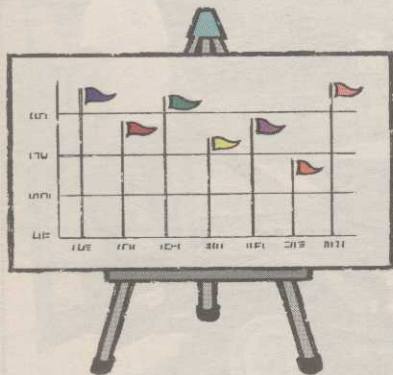


BRIEFS



**CASPER GOLF RETAINED AT SWAN POINT**

VIENNA, Va. — Billy Casper Golf Management (BCGM) has been retained by USX Realty Development for its Swan Point Yacht and Country Club project in southern Maryland. BCGM was originally retained to do a thorough membership feasibility study for the club. As a result of the membership development program designed by Casper, USX retained the golf management firm to implement the membership program. Swan Point is an 18-hole championship golf course that was re-designed three years ago by Bob Cupp.

**NORK TO MANAGE CLUB FOUNDATION**

ALEXANDRIA, Va. - Mariana Nork has been appointed manager of The Club Foundation, formerly the Club Management Institute Foundation. She will act as a liaison for the foundation's board of governors and direct the foundation's national "Campaign for Excellence." Nork was director of development at the National Museum of Women in the Arts in Washington, D.C., where she directed corporate and major donor solicitations; initiated long-range planning; and designed and implemented a planned giving program.

**HICKMAN HIRED ON AT BROADMOOR**

Bob Hickman has been named director of golf operations for the Broadmoor in Colorado Springs. A PGA Master Professional with 40 years experience under his belt, Hickman is a former director of golf at Medinah Country Club outside Chicago.

**DEL GIORNO NAMED GM AT FORSGATE**

JAMESBURG, N.J. — Michael Del Giorno has been appointed general manager of Forsgate Country Club. Del Giorno brings more than 22 years of experience in the hospitality industry to the position. Prior to joining Forsgate, Del Giorno since 1989 served as general manager of the Holiday Inn-Center Point, off Exit 8A of the New Jersey Turnpike. Both properties are owned by Matrix Development Group and managed by Benchmark Hospitality Company.

**HOPKINS MOVES UP AT RIVERSIDE**

JACKSONVILLE, Fla. — William Hopkins has been named director of golf operations for Riverside Golf Group, a full-service golf course development and management firm based in Jacksonville. In his new role, Hopkins will be responsible for overseeing the day-to-day operations at golf courses across the Southeast. Hopkins will also play an integral role in the new acquisitions process for Riverside.

# Maintenance for hire: Best of both worlds?

## Payroll woes solved at municipal complex

By PETER BLAIS

When Ray Grady signed on as general manager in early 1989, the 45-hole Bobby Jones Municipal Golf Complex was losing money, the city was going broke paying the debt service on renovations, and the facility was in generally poor shape, despite a high maintenance budget.

One maintenance worker had 45 years on the Sarasota, Fla., city payroll. Three others had 25 years.

"You had workers making enormous salaries for basically driving a tractor," Grady recalled. "They knew nothing about chemical application. Some couldn't even read and write. We had an extremely high payroll for the quality of work we were getting."

Grady decided it was time to hire a golf course maintenance company, an outside



ISS Golf Services superintendent Jim Gorman (top right) reviews pesticide application with trainee Ken Gokey. In photo below, Jim Riesenberg of Cincinnati shows off his barnstorming equipment.

## Marshall, Riesenberg barnstorm with personal Hydrojects in tow

By PETER BLAIS

Peter Marshall was 56, without a pension plan and wondering what he was going to do about retirement when a Toro representative demonstrated the HydroJect Aerator last fall at Portland (Maine) Country Club.

Superintendent Pat Lewis was impressed with the water-injection aeration system and talked about renting one the next spring. That got Marshall thinking.

"I called a few people down in Boston and Cape Cod," the former Portland CC maintenance employee recalled. "They had bought HydroJects and were doing very well subcontracting their services to local golf courses."

"No one was doing it in Maine.

So I called a few superintendents, found out they were interested and decided to take a chance."

Marshall took out a \$40,000 second mortgage. He bought a HydroJect, truck and trailer. He advertised in golf publications, rented a booth at March's Maine Turfgrass Conference and called on local superintendents.

"I'm booked solid," he said in early June. "We're way ahead of projections."

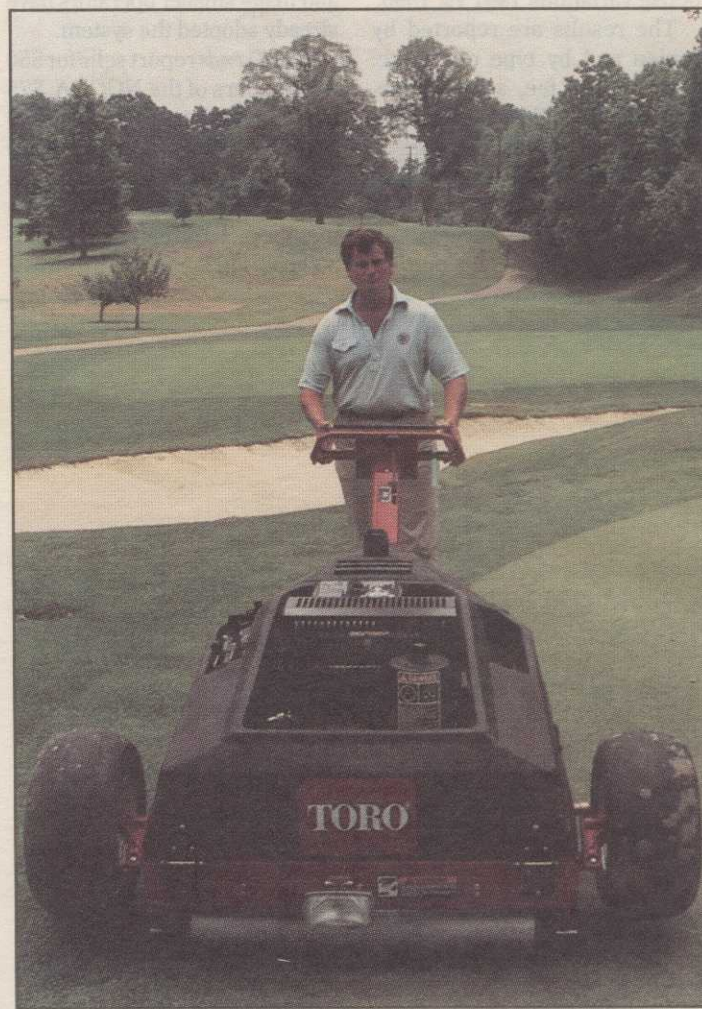
Suddenly, a more comfortable retirement is at hand for the Freeport resident.

Entrepreneurs, like Marshall and Cincinnati's Jim Riesenberg, have found profitable niches in the maintenance-for-hire business. Both

*I'm booked solid. We're way ahead of projections.'*

— Peter Marshall

Continued on page 40



## Five added to Club Corp. fleet

DALLAS — Club Corp. of America has added five clubs to its growing national and international roster of city, country and city athletic clubs.

During May, CCA purchased the Capital City Club in Columbia, S.C., and signed four management agreements, which included the Carolina Club in Chapel Hill, N.C., and three country clubs north of the border in Canada.

With these additions, the number of new agreements totals 10 for CCA in 1992.

## Ruling ensures equal-opportunity tee times

By HAL PHILLIPS

A Michigan ruling could change the way golf clubs nationwide organize their weekend tee times. Gov. John Engler recently signed his name to legislation giving women equal access at private clubs — and to all the amenities offered by those clubs. Its effect is this: Clubs may no longer keep women from teeing off at certain times or exclude them from areas such as all-male bars and restaurants.

Violations will be reported to the Civil Rights Commission, and if discrimination is found, the club could lose its liquor license. State Sen. Lena Pollack, who proposed the bill last year, believes the new law is anything but a paper tiger.

"If they don't change their rules, they can try operating on dry premises," Pollack told the *Detroit Free Press*. "This is overdue. You wouldn't hang out a sign that

says African-American members cannot play golf at this time... yet we still say women cannot."

State law has for some time outlawed discrimination based on race, gender, height, weight or marital status. Yet many clubs skirted this issue by claiming they were private. However, the new law — signed in late May — categorizes most of the state's 1,092 private clubs as public. A club claiming it was private would encounter several obstacles in court, especially if it has restaurant or banquet facilities, allows guests, or has members whose dues are paid by employers.

Tee time discrimination isn't a charge exclusive to private clubs, nor is it leveled by women only. Senior citizen groups have voiced their dissatisfaction with tee time schedules, claiming they've been denied prime weekend slots.

## New publication tracks trends in daily fee, resort management

Golf course managers and operators take heed: A recent publication warrants your attention. *Trends in Resort and Daily Fee Golf, 1992 Edition* is a statistical review incorporating operating and financial data on approximately 100 daily fee, resort and semi-private golf courses throughout the United States. The data used in this edition was compiled from the year ending Dec. 31, 1991.

This publication is designed as a reference and management/operational aid for golf course operators and others in the golf industry. It shows results in the following categories: revenue per round, average income and expenses, golf course maintenance expenses, maintenance costs per hole, and average expense variations 1991 vs. 1990.

The results are reported by region and by type of course: resort, daily fee, semi-private. Pannell, Kerr, Forster, an international consulting firm, worked with the National Golf Course Owners Association (NGCOA) in developing the survey, collecting the results and putting

together the report.

According to Mike Hughes, executive director of the NGCOA: "It details the actual financial results of a large number of daily fee operations. Now for the first time a golf course operator can compare their operations with others, both on a national and regional basis."

This report, especially when used with the NGCOA's *Uniform System of Accounting for Daily Fee and Resort Golf Courses*, allows the direct comparison of financial information between operations.

The *Uniform System* encourages the uniform categorization of revenues and expenses, plus the uniform presentation of financial statements to maximize the management information available to the operator. Most large and many smaller operators have already adopted the system.

The *Trends* report sells for \$50 to members of the NGCOA, \$75 to non-members. The *Uniform System of Accounting for Daily Fee and Resort Golf Courses* sells for \$20 to members, \$30 to non-members. To order either, call 1-800-933-4262.

## Barnstormers

Continued from page 39

men are former golf course maintenance professionals who have bought Toro HydroJect Aerators.

"I've got 10 to 15 golf courses lined up for June, July and August," said Riesenberg, former head superintendent at Cincinnati's Hyde Park Country Club. "Superintendents seem to like it better every time I do their courses. A lot of people who signed up for one visit this year are asking me to come back three times next year."

Both men have an assistant. Riesenberg said he can do 18 greens in as little as 14-1/2 hours. Marshall said he has done 15 greens in a single day, but prefers to do no more than nine because of the distances he must travel and set-up time.

Marshall charges 1.5 cents per square foot. Riesenberg's square-foot rates vary from 0.8 cents 1.25 cents, depending on the total area.

Both men do their own maintenance on the machines to hold down costs and reduce down time. "You have to replace the water filters every 25 to 30 hours," Riesenberg said. "They cost about \$15 apiece. I've learned to bring along a couple of extras just in



Peter Marshall and his trusty, portable HydroJect.

case something goes wrong. The biggest problem can be the quality of water you pump out of the lake to use in the machine."

Both men want to expand their operations. Marshall would like to buy a second machine. Riesenberg hopes to add deep-tine aeration to his HydroJect services.

"The only thing I wish is that I'd started marketing last fall when courses were setting their budgets rather than waiting until January," Riesenberg said.

While golf courses are their primary customers, the two have found other clients as well.

Bowdoin College in nearby

Brunswick has contracted with Marshall to service its football field. The University of Maine was planning to monitor Bowdoin's results and could sign up as well, Marshall said. Several Portland CC members with oceanside homes have asked Marshall to aerate their lawns. He has also done lawn bowling and croquet fields.

Riesenberg said he has likewise serviced lawns and athletic fields.

As for Marshall, you'll probably find him draining long putts on those lush Maine greens when retirement beckons 10 years down the road.

# When it comes to covering a lot of ground, the competition isn't the only thing

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# Maintenance companies hired on

Continued from page 39

firm paid to maintain the facility for the city. To avoid any political backlash, Requests For Proposal (RFP) required the maintenance company to offer employment to all course employees. If the employees refused, which the four senior staff members eventually did, they were offered transfers to other city departments, keeping their benefits intact.

"Things couldn't have worked out better," said Grady, who settled on Tampa, Fla.-based ISS Golf Services following a nationwide search.

The complex is making money. And it is in much better shape, he said, following

ISS renovations and additions that included flower beds, irrigation lines, rebuilt bunkers, new distance and out-of-bound markers, upgraded equipment and improved maintenance practices.

### ADVANTAGES AND DISADVANTAGES

Golf course maintenance companies have been around for some time. ISS, which maintains 144 holes in Florida, has been in the business 10 years. California-based Environmental Golf took over DeBell Golf Course in Burbank 15 years ago and has since added two more courses for a total of 72 holes.

Professional Turf Managers Inc. of Lake-

land, Fla., (72 holes) and Serviscape of Michigan City, Ind., (27 holes) are two other experienced firms.

Generally, a maintenance company hires all employees (including the superintendent), provides most of the supplies and equipment and plans for future maintenance projects.

ISS Business Development Manager Steven Sanford said contracting maintenance services has several benefits for owners and managers, including:

- Fixed maintenance costs that are adhered to throughout the year.
- The ability to do additional projects — bunker renovation or fairway aerification for instance — with special work teams employed by the contractor.

• Access to expensive, occasional-maintenance equipment an individual course cannot afford, but a maintenance company can share between several facilities.

• Reduced liability exposure since employees work for and equipment belongs to the maintenance provider.

• Increased efficiency of operating in a competitive business environment.

"Boards of directors, pros and clubhouse managers may change. But by employing a maintenance company, at least the course quality stays consistent," said Serviscape President Peter Sinnott.

The disadvantage, at least from the existing crew members' viewpoint, is they may lose their jobs.

"We encourage the existing staff to make an application with our firm to continue employment at the same course," Sanford said. "When an existing employee is hired, it has proven mutually beneficial for the employee and our organization."

"We hope superintendents look upon the golf course contracting industry as an opportunity for growth and career advancement."

Salaries can also be affected.

"Sometimes pay and benefits have to be downgraded, especially with a municipal agency," said Bob Schofield, Environmental Golf's vice president of golf management.

Surrendering control is the biggest fear of owners, according to Schofield.

"Maintenance can be a very personal thing to an owner or board," he explained. "As homeowners, they have no problem hiring a landscaping company to maintain their lawns and ornamentals. But giving up maintenance control of their golf course can be a completely different matter... Still, no course has turned us down because of the control issue."

Control can sometimes work in the maintenance company's favor. An owner with personal or hired expertise in the pro shop or food and beverage operations may want to retain control in those areas, but is happy to turn over maintenance to an outside expert, Schofield added.

### STEADY GROWTH SEEN

Management companies that run the entire golf operation, like American Golf Corp. and Club Corporation of America, have experienced tremendous growth in the last decade. Maintenance-only firms report a far less spectacular increase.

"I don't see maintenance companies taking over the golf market, but enjoying a steady growth," said Professional Turf Managers President Jim Sartain.

Tougher environmental, disability and employee laws are headaches owners will increasingly want to turn over to outside companies, Sartain predicted.

Municipal as well as low- and mid-priced daily-fee facilities looking to maximize profits are best suited for contract services, Sinnott said.

"I wouldn't rule out high-end daily-fee or private facilities. But private courses, at least, don't have the same profit motivation," he added.

A detailed RFP is the key to selecting the right maintenance company, Grady said.

"The more rigid the RFP, the better," the Bobby Jones general manager advised other managers and owners. "If the club says it will spend \$700,000 annually on maintenance, everyone applying will say they can stick to it. Make them specify what they will do for that money."

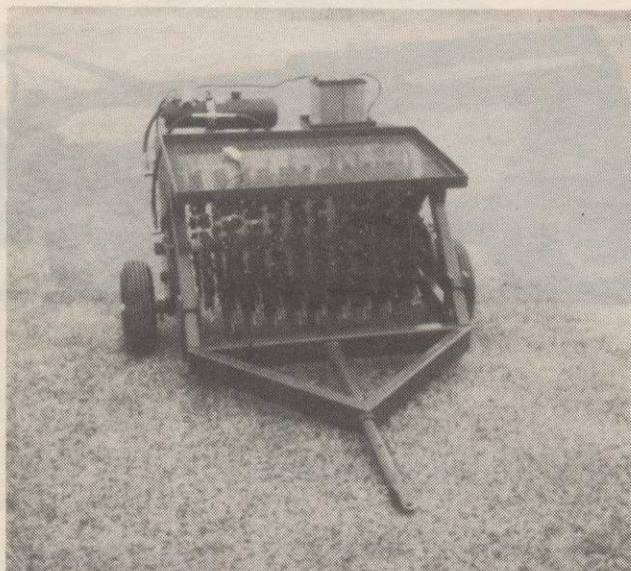
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