

BRIEFS



**PALM COAST HIRES THOMPSON**

PALM COAST, Fla. — Palm Coast Resort named Jerry Thompson director of golf for its four championship 18-hole courses, designed by Gary Player and Arnold Palmer— Cypress Knoll Golf Club, Matanzas Woods Golf Club, Palm Harbor Golf Club, and Pine Lakes Country Club. He will also oversee the operations of Palm Coast Resort's fifth course, a Jack Nicklaus Signature layout, when it is completed in September, 1997. Thompson joins Palm Coast Resort after 12 years at PGA National Resort and Spa, where he served as head golf professional of the five courses at PGA National Golf Club.

**RMA TO MANAGE PHOENIX LAYOUT**

PHOENIX, Arizona — Resort Management of America (RMA) has been selected to manage Chaparral Pines golf club and homeowner recreational facilities near Payson, according to RMA President Henry DeLozier. The Phoenix-based golf course management firm operates two other Arizona golf facilities: Stonecreek, The Golf Club in Paradise Valley and the ASU-Karsten Golf Courses in Tempe.



Henry DeLozier

**IGM AWARDED FLORIDA CONTRACT**

LAKELAND, Fla. — International Golf Management, Inc. has been retained to provide professional golf course maintenance services on a contractual basis for Brooksville Golf & Country Club in Brooksville, Fla. International Golf Management will provide complete golf course maintenance and landscape management services for the member-owned, 18-hole course. In other IGM news, Scott Campbell has been retained as superintendent of IGM-managed Sandridge Golf Club in Vero Beach, Fla.

**FAIRWAYS TAKES ON LITRENTA**

KSL Fairways (KSLF), the community golf division of KSL Recreation, recently named Keith H. Litrenta vice president of business development and acquisitions. Litrenta joined KSL Fairways in March 1993, serving as chief financial officer until May 1996 and interim chief executive officer of Lake Lanier Islands Resort, a KSL Recreation property, until August 1996. Litrenta brings 17 years of financial and operational experience, including Big Six and Fortune 100 companies, to his new role.



**OB Sports acquires Vegas' Legacy**

PORTLAND, Ore. — OB Sports, a golf course development, management and design company, has purchased The Legacy Golf Club in Henderson, Nev.

OB Sports also owns and operates Angel Park Golf Club, which is located on the other (western) side of Las Vegas.

OB Sports has managed The Legacy under contract since 1989. "We are very excited about this purchase," said Orrin Vincent, president of OB Sports.

"The Legacy is a golf course which we built and have managed since it opened more than six years ago. Not only do we know all of the intricacies of this facility, but we really know and appreciate the value of the Las Vegas market."

As a first act of ownership, OB Sports changed the turfgrass on all 18 greens at The Legacy. John Fought Design, a subsidiary of OB Sports, also made slight alterations in the shapes of the greens.

PERSONNEL PERSPECTIVES

**Employees must know what you expect of them**

By VINCE ALFONSO

It was a hot June day, during my second year as head professional and general manager of Holiday Golf Club in Olive Branch, Miss. We were just getting things off the ground. I had a million things to do that day but I had promised to meet with Tom, one of my golf car boys. I rushed into my office, a few minutes late, plopped down in the chair behind my desk, and said, "Go Tom, I'm all ears."



Vince Alfonso

Tom stuttered and stammered, asking me question after question for over 10 minutes. To each question I answered, "Yes, Tom, that's true." or "That's correct."

When he finished, I said: "Let me see if I have it straight. You believe you have earned a raise because you have: (1) shown up for work on time, or called in to tell me you would be late; (2) performed all tasks given to you without grumbling or complaining; (3) never reported to work drunk or stoned; and, (4) never given me cause to suspect you of stealing." There was a long silence, then a big gulp by Tom. He straightened his frame, raised his chin up and said with confidence, "That's right, Mr. Alfonso."

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**Consolidation name of FGCI's game**

By PETER BLAIS

MELVILLE, N.Y. — Based on its aggressive financing and acquisition strategy, Family Golf Centers Inc. (FGCI) appears well on the way to meeting its goal of becoming the prime consolidator in the stand-alone, golf driving range industry.

In July, the publicly held company completed a successful offering of 3 million shares of its common stock at \$27 per share. FGCI plans to use most of the \$75 million raised to acquire, lease, or develop new practice centers; improve its existing golf facilities; and build up a working capital fund.

The recent purchase of Pin High Golf Center in San Jose, Calif., increased the company's holdings to 25 facilities in 11 states, including seven Golden Bear Golf Centers licensed by Jack Nicklaus' Golden Bear International. Plans are to operate 30 practice centers by year's end and 50 by the end of 1997.

"We have an infrastructure with enough assistant managers in training that we could staff another 50 right now," said President Dominic Chang. "But we'd like to have more controlled growth, somewhere between 15 and 20 facilities per year. That means we should have more than 100 centers by the year 2000."

FGCI reported its net income rose 115 percent to a record \$1.574 million or 18 cents a share for the second three months of 1996, up from \$729,000 or 15 cents per share from the same period a

year ago. Sales for the quarter were up 87 percent to \$6.852 million from \$3.655 million in 1995.

Those increases are due largely to the aggressive growth the company has experienced over the past four years. Chang, who holds a master's degree in industrial engineering and was a high-level executive with the Bank of New



Dominic Chang

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Photo courtesy of PBI Gordon

**VALHALLA CAUGHT IN LEGAL TRAP?**

Valhalla Country Club (above) in Louisville, Ky., host of last month's PGA Championship, was the focus of a civil rights protest and subsequent court trial the week after the tournament. In early July, Rev. Louis Coleman Jr., who is black, and nine other civil rights activists purposely walked on to the grounds of the private club to protest what it called the discriminatory practices of the PGA. They were arrested for second-degree criminal trespassing. Coleman said the PGA, and by extension, Valhalla, should hire more minority businesses and more minority employees for the tournament. The trial started Aug. 19, a week after the tournament finished.

## Personnel issues

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My mind went racing back to the day I hired young Tom. He had just turned 16 and was ready to tackle his first real job. He had mowed yards and had a paper route, but he had never punched a clock. I knew from his actions around Holiday Golf Club that he was a polite young man and I could tell he was a hard worker. He was doing well in school, according to his dad, and, well, he just seemed like a very honest kid.

"Yep", I said that day, "I have found myself an all-star candidate for golf car boy."

But what had I told him about how he would earn a raise? A better question was, had I told him anything at all about how he would earn a raise? I remembered giving him my standard line, "If you ever feel you are entitled to a raise and I have not said anything about it, fell free to set up a meeting with me so we can talk things over. I hope you never have to do that, I hope I am always one step ahead of you, but don't hesitate, I'll be glad to visit with you."

Now, here he was, four weeks into his new job, asking me for a raise because he had done what I had expected him to do; what I had hired him to do. Everyone ought to know you don't get a raise for doing what you are supposed to do, even Tom. You get a raise for exemplary, extraordinary behavior and actions. I straightened my frame, stuck out my chin and said with confidence and authority: "Tom, that is exactly what I expected you to do when I hired you. I expected you to show up on time, do the job you were assigned, not come to work drunk or stoned and, for goodness sake, not steal from me. There is nothing extraordinary here. You are just doing your job."

Well, young Tom got all fired up! He began to ramble on about his contemporaries who were always late for work, constantly complaining, didn't think twice about showing up for work drunk or stoned and would steal anything they thought they could get away with.

I shot back: "That's why you work for me and they don't. I wouldn't put up with that behavior for a New York second."

I guess the heat of our exchange burned away the fog, because as the words "New York second" rolled off my tongue, it hit me right between the eyes. By Tom's peer-group standards, he was extraordinary, he was outstanding, he was exceptional and thus deserving of special recognition. The problem was me. He knew what he had to do to be exceptional by their standards and not by mine. And the reason was painfully simple. I had not made it clear, either verbally or in writing, just what I expected of him. I didn't clearly state what I expected of him, *period*, much less what his behavior and performance would have to look like before he would be a candidate for a raise.

Tom came to see me June day to get something for himself. Instead, he gave me something. He gave me the chance to be a better employer by admitting my shortcomings and by doing something about it.

Tom and I had a nice long meeting. I apologized for not clearly explaining what was expected of him and spent a significant amount of time explaining what I thought exemplary and exceptional behavior and performance looked like.

I must tell you, I gave Tom a quarter-an-hour raise that day and I told him why. I told him he had displayed exceptional character by his willingness to state his convictions to me. He had proven to me that I could trust him to come to me with his concerns and share his

thoughts and ideas with me. I further explained, although I wished that all my employees would do likewise, he was the exception, and exceptional in his behavior and performance, and thus, deserving of a raise.

That was 1978. I was 33 years old then and should have known better, but I didn't. How about you? It's 1996.

Do your employees know what is expected? And more important, do they know how and when they become a candidate for a raise?

*Marketing consultant Vince Alfonso Jr. spent 13 years as general manager and partner at The Rail Golf Course in Springfield, Ill., and is a past president of the National Golf Course Owners Association.*

## Fairways standardizes F&B menu at facilities

MANASSAS, Va. — KSL Fairways, has implemented a new standardized food and beverage menu at most of its 22 clubs which the company says has improved cost of goods, ensured consistency between clubs and increased efficiency in kitchen operations.

Ken Solem, director of food and beverage for KSL's 26 courses, said, "The implementation of standardized menus at all KSL Fairways clubs is just the first step in providing a quality, affordable experience to everyone who enjoys our restaurants."

Solem said the standardization has improved cost of goods by more than 3 percent company wide. He said the fluctuation is due to the development of national contracts with food vendors like Hormel and Coca-Cola and an intense training program for all food and beverage employees.

The training program includes supervised production of all items, taste-testing, and market studies. Photographing menu items and building cost analysis sheets ensures proper portion controls.

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