

## 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 Pomona'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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## Club Managers Association of America starts web page

ALEXANDRIA, Va. — The Club Managers Association of America (CMAA) has created a public site on the World Wide Web. The CMAA home page can be accessed at <http://www.cmaa.org>.

CMAA's homepage contains information for prospective members, industry-related professionals, and the private "members-only" areas on ClubNet. In 1995, CMAA launched a

private, on-line computer network — ClubNet. In response to feedback provided by managers using ClubNet during its first year of operation, CMAA opened its own web site and moved ClubNet onto the Web. This move eliminates a per-minute charge formerly associated with ClubNet and also allows CMAA to diversify its audience. For more information contact Tamara Tyrrell at 803-739-9500.

## CMAA study

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The survey identified more than 400 managers who have agreed to be resources for other managers. This will allow CMAA to link managers who are considering a fitness facility or facing a pool renovation or major clubhouse renovations with managers who have recently done the same thing.

Highlights of the survey results include the following.

- The average age of club members has decreased by one year from 56 in 1990 to 55 in 1995. On a national level, cross-tabulations show increases in younger age groups and decreases in older age groups since 1990.

- The average initiation fee for a full membership in a country club is \$16,142, with a dues level of \$226 per month. Average golf club initiation fees are \$44,608 with a dues level of \$295 per month. The average city club initiation fee is \$2,521, with an average dues level of \$114 per month.

- Twenty-four percent of the clubs currently maintain waiting lists. This number increased to 31 percent among golf clubs, but dropped to 16 percent among city clubs. The average wait time for someone on the list is 19 months. This average has declined from 23 months in 1990.

- The survey shows that clubs are in a constant state of physical change. Half of the clubs that responded have completed golf course improvements and minor clubhouse renovations in the past five years.

- Sixty-five percent of the clubs have minimum spending requirements. This number increases to 75 percent among country clubs. The average minimum is \$648 per year.

- The average golf course supports 30,000 rounds of golf per year. Rounds of golf vary according to the number of holes and number of golfing members at the club.

- Half of the clubs have golf shops that are operated by the pro, while half operate their own shops. Cross-tabulations indicate that the majority of golf clubs operate their own shops (55 percent club vs. 38 percent pro), while the majority of country club shops are run by the pro (50/45).

- Fifty-four percent of the clubs surveyed run outside golf events. The average revenue generated from these events runs from a high of \$41,878 to a low of \$7,657.

- Twenty-eight percent of the clubs that participated in the survey have fitness centers. This number increased from 19 percent in 1991. According to the respondents, 35 percent of those clubs that do not have fitness facilities are considering them. This number includes 19 percent of the golf clubs, 41 percent of the country clubs and 23 percent of the city clubs.

- Ninety percent of the clubs are using computers in their operations. Sixty-two percent of the general managers have computers at their desks. Twenty-one percent have e-mail addresses.

# GO GLOBAL!

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