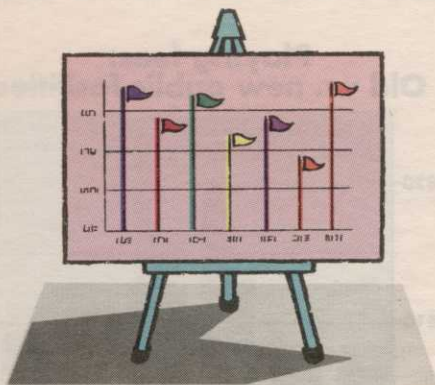


Briefs



CMAA ADDS 5,000TH MEMBER...

ALEXANDRIA, Va. — Membership in the Club Managers Association of America reached an all-time high, with the induction of its 5,000th member, William J. McMillan, assistant general manager of the John's Island Club in Vero Beach, Fla.

"Although clubs are implementing cost-cutting measures," said James B. Singerling, executive vice president of CMAA, "many feel the education of their staff cannot be sacrificed. Clubs rely on quality service to retain their membership and for that reason need to continuously adjust with the times in order to survive. That is why so many associations whose emphasis on education are able to ride out economic hardship."

Previous to John's Island Club, McMillan served in a management training program at Riviera Country Club in Coral Gables, Fla. He graduated with a bachelor's degree in psychology from Williams College and a master's degree in hotel and food service sciences from Florida International University.

...AND CERTIFIES 900TH

ALEXANDRIA, Va. — Beverly Schlegel, manager of Shenandoah Club in Roanoke, is the 900th member to be accredited a Certified Club Manager by the Club Managers Association of America.

Schlegel was approved by the Certification Committee of CMAA for passing the extensive examination.

Schlegel qualified for the CCM certification by fulfilling specific requirements over a period of years in management, experience, education and association activity.

The CCM exam contains 13 subject areas, such as private club administration, managerial accounting, food and beverage operations and principles of management. The exam is prepared and administered under the direction of the Certification Committee at various college and university sites across the country.

DEEP CLIFF SELECTS COURSECO

CUPERTINO, Calif. — CourseCo, Inc. has been selected to manage operations at Deep Cliff Golf Course, an 18-hole executive layout built in the 1961 by Clark Glasson.

Purchased last May from the Glasson family by Deep Cliff Associates, L.P., the facilities are slated for major renovation to be completed this spring.

John C. Telischak, general partner, announced the selection of CourseCo as management company saying, "We selected CourseCo because of its award-winning commitment to high quality public golf and for its experience in renovation."

Based in Petaluma, CourseCo's Riverside Golf Course in Fresno received the 1991 National Golf Foundation's Public Golf Achievement Award for maintenance and operations.

Landmark named top resort developer

By Peter Blais

While financially it may be in shambles, Landmark Land Co.'s reputation as a premier golf resort developer remains very much intact.

The La Quinta, Calif.-based firm received better than a quarter of the votes for best resort developer in the Golf Course News third annual survey of course architects.

Landmark's vote total was more than twice that of any of its three nearest

competitors — Marriott Corp., Woodbine Development Inc. and Arvida Corp.

Best conditioned resort course on pro tour: Story on page 17
Best architect, builder: Story on page 27

"A resort golf course should have a sense of integrity," said architect William Newcomb, who did much of the design work at Boyne Highlands and Boyne Mountain near his Ann Arbor, Mich., home.

"You want to see the golf course, not homes and hotel rooms. I get the sense that Landmark strives for that sense of golf course integrity. I'm looking at it as an architect. The company's financial condition has nothing to do with that."

Landmark's holdings include some of



PGA West is one reason architects named Landmark the top resort developer in the country.

the most prestigious courses in the country — Kiawah Island near Charleston, S.C.; Palm Beach Polo & Country Club in West Palm Beach, Fla.; Belle Terre Country Club between Baton Rouge and New Orleans, La.; and Oak Tree Golf Club and Oak Tree

Country Club in Edmond, Okla.

Its California properties are Carmel Valley Ranch near Carmel and the Palm Springs area resorts La Quinta Hotel Golf & Tennis Resort, PGA West and Mission

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Upscale public courses gain popularity

By Peter Blais

Used to be that if you wanted the valet bag drop-off, preferred tee time, meticulously maintained course and employees who knew you by name, you had to shell out thousands of dollars to join a private country club.

Not anymore.

Upscale daily-fee courses with all the amenities of a private club are becoming the

rage as developers scurry to fill a market niche many feel has long been under-served.

"It does seem to be a trend," said Earl Collings, publications editor for the National Golf Foundation. "People are willing to pay extra for a round at high-quality courses with that private country club look."

From 1987 to 1990, the number of private U.S. courses fell 1 percent (from 5,289 to

5,232) while daily-fee courses jumped 8 percent (from 6,025 to 6,497), according to NGF figures.

"The cost of private clubs has become almost penal," Collings said. "The rich will always be able to afford them. But for marginal people, like me, paying \$4,000 a year in dues and playing a handful of times can work out to

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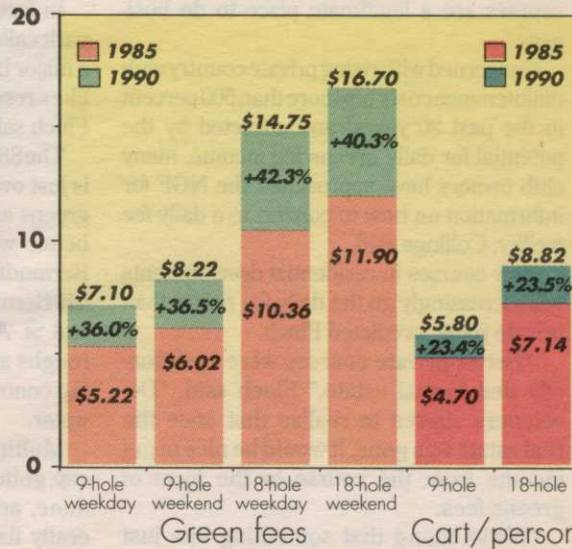
NGF report tells the score

Fee increases reported at all private facilities/ 1985-90

Fee Type	1985	1990	Increase
Playing fees			
Initiation	\$4,734	\$7,985	68.6%
Annual dues	\$1,036	\$1,411	36.2%
Guest fees	\$20.09	\$30.08	49.7%
Cart fees (per person)			
9-hole	\$5.64	\$7.02	24.5%
18-hole	\$7.84	\$9.53	21.6%
Consumer Price Index	109.2	134.6	23.3

Source: NGF

Playing fee increases at all public facilities/ 1985-90



Source: National Golf Foundation

The Consumer Price Index in the Entertainment category during the period from 1985-90 rose from 109.2 to 134.6, a 23.3-percent increase. Entertainment is the most appropriate PI category for comparison to golf cost increases.

Importance of core golfers noted

JUPITER, Fla. — Underscoring the importance of America's 12 million core golfers, a special report by the National Golf Foundation noted that, although they make up only 40 percent of the total U.S. golf population, they account for nearly 90 percent of all rounds played.

A core golfer is defined as one at least 18 years old and playing eight or more rounds per year. An occasional golfer is considered at least 18 and playing less than eight rounds per year.

A new NGF report indicates the total annual expenditure by core golfers is three times greater than occasional golfers. Core golfers spend \$3,246 on golf equipment and facilities fees, compared to \$1,087 by occasional golfers.

Nearly half of all core golfers purchase at least one golf club a year, compared to 17.2 percent for occasional golfers.

Among all player segments, the average annual expenditure on golf clubs is \$199.85.

Among other findings:

- While the nation experienced a 23.3-percent growth in Consumer Price Index from 1985 to 1990, the average cost of an 18-hole round of golf at a public facility on a week day rose 42.3 percent over the same period — from \$10.36 to \$14.75.

- 18-hole green fees at today's newer public courses (opened for play since 1985) on average are running 40-45 percent higher than their older counterparts.

Golfers willing to pay for top quality public courses

Continued from page 45

something like \$700 a round."

Still, people want to play top-notch courses. High-quality, daily-fee facilities give them that opportunity without binding them to yearly dues, Collings noted.

"There are a lot of people out there who want to play golf on top courses, but don't want to be strapped into yearly dues," said Bob Husband, chairman of GolfCorp, a Club Corporation of America affiliate managing 38 daily-fee courses throughout the United States including Clear Lake Golf Course near Houston, Foothills Golf Course in Phoenix and Upland (Calif.) Hills Country Club.

The growing number of golfers (up 38 percent from 20.2 million in 1986 to 27.8 million in 1990) is driving the demand for upscale, daily-fee courses, according to Kemper Sports Inc. President Steve Lesnik, who oversees Kemper Lakes Golf Course in Long Grove, Ill.

Opened in 1979, the Ken Killian/Dick Nugent-designed layout surrounding Kemper Insurance and Financial Services headquarters, was one of the first high-end, daily-fee facilities in the country and is the only public, daily-fee course to ever host a PGA championship (1989). Raymond Floyd called it the best-conditioned course he'd ever played, including Augusta National, Lesnik said.

"Economics are working in favor of upscale, daily-fee courses," Lesnik said. "People just picking up the game don't necessarily want to join a private club right away. But they want to play where they are treated well."

"There are more people playing, but they aren't playing as often as golfers used to. From an economic standpoint, it makes sense for them to play at an upscale, daily-fee course rather than join a club."

Recent Internal Revenue Service rulings threatening the tax-exempt status of private clubs if members conduct business there have also made daily-fee courses more popular, added Raymon Finch, co-owner of Emerald Dunes, an upscale, daily-fee course in West Palm Beach, Fla.

"Belonging to a private club isn't that important anymore," Finch said. "Daily-fee courses are a legitimate place to do business."

Concerned with rising private country club maintenance costs (up more than 500 percent in the past 20 years) and attracted by the potential for daily greens fee income, many club owners have approached the NGF for information on how to convert to a daily-fee facility, Collings said.

New courses in residential developments will increasingly go the daily-fee rather than private route, predicted Finch.

"Better private courses were traditionally tied to real estate," Finch said. "Developers started to realize that once the real estate was gone, it would be nice to get income from the course in the form of greens fees."

"We've found that something like just one in five people buying lots on a golf course actually play golf. And just one in 10 buys a membership in the course bordering their property. They buy the lot for the aesthetic value of having a course in their backyard. The course ends up under-utilized by the people who live along it. Building daily-fee courses within private residential developments will be the wave of the future."

Finch's course is part of what many see as an even bigger wave, stand-alone daily-fee courses with no real estate.



Eagle's Nest in Silverthorne, Colo. is among the growing number of upscale, daily-fee golf courses.

Economics are working in favor of upscale, daily-fee courses' — Steve Lesnik of Kemper Sports

"Many of the new, upscale daily-fee courses are not real estate oriented," Collings said.

In fact, surrounded by a major industrial park called Vistana that will one day include a major hotel, Emerald Dunes is much more like a resort than a private, residential course, Finch said.

The \$8-million, Tom Fazio-designed layout is just over 7,000 yards long. Bermudagrass greens are overseeded with bentgrass for a better winter putting surface. Tifton 328 Bermudagrass covers the fairways. Bahia and St. Augustine grasses run through the roughs and between dunes and trees, offering contrasts in colors and saving irrigation water.

Multiple-tees allow low- and high-handicap golfers to enjoy the course. A 50-foot dune, an enormous elevation in the generally flat southeast Florida landscape, is home to three tees, three greens, an assortment of bunkers, boulders, bushes waterfalls and cascades, and a panoramic view of the course. The clubhouse cost \$2 million.

The \$100 greens fee, Finch said, is slightly lower than the top fees at such well-known Florida resort courses as Doral (\$140), Grand Cypress (\$130) and PGA National (\$125). Memberships are available, but the bulk of play is daily-fee.

Finch and his partners — who include his father, Fazio and the father-and-son ac-

counting team of John C. and John R. Owens — plan to build similar high-end courses throughout the United States. Atlanta, Louisiana and Arizona are likely sites.

Plans to build three more courses in West Palm Beach were scrapped for lack of financing, a common problem facing golf course developers, Finch said. But plans to begin construction of a 27-hole facility in Orlando next year are moving ahead.

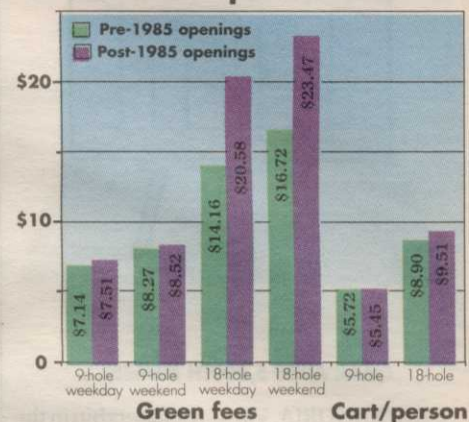
Shaker Hills Golf Club in Harvard, Mass., opened this summer and touts itself as "An extraordinary public course that looks, feels and plays like an exclusive private club."

Designed by architects Brian Silva and Mark Mungeam, the 6,850-yard course features multiple tees, wall-to-wall bentgrass, computerized irrigation system, 300-yard practice area, computerized handicapping service, 24-hour automated telephone tee-time reservations and valet bag drop. The top greens fee is \$35 with a \$20 cart rental.

"As designers, we lean toward upscale, daily-fee courses," Mungeam said. "We've encouraged planting bentgrass everywhere, like we first did with The Captains Golf Club back in 1984. A lesser course might have bluegrass on the fairways with ryegrass on the tees and greens."

"Traditional public courses are usually less challenging to maximize the number of rounds and profits. But an upscale course doesn't need as many rounds. You give the

Playing fees: Old vs. new public facilities



developer an environment that lets him charge more.

"Multiple tees affording many different angles of play allow a high-handicap golfer to play the course in the same amount of time as a low-handicap golfer, if the high-handicapper plays from the appropriate tees. Shaker Hills has four of five tees on every hole, plus signs explaining what skill levels should play off each tee."

"The course has been very well accepted so far. It's averaging 180 to 200 rounds a day. Upscale, daily-fee courses are a trend. It's the type of course that isn't always available."

Public course players are generally less skilled than their private club counterparts, although the gap is usually less pronounced at upscale daily-fee courses, said Shaker Hills superintendent Paul Chesterton. Less-skilled golfers are harder on a course and the extra effort needed to repair divots and ball marks must be reflected in the maintenance budget.

"You have to pay more attention to the details to maintain it like a private course," said Chesterton, former superintendent at Sky Meadow Country Club, recently rated the top course in neighboring New Hampshire by Golf Digest. "The maintenance budget is higher than at a typical public course."

"It's a little more frustrating having beginners on the course. But the owners are committed to keeping it in top shape and are sympathetic to maintenance needs."

The undulations and severe slopes at Emerald Dunes make it more difficult to maintain than the typical Florida course, superintendent Chip Fowkes said. Maintaining the course in resort-type shape requires verticutting and top dressing every other week, overseeding with bentgrass in the fall and aerifying several times a year.

"The owners give me the time and close the course if needed to maintain it at this level," Fowkes said. "The maintenance budget is between \$600,000 and \$700,000 a year, which is in line with most of the better private and resort courses."

Unlike many private clubs, GolfCorp doesn't have the luxury of closing its courses for all or part of a day every week for maintenance, said company Vice President of Agronomy Dave Johnson.

"We have to squeeze our maintenance practices in without interrupting play and still maintain them at a level that keeps people coming back," said Johnson, who classifies about 10 of the company's courses as upscale, daily-fee.

"That means we go out very early in the morning or very late at night for some of the things we do."