

BRIEFS



GRANITE ADDS 3

SCOTTSDALE, Ariz.—Granite Golf Corp. has signed agreements to manage clubhouse and/or golf course operations at three additional Tennessee clubs: Colonial Country Club in



ACQUISITIONS

Memphis, Cookeville Country Club in Cookeville and The Farms Golf Club in

Dyersburg. Granite Golf also provides management services for

Ridgeway Country Club in Memphis. Both Colonial Country Club and Cookeville Country Club are private, member owned clubs. The Farms Golf Club is a semi-private club.

ENVIRONMENTAL ADDS CHASE

CALABASAS, Calif.—Steve Chase has been appointed director of sales and marketing at Environmental Golf. Chase will be responsible for the management of all sales and marketing efforts for golf course properties. Chase joins Environmental Golf after 20 years as vice president of sales for California Sports, the parent company of the Los Angeles Lakers.

BROWN, CELANO JOIN GOLDEN BEAR

NORTH PALM BEACH, Fla.—Golden Bear Club Services has hired Douglas Brown as general manager and Paul Celano as director of golf of TwinEagles Golf & Country Club in Naples, Fla. Brown joins Golden Bear from the Bay Colony Club in Naples, Fla., where he was club manager. Celano was most recently head professional at the Jack Nicklaus-designed Governors Club in Chapel Hill, N.C.

LINKSCORP, PALMER TEAM UP

NORTHFIELD, Ill.—LinksCorp, Inc. has signed an agreement to have Palmer Course Design Co. design a course at Hilton Head Island, S.C. To be called Crescent Pointe Golf Club, it is located in the new Centex real estate development just off Hilton Head Island. Development is already underway.

WESTERN GOLF NAMES CONTROLLER

SCOTTSDALE, Ariz.—Western Golf Properties has named Joseph Pluto as controller for its corporate headquarters here. Prior to joining Western Golf, Pluto was controller for several manufacturing companies in Michigan, including Transportation Design and Manufacturing.

Atlanta group forms management/development firm

By PETER BLAIS

ATLANTA — Golf Industries Holding Corp. has formed a golf acquisition, development and management company based here and headed by principals Skip Smith, Mark Purtee and Arthur Jeffords.

Golf Industries' focus will be on the acquisition, development and management of daily-fee and semi-private courses and clubs. The company currently manages courses in Alabama and South Carolina and has several new facilities under consideration nationwide.

"We have a project in Houston that will break ground the first quarter; two potential acquisitions in Atlanta; two potential development opportunities in Virginia; two acquisitions we're trying to close in Orlando [Fla.]; and three acquisitions we're trying to close in the Miami/Ft. Lauderdale area," said Jeffords, the firm's director of operations and development. "We're trying to do six deals in 1999 and our schedule is six per year into the future."

Jeffords is a golf industry veteran of more than 25 years. He is a PGA member who was associated for more than 12 years with Sea Pines Plantation of Hilton Head Island, S.C., where he served as director of golf for the resort's four courses and as head professional at Harbour Town Golf Links, site of the PGA Tour's MCI Heritage Classic. He was a principal in a golf management and development firm whose most noted development was Wachesaw Plantation, Myrtle Beach's first private golf community. Along with other affiliations, Jeffords serves on the board of directors of the National Golf Course Owners Association.

Smith is the director of acquisitions and new business development. He will identify and scrutinize prospects for the firm.



Golf Industries' (left to right) Arthur Jeffords, Skip Smith and Mark Purtee.

Previously, Smith was a principal and general manager of Golf Property Associates, Inc., a firm involved in the sale, acquisition and analysis of golf properties throughout the United States. He holds a Principal Broker's real-estate license and is a veteran golf course and commercial real-estate broker with more than 25 years experience.

Purtee, a former financial consultant with Shearson Lehman Brothers, is director of finance and chief financial officer. For nine years he was a financial consultant specializing in the

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Survey finds private clubs performing well

WASHINGTON—Private clubs have generally been faring well in today's economy, according to a trends survey recently conducted by the National Club Association (NCA).

More than 90 percent of responding clubs indicated their memberships were either growing or stable. Results concerning the financial situation of clubs were similar, with 50 percent indicating the club's financial situation was improving and 41 percent stating it was stable.

The survey also asked a cross section of clubs to assess and rank current trends affecting the club industry. Competition for a shrinking labor force was a top concern of clubs, receiving an average importance rating of 4.5 on a scale of 1 to 5, with 5 being "very important." This was followed by demographic changes and population growth among the 45-54 age group, which received an importance rating of 4.2. The increased interest in the game of golf, rated at 4.2, and the growing focus on family-oriented activities in clubs, rated 4.1, were also important trends for clubs.

NCA Executive Vice President, Susanne R. Wegrzyn, noted that, "To further enhance our information resources to clubs, NCA will conduct a series of surveys in the future to assess operational, demographic and financial concerns of clubs."

Finding employees in a flush economy

By PETER BLAIS

ROCKLAND, Maine — In these flush economic times of low unemployment, finding and keeping good employees isn't easy, even in the golf business.

"The problem is we need people. The answer is to just wait for the recession. Then people will come to your door and you get to pick the ones you want," said Rick Grover, a professor at the University of Southern Maine, speaking with tongue firmly planted in cheek at the recent Maine Turfgrass Conference and Show here.

But how do you attract and keep good employees when jobs outnumber applicants, which is the case at many golf courses today? Grover checked with several superintendents who were having

some hiring success — including Jim Hodge of Val Halla Golf Course in Cumberland and Greg Grenert of Samoset Golf Club in Rockland — and married their thoughts with his own research on how to fill the needs of the various generational groups that make up today's work force. Superintendents who are best able to fill those needs are the ones most likely to attract and keep the best workers.

The generational groups can typically be divided as follows:

- Retirees, referred to as traditionalists, are generally classified as those born between 1920 and the end of World War II.
- Baby Boomers are those born be-

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Matching the right employee with the right job

By PETER BLAIS

ROCKPORT, Maine — While dividing workers into generational groupings provides some general insights into the needs and motivations of golf course workers, superintendents must remember that each individual possesses a different temperament that can cross and blur generational lines.

Speaking at the recent Maine Turfgrass Conference and Show, University of Southern Maine Professor Rick Grover further divided members of the three generational groups into four subcategories with various temperaments: guardian, rationalist, idealist, and artisan.

Superintendents can deal with workers more effectively if they realize these personality types determine the way one moves through life and why people respond the way they do, noted Grover, who made the following observations about the four sub-groups:

- Guardian — The fundamental need is to be a member of or to belong to something. Responsibility and duty are very important. These people often have trouble adjusting to retirement since they are no longer part of a large organization. Being able to call oneself a member of a particular golf course staff may fill an important need for guardians. These are responsible people who always show up and complete tasks on time. "If they say they'll have the green cut by 8 a.m., then it will definitely be cut by 8 a.m.," Grover said. Many golf course superintendents would likely classify themselves as members of this group.

- Rationalist — These people are driven by the need to learn and become increasingly competent. They don't care which organization they are with, as long as the organization provides the opportunity to learn. A superintendent needs to work with and

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Adams joins Behrstock at Pride Golf Associates

BEVERLY HILLS, Calif. — Steve Adams has resigned as executive vice president of Meadowbrook Golf Group to become president and chief operating officer with Pride Golf Associates of America, according to a Pride release.

Adams will be joining Pride Chairman and Chief Executive

Officer Roger Behrstock, founder and former chief executive officer of Meadowbrook.

"I could not be more delighted to have Steve Adams as my partner," Behrstock said. "Steve has an outstanding and deserved reputation as a golf course operator. He will attract dignified and honorable people to pride."

Behrstock will be headquartered in Beverly Hills and Adams will have an office in Palm Desert, most likely at Woodhaven Country Club, the first facility signed on by Pride.

Pride, which will manage, acquire and develop golf courses throughout the world, will announce its financial partners shortly. The company, Behrstock

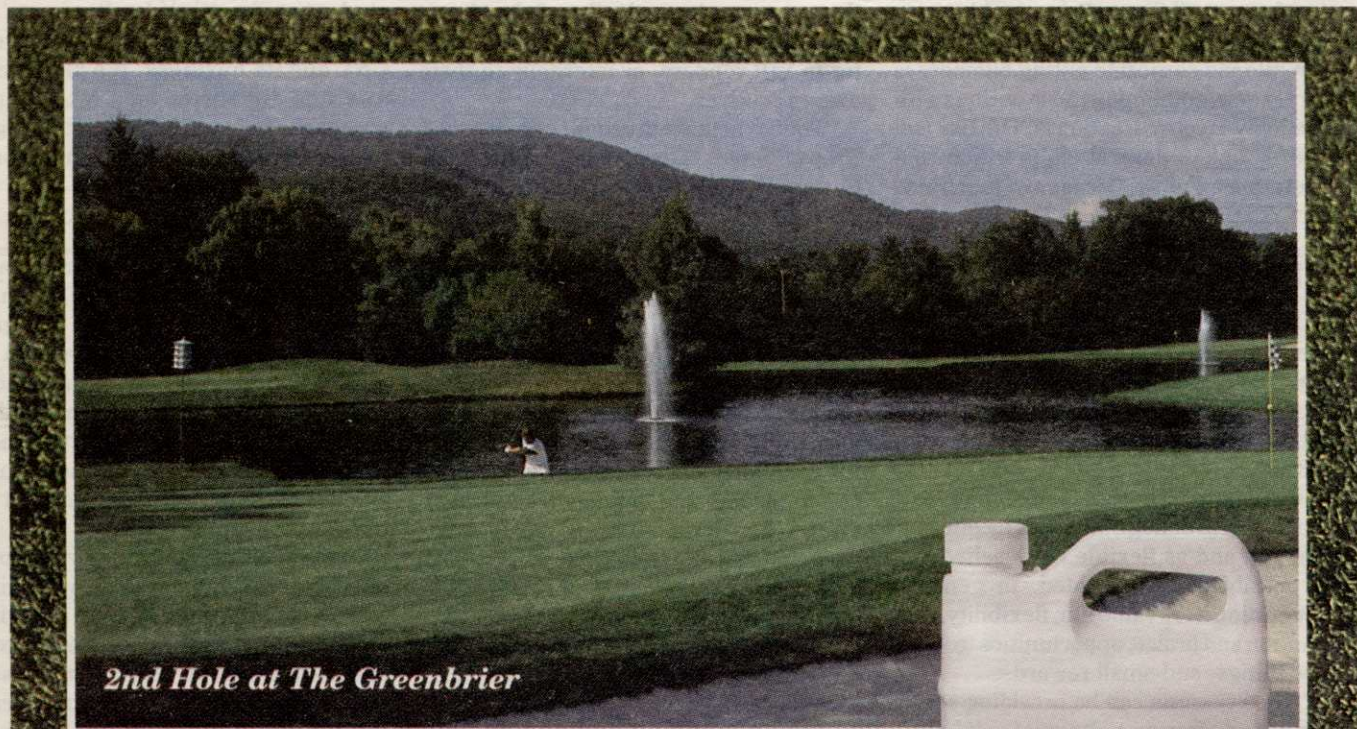
said, plans to grow by consolidating with six to eight regional partners in strategic areas. Each partner will be responsible for its region, compensated based on performance in that area, interact with associate partners and become a Pride stockholder.

"The first association of a regional partner has gone to contract already," Behrstock said.

Adams said the regional part-

ner concept should allow the firm to recruit and retain quality people.

"I feel like this is the first day of the rest of my life," Adams said. "I have more vigor and look forward to building an important — not necessarily the largest — golf course management company. I am very excited to associate with Roger Behrstock and have the opportunity to build a new company from its inception."



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Atlanta firm

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management of retirement funds for companies. In addition to a securities background, he served as financial manager for a large architectural firm overseeing extensive construction contracts with IBM. Purtee entered the golf business five years ago by purchasing a golf course just outside the metro Atlanta area. He has secured extensive funding for the new company's projects.

"With all the consolidation going on, we decided being a Mom and Pop operator is not the thing to be, unless you've been there for awhile and your cost basis is zero," said Jeffords, who recently closed his connection with a Hilton Head property and moved to the company's new Atlanta office. "Mark is a money finder, Skip a deal finder and I'm a golf course operator/developer. We started talking and it seemed like a good partnership. We incorporated last year.

"It's the age of consolidation and we want to take advantage of that. There are a lot of people looking to liquidate and get out. For a lot of the Mom and Pops, it's the time to cash in their chips and count their money while the REITs [Real Estate Investment Trusts] and people like that are waving the dollars around. Not that we're waving those kinds of dollars around."

Jeffords said the Golf Industries Holding Inc. would prefer to acquire rather than build because of the uncertainties of development and the lack of cash flow during the development period.

"But opportunities are out there," he said, "and if we see a good development opportunity, we're going to jump on it. We'd prefer mid- to upper-range courses. We also have a hotel partner. That got us in the door on a couple of projects, where the developer wanted to combine golf and lodging and to deal with one entity, rather than a golf developer on the one hand and a hotel/resort developer on the other."

Golf Industries would consider private courses if they made economic sense, Jeffords said. The company plans to target the Sunbelt area of the country.