of dead trees, hanging and dead limbs for removal before an injury occurs.

I. MISCELLANEOUS:

These duties include keeping the course tidy and clean. Some of these are as follows.

1. Cart paths and Bridges

Cart paths and roads are of three types: asphalt and gravel. Asphalt paths are swept and edged as required. Gravel paths are edged as required and graded. Bridges are checked for safety regularly. Cart paths should be installed so that interference visually or from actual play is minimized.

2. Signs and Ropes

Signs and ropes are used as little as possible. Their main purpose is to regulate traffic. We use them to direct carts around the course to prevent excessive wear on the turf as well as to prevent golfers from getting into dangerous situations. It is the responsibility of all employees to make sure they are straight and presented in a pleasing manner. No knots in the middle of a run.

3. Course Markings

There are two types of hazards and the rules of golf dictate play from them. Water hazards are defined by Yellow Stakes and Lateral Hazards are defined by Red Stakes. Sprinklers are measured to the center of each green and the yardage is indicated on the sprinkler. 150 markers are also provided. These markers and sprinklers are edged and kept clear as required.

4. Drainage

Areas of the course are monitored for drainage. Poor drainage results in poor turf. Our maintenance staff is equipped to do most drainage of small areas. This work is usually scheduled for the summer or fall when the ground is dry and firm. There is some disruption to play during drainage projects but every effort is made to do these jobs neatly and quickly. Ground Under Repair signs will be used when required but drains are covered under the Rules of Golf.

5. Nurseries

Responsibility for the nursery is that of the Superintendent and the staff. Ideal environment will allow for the development and growth of fairway and greens grasses for emergency purposes.

6. Maintenance Facility

The maintenance facility must be maintained in a clean and orderly manner to minimize accidents, increase efficiency and gain pride amongst the staff. Fuel and chemical storage areas will be kept clean and secure.

7. Member Satisfaction/Feedback

Member satisfaction and feedback is vital to the success of our operation. Constructive criticism is encouraged in order for our operation to keep getting better. All suggestions will be evaluated and weighed out carefully with an eye towards improving both from a maintenance perspective as well as from the golfers perspective and overall enjoyment of the facility.

Encourage the staff to experience the golf course so they may bring a member perspective to their work on a daily basis.

The staff is the key to our success both with the conditions and with member service.