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PGMS® is taking you Behind the Scenes with PGMS® members. This video series will allow members to share their experiences and highlights in never before seen interviews. We have 2 videos ready for you:

Mike DeBoer
Grounds Manager at Aquinas College - Grand Rapids, MI
Discusses his experience coming back to campus after 8 weeks of no maintenance due to COVID-19 shutdowns.

Bill Butts
VP of Business Development, Outdoor Pride Landscape and Snow Management - Manchester, NH
Shares his initiative to motivate and encourage his team, bringing youth to the industry’s forefront and making long lasting relationships for all around success.

Coming Soon: Peter Thibeault, Turf Manager at Noble and Greenough School in Dedham, MA who has a strong reputation for painting logos on athletic fields and ice rinks that has transpired into logo painting for NASCAR! Stay tuned!

If you are interested in sharing or would like to interview a member, please contact info@pgms.org.

Behind the Scenes
A Professional Grounds Management Society® Series

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PRESIDENT'S MESSAGE

“STRATEGICALLY, IT IS A SOUND MANAGEMENT PRACTICE TO PROVIDE FRESH, CURRENT TRAINING OPPORTUNITIES FOR THE FRONT-LINE STAFF TO SHARPEN THEIR SKILLS AND KNOWLEDGE ABOUT LANDSCAPE MAINTENANCE.”

A few years ago, a Vice President of a physical plant at a major mid-west university was challenged with a severe reduction in funding for his department. He met with his fellow administrators and asked for ideas how to meet the challenge. After several recommendations were made, someone offered the suggestion to cut the budget for staff training. The Vice President paused for a moment and then declared that he would not cut the budget for training. In fact, he was going to increase the budget for training significantly. When asked why he would adopt that strategy, he replied that if he was going to ask the physical plant staff to do more with less, then it was essential that he fund training for the staff to learn how to implement smarter ways on how to do more with less.

Many Grounds Managers throughout the country are facing difficult fiscal challenges and uncertain times as the year progresses into summer and fall. Currently, they are actively involving their staff members in helping to develop a sound and effective landscape maintenance strategy to address the upcoming budgetary shortfalls. A big part of the strategy often involves training the staff how to become more proficient in getting their jobs done more effectively and efficiently.

In the past, I have invited some of PGMS’ Partners in Professionalism to give practical hands-on classes for our staff to learn about the latest landscape maintenance techniques and proper equipment usage. I have had several front-line staff say to me how much they appreciate having the hands-on style of classes. It appealed to their style of learning.

Another incentive I have used is to encourage front-line staff to study and learn about various topics related to successful landscape maintenance using PGMS study guides. When they are confident about the subject material, they can take a test to become a Certified Grounds Technician through PGMS. Each subsequent year, they are encouraged to earn additional education units by attending additional training opportunities in landscape maintenance at their work place or at PGMS sponsored meetings. Information for training and testing for Certified Grounds Technician can be found at www.pgms.org.

Strategically, it is a sound management practice to provide fresh, current training opportunities for the front-line staff to sharpen their skills and knowledge about landscape maintenance.

Gerry Dobbs, CGM
PGMS® President

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Grab your laptops because class is in session! During the week of July 13 – 16, invest in yourself and join PGMS® through Zoom as we bring insight and knowledge directly to YOU! The four day line-up of live webinars will be held each day for one (1) hour on topics covering lithium ion batteries, disaster planning, teak wood and representatives from OSHA and the CDC to discuss COVID-19.

PGMS® "WEEK" OF WEBINARS

Wednesday, July 15

SGM: Technical Management - Non-Horticulture (1 credit)

Dana Goldstein
CCG, Country Casual Teak

All About Teak Wood

When it comes to outdoor furniture, teak wood is often hailed as the best of the best. Learn all about this hard, tropical wood including its natural properties, benefits and how it came to be used in manufacturing. We will also take an extensive look at the Teak Silviculture including how teak is grown and harvested, along with the sustainability of the industry. Lastly, we will discuss what you need to know when selecting teak outdoor furnishings and how to care and maintain it. We will end by sharing some projects and why they used teak for their furnishings.

Learning Objectives:
• To be able to identify what makes teak one of the top hard woods
• To become knowledgeable about the Teak Silviculture and the sustainability practices
• To become an educated teak shopper and be able to identify quality
• To understand how to care and maintain teak outdoor furniture

Thursday, July 16

SGM: Human Resource Management (1 credit)

Barbara M. Alexander
PhD, PE, CIH
Senior Service Fellow, CDC

COVID-19: A Conversation with CDC and OSHA

Join representatives from the Centers for Disease Control and Prevention (CDC) and Occupational Safety and Health Administration (OSHA) as they discuss a variety of topics related to COVID-19.

If you have a specific question you would like answered during this discussion, please email it to info@pgms.org by Tuesday, July 7.

Members - Please note you can find the recordings of all past webinars in the member portal.

Mark your calendars for upcoming webinars on September 16 and November 18.
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Learning Objectives:
• Identify the differences between risk aversion and risk competency
• Learn how error likely situations are created and how to manage errors rather than ignore or punish it
• Recognize the important difference between learning by consequence and improving your organization by curiosity and interest
• Discover Human Performance Improvement techniques that support a motivated, able workforce

“Grounds Management Budgeting”
George G. Bernardon, Vice President of Grounds Management, SSC Services for Education

Budgeting is not only a senior management obligation, but also an essential skill and responsibility of the supervising grounds manager. This session will show Ground Managers how to create and improve their own financial budgets through developing, implementing and historical data. Successful budgeting is necessary to understand relative operations and prioritize cost effective estimates for clients. Join George as he takes budgeting to the next level.

Learning Objectives:
• How to develop a practical and workable budget
• Learn how to take ownership of your budget
• Advice for presenting your budget to finance and senior management
• How to track your finances and make your budget work for you instead of you working for your budget

“Deploying Disruptive Technologies with a Disruptive Approach to Leadership”
Adam Lawver, Director of Campus Services, Michigan State University

The COVID-19 pandemic has disrupted almost every routine in our professional and personal lives. Uncertainty is on everyone’s mind, but change can offer an opportunity to reset and accelerate transformation. Leaders that understand and embrace how critical a foundation of trust between them and those they lead will more rapidly disrupt their business model post-crisis. The greatest company resource is an invisible fabric of interwoven relationships between leaders and followers – a fabric of trust. How you create, foster and advance trust in your culture will directly impact the level of performance you achieve as a team. You cannot be a leader if you do not have followers and you cannot create trust if you do not have a relationship. This session will dive deeper into the disruptive leadership approaches you can take to deploy disruptive technologies.

Learning Objectives:
• Learn important factors for why someone would want to follow you
• Learn how you can modify your leadership approach to deploy principles from a followers-first leadership perspective
• Understand how the dimension of trust is vital to your success deploying disruptive technologies
• Gain insights and lessons learned for deploying emerging technologies to disrupt your business model pre- and post-crisis

PGMS® opens registration for the 2020 School of Grounds Management & GIE+EXPO this month. There is much uncertainty in the months ahead and we are continually monitoring federal, state and local guidelines when planning the conference and working with our partners to design a safe event. At this time, large in-person events are scheduled for late summer and early fall in Louisville, Kentucky. In the event that our in-person conference must be cancelled, PGMS® will explore virtual education options that provide the education our SGM attendees know and expect from PGMS®. We thank the membership for their flexibility and understanding during these uncertain times. For more information on what our hotel partner, the Galt House Hotel is doing, please visit pgms.org or email us at info@pgms.org.

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*Vanguard: All power levels are stated gross horsepower as measured at 3,600 RPM per SAE J1940 standard and with alternator, transmission, fan clutch and liquid cooling system. Performance may vary depending on load, operator, and environmental conditions.
2019 TREE CAMPUS HEALTHCARE RECOGNITION FOR PGMS® MEMBERS

The Arbor Day Foundation announced the inaugural class of sixteen Tree Campus Healthcare facilities, which earned recognition by fulfilling five program standards in 2019. The healthcare facilities earned this recognition by demonstrating a commitment to improving community wellness through tree planting, education, and community engagement. Recognized healthcare facilities demonstrated a profound understanding of the intersection of nature and human health through activities like distributing free trees to community members and using trees to create therapeutic landscapes on campus. Each facility met five program standards throughout the year: the formation of an advisory committee, development of a tree care plan, participation in a community forestry project, sponsorship of a celebration event or education campaign, and a suggested commitment to financial investment in tree projects, education events, and/or community outreach.

Interested facilities may apply for 2020 recognition in Fall 2020. For more information, please visit www.treecampushealthcare.org. This program is made possible through financial support from professional partner The Davey Tree Expert Company and the collaboration of the Professional Grounds Management Society, Practice Greenhealth and the USDA Forest Service. Interested inpatient healthcare facilities may apply for 2020 recognition this fall.

PGMS® member facilities recognized:

**Masonic Homes Kentucky – Louisville**

Louisville, KY

Masonic Homes Kentucky, an aging care community, partnered with a local high school – the only one in the metro area offering an agriculture curriculum – to teach students how to plant trees, supporting them in their career preparation and higher education goals. In addition, 16 assisted living residents attended an Arbor Day planting and celebration held on the campus to promote the benefits of trees. “Everything we do is for our residents and our community,” said Donna Hibbs, Certified Grounds Manager. “Trees impact safety, beauty, quality of life . . . Our residents, employees, and the public benefit when we invest in community trees.”

PGMS Members: Donna Hibbs, CGM, Aaron Johnson, Bryan Kirk, Gregory Meyer, CGT, Suzette White

**CHRISTUS Mother Frances Hospital – Tyler**

Tyler, TX

The hospital partnered with the City of Tyler’s Tree Committee to distribute more than 2,000 free tree seedlings to the community. Certified arborists and members of the Texas A&M Forest Service helped to educate the community on “planting the right tree for the right place” and best practices for planting seedlings. “Stewardship is one of our core values,” said Aaron Martinez, Certified Grounds Manager. “If we are going to be leaders in healthcare, we should lead in our efforts to protect our natural resources.”

PGMS Members: Donna Hibbs, CGM, Aaron Johnson, Bryan Kirk, Gregory Meyer, CGT, Suzette White

**Penn State Health Milton S. Hershey Medical Center**

Hershey, PA

Penn State Health Milton S. Hershey Medical Center, which has also earned 3-star Landscape Management and Operations Accreditation from PGMS, created a forest management plan for their 550-acre forested campus, which includes the maintenance of walking and biking trails that connect to community trail systems. They have also provided education on the Spotted Lanternfly at their annual Earth Day event in an effort to save local trees. “[We are committed] to caring not only for our patients but also for our environment and setting an example for others to follow,” said Terry Kreiser, Director, Facilities Operation.

PGMS Members: Matt Daggert, Steve Furmanski, Terry Kreiser, Marvin Smith

**Spectrum Health Blodgett Hospital**

Grand Rapids, MI

In 2019, Spectrum Health Blodgett Hospital completed a construction project which included the addition of over 200 trees to the campus, many of them bordering public sidewalks. Great care was taken to preserve existing trees, including a 100-year-old American Elm. “Trees are integral in the health and healing process and play a huge part in sustaining the environment around us,” said Bruce DeVrou, Certified Grounds Manager.

PGMS Members: Bruce DeVrou, CGM, Dan Hoekzema, Henry Katerberg, Dan Withers
Grounds Management, that has such a nice ring to it, but what does it mean? I have been working in this industry for longer than I care to reveal, but I started managing Marriott’s world headquarters in the winter of 1984 at the mature age of twenty five.

Upon arrival, there was no working plan, no budget and staff that did not want to work. I knew how to make a landscape look great, but a plan? Welcome to management. The building manager requested a plan and budget that would support said plan.

Lucky for me I befriended the Executive VP of Architecture and Construction, which led to a visit with him to discuss my dilemma. He stated loud and clear, “George you’re in the major leagues now and the expectations are different, you have to deliver on what you promise. Your title is Grounds Manager, now manage the dang (he used a different verb) place, make it look good, follow your plan and be on budget – no exceptions! Let me know how it goes.”

I consulted with my number one advisor, my wife and she said, “You know what you’re doing. Just evaluate the property, chart your course for the year, and then assign costs associated with work including people. Provide the evaluation as part of your plan, to justify what you will do, and pair the budget to the plan.”

Success, it worked – tracked my plan and budget with ledger paper! Three years later I was requested to consult on other properties and yep you guessed it, develop plans and budgets. In 1991 I was promoted to oversee the Facilities Management side of the business for all of Marriott Management Services.

Thirty years later I’m responsible for thirty four million in revenue and forty nine budgets.

5 LABOR-SAVING PLANTS FOR LANDSCAPES

Dependable plants that require little more than irrigation in summer form the backbone of low-maintenance landscapes. If the properties your crew maintains are ready to be transitioned over to an easier palette, consider these five no-fuss favorites. From drought tolerant groundcovers to non-seeding spireas and no-prune hedges, Proven Winners has you covered.

SHADOWLAND® ‘Diamond Lake’ Hosta
ROCK ‘N GROW® ‘Popstar’ Sedum
GEM BOX® Ilex
DOUBLE PLAY DOOZIE® Spiraea
LITTLE LIME® Hydrangea

Dependable plants that require little more than irrigation in summer form the backbone of low-maintenance landscapes. If the properties your crew maintains are ready to be transitioned over to an easier palette, consider these five no-fuss favorites. From drought tolerant groundcovers to non-seeding spireas and no-prune hedges, Proven Winners has you covered.
Tree Protection During Construction - Have You Done the Right Things?

In the spirit of making “lemonade out of lemons” many institutions and facilities are taking advantage of the COVID pandemic’s “stay-at-home/school-is-cancelled/parks-are-closed” orders to complete construction projects (or dust off those shovel-ready improvement and expansion plans) since there aren’t a lot of pesky humans around and to get ahead of the game when the “all’s clear” message is sent.

Along with everything else in your landscape, trees need your attention during construction projects. Did you account for trees during the project’s planning? Are trees in active construction areas protected from potential damage from equipment? Were any tree risks assessed before the construction activities began and personnel were on site?

Your landscape trees are valuable infrastructure assets. They clean the air, provide shade and wind protection, decrease cooling and heating costs, deliver pollution control, offer stormwater management benefits, and increase property value. According to numerous studies, on average, trees provide up to $4 in benefits for every $1 invested in their planting and care.

Unfortunately, when construction projects are begun, landscape trees are the infrastructure asset that are most often compromised in the process. Attempts to save trees during and after the construction project are usually “too little, too late.”

How does construction harm trees? The effects of construction activities can be detrimental to tree health and structural stability in a number of ways:

- Physical injury to the trunk and limbs from equipment
- Soil compaction in the root zone by materials storage and equipment traffic
- Severing of roots by trenching and lowering the grade
- Smothering roots by adding soil to increase the grade
- New exposure to high wind by removing adjacent trees
- Soil contamination from fluid leaks/ spills and equipment wash-outs

What are the risks of construction damaged trees? So a few roots got cut, and some bark is missing on a tree or two. Is that so bad? Damaging trees during construction projects and delaying fixing the problems can have significant consequences:

1. Most importantly, if roots have been cut or damaged, a tree can be in an unstable and unsafe condition. Without enough roots to anchor it, a tree could fall over in a storm or even on a clear day severely injuring people and damaging public and private property.
2. If a tree has been significantly harmed, and needs pruning or other plant health care treatments, or ultimately needs to be removed, then maintenance costs will be higher. Tree work is easier and less expensive when a site is closed to the public and there is no concern for working around newly installed buildings, hardscapes, utilities, and other public property.
3. Tree stressed by construction damage are more susceptible to insect and disease problems, which then could spread to other nearby healthy trees.
4. Weakened, damaged trees just don’t look good. The aesthetics of the project and area will be reduced. No one wants dying trees as a major focal point in a new project, or to deal with negative comments from managers or visitors.

How can trees be protected from construction damage? Almost all construction activities can be detrimental to trees. But there are some simple steps you can take to protect valuable trees on your property from the most damaging activities.

Step 1. First, while the project is in the planning stages, consult with your organization’s tree expert or a local Certified Arborist skilled in tree protection to determine what trees should and can be protected. It
is important to “pick your battles” when trying to decide which trees to save and which to remove to complete a construction project.

Step 2. Ideally, after a site and tree assessment, a tree preservation plan should be developed specifically for the construction project. This plan can then be used as a reference to determine if various elements of the construction project can be modified to save valuable trees and still accomplish the goals of the project. Creative engineering designs and techniques can be considered to save significant trees - a road can be moved slightly, a building foundation can be built on piers, and underground utilities can be installed using boring devices rather than trenching.

Step 3. Once the decision has been made on which trees to protect, one of the most critical and most successful steps in preserving trees during and after construction is to protect their root systems from disturbance. For existing trees, there is a minimum amount of area above ground (for trunk and crown protection) and below ground (for soil health and root system vitality) that is required to protect trees and preserve tree health. This area is called the Critical Root Zone (CRZ).

In general, the CRZ is defined as the circular area above and below ground with a radius equaling 1.5 feet for every inch in trunk diameter at 4.5 feet above the ground.

For example, a tree with a trunk diameter (dbh) of 10 inches will have a CRZ of 15 feet (10 inches x 1.5) around the tree. While the radius of the CRZ is 15 feet, the diameter of the entire CRZ is 30 feet.

Because the ability to repair construction damage to trees is limited, it is vital that injury to trees be prevented as much as possible. Once the CRZ has been determined, an inexpensive way to prevent damage is to set up fencing around the trees’ CRZs to protect the roots, trunk and branches from accidental damage. The most effective fencing material is chain link, but plastic and wooden fencing can be used as well.

Step 4. Once fencing is in place, install signage to alert workers to avoid the tree protection areas. On the sign, and even in plans and specifications and at meetings, clearly explain what activities are prohibited within the CRZ. This would include: vehicle parking, material or equipment storage, waste material dumping, adding fill soil, and excavation and trenching. It is also a good idea to include pertinent information on signage such as possible fines, points of contact, and phone numbers.

Critical Root Zone diagram. (Courtesy: Athens-Clarke County Community Tree Program, Georgia)

Jennifer Gulick is a Director-At-Large. She owns Urban Canopy Works, LLC www.urbancanopyworks.com, and is an ISA Certified Arborist holding the Municipal Specialist designation and Tree Risk Assessment Qualification. For more resources and information on protecting trees during construction contact her at jenny@urbancanopyworks.com or 859-493-4132.

What about Tree Preservation After Construction?

Despite all good intentions and protection efforts, trees can still be damaged during construction. A Certified Arborist should be consulted to determine what if any damage has occurred and what can be done to correct the situation.

The arborist may determine that trees with minor to moderate damage could be restored to a healthy and safe condition by pruning, watering, fertilizing, core aeration, and/or radial trenching. Because of the length of time is often takes for a tree to show signs of damage after construction, it is advisable to have a Certified Arborist inspect and monitor mature trees for several years until it is determined that they are healthy and safe, and can again be a beautiful and beneficial asset on your grounds.
DEFINING AND DEVELOPING SUSTAINABLE TURFGRASS MANAGEMENT PROGRAMS

Sustainability in management programs has been used with varied meanings. The definition of turfgrass sustainability for use in this article will be a decision-making process to select and maintain turfgrasses adapted to the local environment and use of the area with as few inputs as possible. In a perfect world, we would want no inputs to be necessary, but in most of our maintained areas there will be people using these areas to some extent. That would require at least minimal inputs, such as deficit irrigation, slow release fertilization and minimal mowing to sustain the turfgrass plants density and coverage of soil.

The PGMS® Landscape Management Guidelines and definitions for Tier 1, 2 and 3 maintenance will be included as part of my presentation at the PGMS® School of Grounds Management Annual Conference. The use of area and type of grass selected will determine how we develop a maintenance plan for each area while preventing degradation of the environmental quality. Turfgrass species and cultivar selection process using university researchers’ trials and NTEP data from the area of the country most similar to your growing conditions will be demonstrated.

Dr. Stahnke was the Turfgrass Extension Specialist for Washington State University for 23 years, and now serves as the instructor of the Turfgrass Management program at Walla Walla Community College. Previously, she was part of a grounds management crew and Assistant Golf Course Superintendent at Medinah Country Club in Illinois after earning her B. S. in Horticulture from University of Illinois. She earned her M.S. degree at Texas A & M University and taught in the School of Golf Course Operations at the former Lake City Community College, (now Florida Gateway College) in Lake City, Florida. Gwen earned her PhD at University of Nebraska-Lincoln. Dr. Stahnke has been involved with the Crop Science Society of America for 40 years, has helped set up the College Turf Bowl at the GCSAA international meetings for over 15 years and will finish her term on the International Turfgrass Society board in July of 2021. She became part of the PGMS® board in late 2019.
Me? Obsessed with trees? Yes. Yes, I am.

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Interested in Getting Your CGM® or CGT Certification?

The Certified Grounds Manager (CGM®) program, developed and offered by PGMS®, is the premier program of its type in the Green Industry. With certification, your presentations, requests for funds and equipment, and recommendations carry more weight. For those interested in becoming a CGM® there is a very specific prescribed procedure. Details are posted at pgms.org/certifications/certified-grounds-manager.

The Certified Grounds Technician (CGT) certification is for those applicants who are directly involved with performing the day-to-day tasks of grounds maintenance. CGT test consists of 50 questions based on the overall grounds maintenance field and a minimum score of 80% is required. Details can be found at pgms.org/certifications/certified-grounds-technician.
UTAH STATE UNIVERSITY MOWS U.S. FLAG FOR 4TH OF JULY

Submitted by: Shane Richards
Utah State University

PGMS® member Shane Richards of Utah State University sent in these photos of the American flag his team mowed into the turf last week in the center of campus for the 4th of July. Each star is 14’. The flag is 240’ by 470’.

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Classifieds

Groundskeeper Specialist (Spray Technician)
Arizona State University - Tempe Campus
Facilities Development and Management, Tempe campus, seeks a Groundskeeper Specialist (Spray Technician) to perform grounds maintenance specializing in pest control and fertilizer applications for campus grounds. To apply please go to www.asu.edu/aujobs/ see Req ID # 61012BR.

Turf Manager
Murray State University - SSE Services
This position will oversee all turf maintenance operations on the Murray State University campus. This position will lead a team of talented Irrigators and Supervisors and will work closely with the Turf and Horticulture/Arboriculture managers to manage the irrigation system. The irrigation system is controlled by Weathermatic smart controllers.

Project Manager
Texas A&M - SSE Services for Education
SSC is looking to fill the position of Irrigation Manager at Texas A&M - College Station. The campus has over 500 irrigated acres of turfgrass and ornamental beds on nearly 5000 zones and 300 controllers. This position will work with the Turf and Horticulture/Arboriculture managers to manage the irrigation system. Please apply at: https://careers.compassgroupcareers.com/main/jobs/407115?lang=en-us.

Good working knowledge of turfgrass, good organizational skills, and an exceptional eye for details. Please apply at: https://careers.compassgroupcareers.com/main/jobs/393482?lang=en-us.

Horticulture Internship
Smithsonian Gardens - Washington, D.C.
Internships with Grounds Management Operations are designed for students who seek work-related experience in a public garden with a diverse workforce. Application Deadlines: Fall internship: Fall 16-19; Winter 20-23; Spring 23-26; Summer internship: June 15-30; July 1-31.

MP ROTATOR® SHORT RADIUS JUST GOT LONGER

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CALENDAR OF EVENTS
Submit your events to us at info@pgms.org.

July 13 – 16, 2020 | 1:00 p.m.
PGMS “Week” of Webinars
FREE for PGMS Members

September 16, 2020 | 1:00 p.m.
PGMS Webinar
Online - Details Coming Soon!

October 20 – 23, 2020
PGMS School of Grounds Management Annual Conference & GIE+EXPO
Louisville, KY

November 18, 2020 | 1:00 p.m.
PGMS Webinar
Online - Details Coming Soon!

Summer 2021
PGMS School of Grounds Management Summer Conference
Washington, D.C.
The Professional Grounds Management Society® (PGMS®) is an individual membership society of grounds professionals advancing the grounds management profession through education and professional development.

**Key membership benefits include:** Annual conference and Green Industry Expo, bi-monthly newsletter, membership certificate, certification programs (Certified Grounds Manager and Certified Grounds Technician), free educational manuals, local branch meetings, “Who’s Who in Grounds Management” membership directory, site awards, free industry magazine subscriptions, etc.

The Society believes that there are four (4) essentials to remaining a professional in the industry:

1. Being a member of the appropriate membership organization or organizations.
2. Attending educational conferences in the field.
3. Reading industry publications.
4. Becoming certified at the level you wish to operate.

**Other Key facts About PGMS®:**

- It is the only membership organization for institutional grounds managers.
- It is the only membership organization serving the breadth of the service arm of the Green Industry which professionals can join as individuals.
- It is the oldest individual membership organization for grounds professionals.
- For membership categories and to sign up as a member please visit [https://pgms.org/join-pgms/categories/](https://pgms.org/join-pgms/categories/).

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