

BRIEFS



MCCARLEY TO HEAD MOUNTAINBROOK

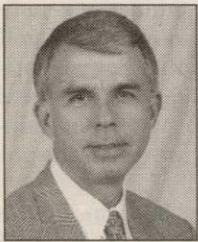
SCOTTSDALE, Ariz. — SLV Golf Properties has named Mack McCarley director of golf operations for the Scottsdale-based golf development and management company, which is developing the new MountainBrook Golf Club in Gold Canyon as a joint venture with UDC Homes. Prior to joining SLV, McCarley served as director of golf for the Phoenician Resort in Scottsdale, Superstition Springs Golf Club in Mesa, and most recently Cottonwood and Palo Verde country clubs in Sun Lake.

BRASSIE NAMES DEVELOPMENT DIRECTOR

TAMPA, Fla. — Brassie Golf Corp. has appointed Peter Tom "P.T." Willis as director of business development. Willis most recently was a member of the Celebrity Golf Association Tour, where in 1995 he ranked second in earnings. Prior to that, the Florida State University All American quarterback played for the National Football League's Chicago Bears.

LAKE LANIER GETS PRESIDENT

GAINESVILLE, Ga. — KSL Lake Lanier Islands Inc. has named entertainment industry veteran Ray Williams its first president and chief executive officer. Williams will be responsible for overseeing the day-to-day operations of LLI Inc. as well as managing capital development of the 1,100-acre, state-owned property, which includes two golf courses. Williams previously served as president of Salt Lake City-based Arrow Dynamics, a leading manufacturer of theme park rides and attractions.



Ray Williams

CMAA CONFERENCE SET FOR JANUARY

ORLANDO, Fla. — The 70th Annual World Conference on Club Management and 20th Exposition of The Club Managers Association of America (CMAA) will be held here Jan. 20-24. The conference will bring together club industry professionals for five days of education, social events and the largest trade show in the Association's history. Industry leaders, experts and instructors will present nearly 80 education sessions during the week-long Conference. For information, contact CMAA at 703-739-9500.

AGCC joins reciprocal membership club



Pyford Golf Club in Surrey, England, is a private golf club operated by American Golf Country Clubs, which has instituted a reciprocal play policy at its 55 properties.

Member Advantage Plan now in effect worldwide

SANTA MONICA, Calif. — American Golf Country Clubs (AGCC), a division of American Golf Corporation (AGC), has announced a new enhancement to its Member Advantage Plan, The Club To Club Transfer Advantage.

Members at any AGCC property can now transfer their membership to other participating AGCC clubs outside a 50-mile radius of their current club. With more than 55 private country clubs throughout the United States and United Kingdom, this new member advantage allows members to retain their initial investment by applying the initiation deposit paid to the original club to the deposit at another AGCC club.

"We look forward to providing

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Heacock goes far with the biggest of the big

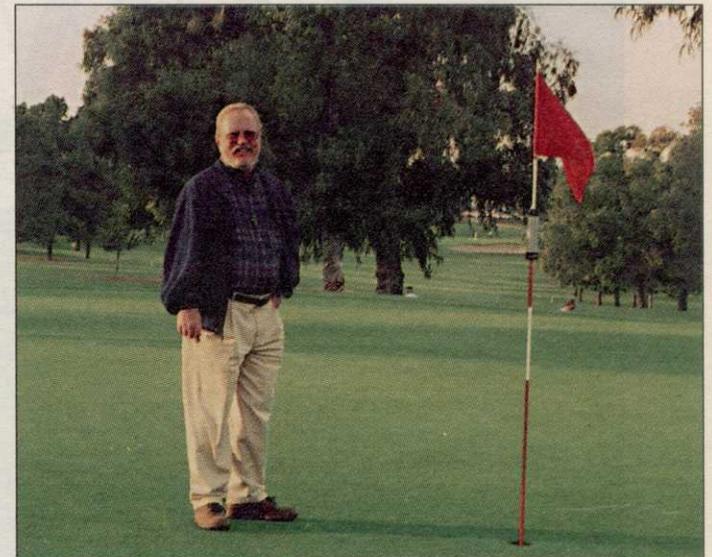
By PETER BLAIS

Understanding one's own values, what is important on a personal and professional basis, is the key to becoming an upper level manager in a large course management company, according to the vice president of agronomy with the world's largest management firm.

"For an aggressive person with a real technical competency for growing grass, there are more pros than cons and a chance at a great career with a course management company," said Mike Heacock of American Golf Corp. "But for a guy who wants to run or own his own course, be home weekends and take long fishing trips, it's probably not the way to go."

Heacock has parlayed his managerial aggressiveness and technical knowledge into a position as lead agronomist for the 250-course chain, assisting and advising AGC superintendents throughout the United States and United Kingdom. He is also director of maintenance for the firm's 38 Southern California public courses, where he oversees a \$20 million annual maintenance budget.

Heacock got into the course maintenance business by accident. After bouncing in and out of college the previous eight years, he enrolled in California Polytechnic University



Mike Heacock on the 13th green at Recreation Park GC in Long Beach, Calif.

at Pamona's landscape architecture program in 1972. The registrar's office scheduled him into the wrong class, a 400-level turf management class.

"I went the first day just to be polite," he recalled. "Dr. Kent Kurtz was the instructor. He told me landscape architects needed to understand turf. I liked what he talked about and by the end of the week I was still in the class and had a part-time job raking traps and operating a 21-inch rotary

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Club financials focus of new CMAA report

ALEXANDRIA, Va. — The Club Managers Association of America (CMAA) has released the results of its 1996 Operations and Financial Data Survey, conducted by Public Opinion Research, Inc.

A significant departure from earlier Operations and Financial Data Surveys undertaken by CMAA, the 1996 survey was expanded to collect vital club income and expenditure figures as well as information on membership policies, club privileges and membership categories. It also collected information on dues, initiation fees and capital funds, among other areas.

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Palmer/Olympus team on Herculean task

ORLANDO, Fla. — Arnold Palmer Golf Management Co. and Olympus Real Estate Corp., a Dallas-based private real estate equity firm, have announced they have formed a partnership to provide more than \$35 million in equity capital to fuel Palmer Golf Management's aggressive growth plans.

Palmer Golf Management, founded by Arnold Palmer in 1984, acquires, leases and manages quality golf facilities worldwide, working with developers, corporations, municipalities, universities and private owners.

Headquartered here at Palmer's Bay Hill Club, the company currently manages a network of 20 golf facilities.

"Palmer Golf Management is all about providing value and access to the game of golf for everyone," said Arnold D. Palmer, founder of Palmer Golf Management.

"Our goal with our new partners at Olympus is to build a national network of golf courses and clubs, which will provide an entertaining, quality golf experience for entry-level and serious golfers alike."

David B. Deniger, Olympus Real Estate President and chief Executive Officer concurred: "Olympus is excited to commit capital to support the legendary Arnold Palmer and Palmer Golf Management's CEO, Peter Nanula, in their efforts to grow and, at the same time, provide golfers with superior services and the highest quality. Arnold Palmer has been a leader in expanding public interest in golf, and Palmer Golf Management's quality operations are consistent with Olympus' desire to partner with world-class operators. Palmer Golf Management is an excellent addition to

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NGP RELOCATES

National Golf Properties, the real-estate investment trust established by American Golf Corp., has relocated to 2951-28th Street, Suite 3001, Santa Monica, Calif., 90405-2961. The telephone number is 310-664-4100; facsimile 310-664-6170.

Heacock

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mower at Candlewood Country Club in Whittier."

Heacock left Cal Poly in 1974 and took an assistant superintendent's position at Lakeside Golf Club (GC) in Los Angeles, the home course of many Hollywood celebrities. Hacienda GC in La Habra Heights hired him as superin-

tendent in 1976, but he returned to Lakeside two years later as head superintendent.

California Golf & Tennis, the predecessor to AGC, hired him in 1983 as regional superintendent overseeing the company's 21 Southern California properties. AGC expanded into New York City, Baltimore and Texas in 1984 and promoted Heacock to vice president of agronomy.

He began to travel nationally as AGC expanded from 34 to 160 courses over the next 10 years.

As the company grew, one of Heacock's major responsibilities was finding individual superintendents who could be promoted to regional superintendents capable of overseeing multiple facilities within the course clusters AGC had developed. Heacock soon

discovered that the people he recruited into those positions had many of the same strengths he possessed.

"To succeed in an executive position in a management company, regional superintendents must be able to do more than grow grass," he explained. "You need to be a management person who can grow grass."

What does that mean exactly? According to Heacock it means:

- Having formal business training.
- Being considered one of the top agronomists in your area of the country with the ability to solve agronomic problems and develop maintenance plans.
- Being able to get things done through other people.
- Having the ability to communicate orally and in writing.
- Being aggressive and energetic.
- Being a team player rather than a lone ranger.
- Understanding the whole golf business and how the agronomic function affects the entire operation.

"To be an effective manager, you have to be able to stand back and deal with the individual superintendent whose one course is his professional world," Heacock said. "You have to make him understand that everyone can't oversee an Augusta National. If you have a \$6 green fee, you have to give the customer the best \$6 course in your market, perhaps what he'd expect to pay \$8-10 for elsewhere. If you have a \$150 fee, you must give the customer a \$200 course. But you have to do it at the lower cost than your \$150 green fee competition. That's the challenge."

Heacock still spends three to four days a week on the golf course during summer, although most of his wintertime duties involve administrative functions in the office. He still considers time on the course the best part of his job. In 1996, as an interim course superintendent, he successfully hosted the nationally televised final rounds of the Bob Hope Chrysler Classic PGA Tournament on greens that had been dead just seven weeks prior to the event.

"But I know I could never have stayed at one course, unless I'd gotten heavily involved with the superintendent's association," said Heacock, who has spoken at many golf association events and is past president of the California and Southern California GCSAs. "Working [as head superintendent] at Lakeside was a great experience. But I know I couldn't go back and do that again."

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