



BRIEFS

KEMPERSPORTS MANAGEMENT REORGANIZES

NORTHBROOK, Ill. — As part of a reorganization, Bob Wallace has been named president of KKL (Kemper, Keiser, Lesnik) Golf and Steve Skinner has been named president of Kemper Golf Management, two newly formed divisions of KemperSports Management. KKL consists of KemperSports' owned and leased properties, while Kemper Golf Management is made up of the company's third party management business. In addition to their newly added responsibilities, Wallace and Skinner will continue to oversee the two existing divisions of KemperSports. Wallace will head up AllGolf, the firm's golf practice range division, and Skinner will supervise KemperSports Development, the firm's golf development and construction management business.

PGA TO HOLD 'JOBS IN GOLF WEEK'

PALM BEACH GARDENS, Fla. — The PGA of America has launched its "National Jobs in Golf Week" in order to showcase the potential for employment opportunities in the golf industry. The PGA will roll out the public awareness campaign during the week of March 18-22. During the week, golf course and industry employers will be encouraged to post jobs, while job seekers will be encouraged to view these opportunities at the PGA Employment Center at www.PGA.com.



INTRAWEST ADDS MCLAUGHLIN

SCOTTSDALE, Ariz. — Intrawest Golf has added Jim McLaughlin to serve as regional director of operations. McLaughlin, who has been with Intrawest Golf since 1998, will oversee the operation of the firm's four courses in Arizona including two Raven Golf Clubs (Phoenix and Tucson), Trilogy Golf Club (Gilbert), and Santa Rita Golf Club (Corona de Tucson).

NGF TEAMS WITH ZURICH

SCHAUMBURG, Ill. — The Middle Markets business unit of Zurich North America and the National Golf Foundation (NGF) have formed a strategic joint marketing alliance. Zurich North America helps manage risk by offering coverage designed specifically for golf course facilities.

Summit Golf adds to growing portfolio

By ANDREW OVERBECK

PONTE VEDRA BEACH, Fla. — Seizing upon the turmoil in the golf course business, Summit Golf Group has added three new management contracts so far in 2002, bringing its growing portfolio to five courses. The company anticipates having 15 management agreements in place by the end of the year.

"The golf business is struggling and when that happens it benefits good operators like Summit Golf. When times are lean you have to watch costs. Clubs will have to evaluate



The Ted McAnlis-designed Preserve at Tara in Bradenton, Fla., is one of three new courses in Summit Golf's portfolio.

how they run their businesses and that will bode well for us this year," said president Kevin Stark.

To handle the growth, the company has brought in Eric Miko to be the director of operations and has hired Julie Reuse as the director of membership and business development.

Summit Golf specializes in turn around deals, and the three it just signed are no different.

Continued on page 23

Intrawest acquires Hawaii's Big Island Country Club

By ANDREW OVERBECK

SCOTTSDALE, Ariz. — Intrawest Golf has completed its first acquisition in two years with the purchase of Big Island Country Club in Kaiula-Kona, Hawaii. The deal includes a Pete and Perry Dye designed 18-hole golf course and all developed and undeveloped real estate around the course.

Although the golf and tourism markets have been volatile of late in Hawaii, Intrawest is confident that its acquisition of Big Island Country Club will be successful.

"It has the same season as Arizona where we have a number of courses," said marketing manager Ben Keilholtz. "Once you get to May you depend on local traffic, and I think the

course is well positioned with locals."

Keilholtz said that while tourism numbers are down, the project should pay off in the long-term.

"It is not the best of markets



The 17th hole at Big Island is modeled after Pete Dye's famous 17th hole at TPC Sawgrass.

right now, but it will pick back up," he said. "If we had gone in at the peak of the market, there might have been some concerns. But to get a return on this asset should be a fairly attainable number."

Continued on page 23

Editorial Focus: Hiring

Experts urge clubs to tackle turnover problems

By DAVID HUBBARD

By 2006, the hospitality industry will need to add 20 million more workers to cover the anticipated growth — the highest projected for all major industries over the next 10 years.

The search for new employees to effectively handle the growth illuminates another issue, how to manage existing employee turnover rates.

Speaking at the National Golf Course Owners Association Conference (NGCOA) in Phoenix in January, human resources specialists, John Sibbald, president of John Sibbald & Associates, an executive search firm based in St. Louis, Mo., and Catherine Gustafson, Ph.D., University of South Carolina, cited the more significant problems and offered a few solutions.

"Reducing turnover is critical as the losses can be enormous and are both tangible and intangible," said Gustafson. "Left unchecked, it can cause the loss of consistency and uniformity in the delivery of a business' products and services, the potential for poor customer service,

lost sales, a lowered perception of managerial effectiveness, as well as the time lost in filling vacant positions."

When the employee turnover rate becomes inordinate to the normal flow of workers in and out of a facility, Sibbald encourages business owners and managers to take a more

EIGHT WAYS TO LOWER TURNOVER

- Managers should fill in for hourly employees
- Have club sponsored social events for employees
- Promote from within
- Be flexible in scheduling
- Offer orientation programs
- Have structured training programs
- Conduct interviews that are 20 minutes or longer
- Do second interviews before making an offer

Continued on page 28

GM, superintendent team up to buy LaCita CC

By JOEL JOYNER

TITUSVILLE, Fla. — Owner and club manager Jim Musick and owner and director of grounds Dale Quinn joined forces to make a dream come true last November by purchasing their own private golf facility here at LaCita Country Club.

The two first met in 1991 while working at the Woodlake Country Club in Pinehurst, N.C. "I was the assistant golf professional and Dale was the course superintendent at the time,"

said Musick. "We've been looking for a facility with the right opportunity since 1997. I, personally, have probably looked at over 100 golf courses in Florida, South Carolina and North Carolina."

The course was built in 1984 and designed by Lee Trevino and Ron Garl. The club is about a 40 minute drive west from downtown Orlando and sits just across from Cape Carnavel. The two managing partners knew from the start that they wanted a private facility. "We had made offers on three clubs that were unsuccessful," Musick said. "A friend told me about LaCita when I was working for American Golf over in Jacksonville.



Club owners Dale Quinn, director of agronomy (left), and Jim Musick, club manager, at LaCita Country Club.

Continued on page 27

Summit Golf adds three courses

Continued from page 21

EQUITY CONVERSION

At Barrington Golf Club in Aurora, Ohio, the company is overseeing an equity conversion process. The club's members are in the process of purchasing the facility, which opened in 1994 and features a Jack Nicklaus Signature course, from the developer Bart Wohlstein.

"The real estate is 65-percent sold and they have enough members that they can buy out the developer," said Stark. "We have done the cash flow projections for the bank, put a management team in place and done the due diligence to ensure a smooth transition."

According to Stark, equity conversion deals between develop-

ers and club members are on the rise.

"There are a lot of courses being sold," he said. "There are a lot of developers who are ready to flip courses but there are not a lot of takers outside of the current membership."

The two other developments signed by Summit Golf, however, are still in the early stages of selling real estate.

Olde Sycamore Golf Planta-



The 18th hole at the Olde Sycamore Golf Plantation, outside Charlotte, N.C.

tion, outside Charlotte, N.C., is a Tom Jackson design that is part of a development being built by B.V. Belk. Summit has brought in new general manager Ted Staats to handle the operations at the club and improve its level of performance.

The other contract is with The Preserve at Tara in Bradenton, Fla. The 18-hole Ted McAnlis course is the centerpiece of a real estate development being built by the Towne Group. General manager Kevin Perkins is overseeing the new operations at the club.

ACQUISITIONS MODE

In addition to signing management contracts, Stark said Summit Golf is considering course acquisitions. "There are a lot of properties for sale out there," he said. "We are going to take a hard look at some acquisitions as we see the prices get to the point where we can generate a fairly strong rate of return." ■

Big Island

Continued from page 21

Spear Development Corp. and Saiga California, Inc., opened Big Island Country Club in 1993. The course is situated at 2,000 feet above sea level on the slopes of Mauna Kea and traverses numerous lakes and streams.

"The 17th hole is modeled after Pete Dye's famous 17th hole at TPC Sawgrass," Keilholtz said. "The course also has bentgrass greens and a great microclimate with little wind and moderate temperatures."

There is, however, room for improvement. Intrawest has brought in new superintendent Steve Bruton to bring maintenance standards back up to par. Current general manager Ken Joersz will continue to run the club and a new clubhouse is in the works.

While the project is now strictly golf, Intrawest is considering developing the real estate surrounding the 425-acre project. "We first need to build a clubhouse, address a number of infrastructure issues, sell more memberships and improve the course," said Keilholtz. "That will improve the value that we derive out of the real estate."

"We will get a return in the first five years," he added. "It will go into positive cash flow once we improve the control and sales side." ■

Something hideous is when
early stages of ugly.

Want season-long control of disgusting, turf-damaging grubs? The proven performance of MACH 2* specialty insecticide provides superior, broad-spectrum control. Its wide window of application allows you to treat grubs through the second instar – and there's no need for immediate irrigation. Unbeatable control. Gorgeous turf. Things are looking better all the time.

Dow AgroSciences

ALWAYS COMES THROUGH.
ALL SEASON LONG.

MACH 2*
Specialty Insecticide

www.dowagro.com/turf 1-800-255-3726 Always read and follow label directions. *Trademark of Dow AgroSciences LLC