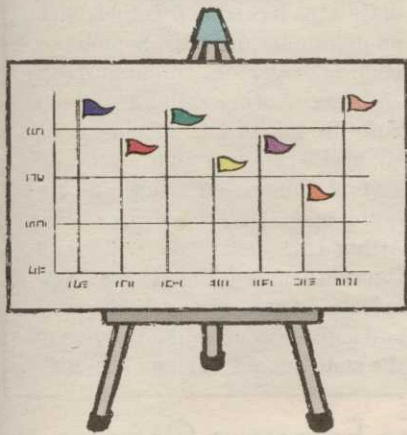


BRIEFS


**RTC NAMES MATRIX INTERIM
MANAGER AT JUMPING BROOK**

CRANBURY, N.J. — The Resolution Trust Corp. has named Matrix Hospitality to manage Jumping Brook Golf Club until the government can sell the property. Jumping Brook is a daily-fee facility designed in 1925 by former A.W. Tillinghast associate Willard Wilkinson. Matrix is a major New Jersey investment development company and manages two other golf courses — Forsgate Country Club in Jamesburg, N.J., and Commonwealth National Country Club in Horsham, Pa.

ROSENBERG TO RUN HOMESTEAD

HOT SPRINGS, Va. — Hospitality industry veteran Gary Rosenberg has been named president and chief operating officer of The Homestead, a historic 102-year-old resort recently taken over by Club Corporation International subsidiary Club Resorts Inc. Rosenberg has been with Club Resorts for three years, most recently at Pinehurst (N.C.) Resort and Country Club, where he spent a year assessing the company's special projects and business development opportunities worldwide. The Homestead also named Wayne Nooe director of golf operations.



Gary Rosenberg

NEW MONIKER FOR GENEVA RESORT

LAKE GENEVA, Wis. — Reflecting the extensive renovations underway, Marcus Hotels Inc. is changing the name of Americana Lake Geneva Resort to The Grand Geneva Resort and Spa. Work is scheduled for completion next spring at the facility, located roughly midway between Chicago and Milwaukee. The two courses will be upgraded and a new clubhouse added.

OECHSLE TAKES OVER BAYOU CLUB

LARGO, Fla. — Theresa L. Oechsle has been appointed vice president and general manager of Bardmoor/Bayou Club, Ltd., according to an announcement by Henry Crown and Co., majority owner of the Bayou Club. A native of the Washington, D. C. area, Oechsle for the past 10 years has held management positions with several of the country's leading real-estate development firms. For the past three years, Oechsle has served as general manager of the Country Club of Mount Dora, a 780-unit residential golf course community north of Orlando.

Fairways Group acquires clout, capital following KSL purchase

By PETER BLAIS

Lost in the hype surrounding KSL Recreation Ltd.'s Bastille Day purchases of high-profile PGA West and LaQuinta Hotel Golf Course was a potentially more important acquisition the company made eight days earlier.

On July 6, KSL (an affiliate of international merchant banking firm giant Kohlberg Kravis Roberts & Co.) took over The Fairways Group. The Manassas, Va.-based firm manages a dozen courses in five Eastern states.

But that is just the beginning. Through Fairways, KSL expects to become one of the largest owners and operators of "affordable" golf courses in the country.

"We want to grow from 12 to something in the 30 to 50 range over the next several years," said Eric Affeldt, Fairways' vice president of business development.

"We'll focus on the 4,000 or so golf courses that might be available east of the Mississippi. There are many properties for sale and we are one of the best capitalized companies in the industry."

What Fairways is willing to spend on a property will be determined on cash-flow potential, rather than some standard financial ratio such as cap rate or a multiplier of gross revenues, Affeldt said.

Despite the economic slowdown in the early 1990s, "a lot of people put too much money into their courses and want more than they are worth back," the acquisitions specialist said.

Affeldt said Fairways will concentrate its purchasing efforts on hub cities of 250,000 or more people. The firm will seek several courses in each market, allowing it to establish "managerial efficiencies" permitting the sharing of management expertise and equipment among neighboring prop-

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A ranger at Otter Creek explains the PaceSetter program to a pair of patrons.

Marketing Idea of the Month

PaceSetter program moves golfers 'round the course faster, with a smile

By PETER BLAIS

COLUMBUS, Ind. — Many courses pay lip service to speed of play. But Otter Creek Golf Course here is actually doing something about it.

Gleaning the best from similar programs while throwing in a few wrinkles of its own, Otter Creek's PaceSetter program has shaved 60 to 90 minutes off the time it takes many golfers to play 18 holes. That's made for happier golfers.

Meanwhile, rounds played have jumped 6 percent the past two years, from 25,000 in 1991 to 26,500 this year. That increase came despite 1993's wet weather.

Happier customers and more \$65 green fees. Nice combination.

"The difference between other programs and ours is that we've tried to make it people friendly," said General Manager Michael Hatten. A long-time food and beverage manager before taking over Otter Creek, Hatten brought skills honed in that customer-service-oriented industry to Otter Creek's table.

"Speed of play programs have always had kind of a police mentality. It seems to be that way across the country. Here we promise to help golfers get around the course in no more than 4-1/2 hours. They really seem to appreciate it."

The golf industry is notorious for assuming people know what to do and how to speed play, Hatten said. But that isn't necessarily so. In fact, by asking

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Palmer Management, Pacific Golf join forces

California-based Pacific Golf has teamed with Orlando, Fla.-based Arnold Palmer Golf Management Company (APGMC) with an eye toward expansion.

Pacific Golf, with the backing of Apex Investment Partners, a Chicago-based venture capital firm, has made a substantial investment in APGMC. The transaction is the first step in a plan to acquire and lease over 50 million dollars of golf facilities, according to Apex principal John Regan.

Peter Nanula and Blake Sonne, the co-founders of Pacific Golf, have assumed leadership of the recapitalized company. Nanula will be responsible for pursuing and evaluating all new business opportunities. Blake Sonne is APGMC's new chief operating officer, heading the company's day-to-day operations and the development of marketing strategies.

Mergers & Acquisitions

NGP snaps up second property: Southwyck

HOUSTON — National Golf Properties (NGP) has acquired Southwyck Golf Club in Pearland. The property, which is NGP's second acquisition since its initial public offering in August, was acquired from Realty Advisory Group Inc. for \$4.2 million.

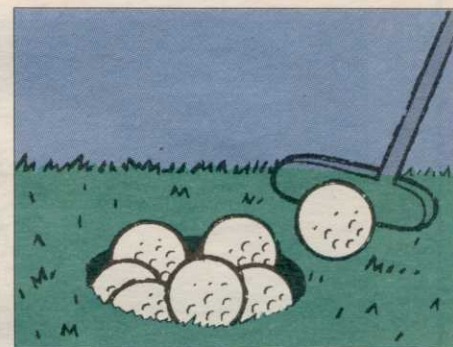
A self-administered real estate investment trust based in Santa Monica, Calif., NGP owns 25 daily-fee courses, 13 private country-club courses and 11 resort courses in 17 states.

Located south of Houston, the 7,015-yard public course, which has won three consecutive National Golf Foundation Achievement Awards (1990, 1991 and 1992), is the home course of the University of Houston golf team and has hosted numerous local Professional Golf Association events.

The management contract for Southwyck Golf Club has been awarded to American Golf Corp.

...

NGP announced a \$0.164 per share dividend on its common stock for the quarter ending Sept. 30, the company's first dividend since its initial public offering in August.


**KEYSTONE, INTRAWEST LOOK
TO BOLSTER YEAR-AROUND RESORT**

KEYSTONE, Colo. — Officials of Keystone Resort and Intrawest Corp. of Vancouver have formed a joint venture as a prelude to added development at the ski and golf resort. Intrawest reportedly is Canada's largest developer of mountain resort real estate, and Keystone is a popular ski and golf resort, with its Keystone Ranch Golf Course. Intrawest Chief Executive Joe Houssian said his company will explore development to strengthen the resort's year-round amenities.

CW Golf Partners to manage Chester Washington GC

LOS ANGELES—CW Golf Partners has acquired the management lease for the Chester L. Washington Golf Course from the County of Los Angeles, a move designed to improve the course and benefit inner-city youth.

CW Golf Partners is a joint venture between American Golf Corp. and three prominent African-Americans—businessman and former Cleveland Browns linebacker Sidney Williams, Los Angeles Raider quarterback Vince Evans and business consultant Edward K. Waters.

Under the agreement, Williams and Walters collectively own 20 percent and Evans 5 percent of the partnership. AGC controls the remaining 75 percent. Williams, Walters and Evans have the option to double their interest to 50 percent after five years.

"We are extremely pleased to have acquired the management lease for Chester L. Washington Golf Course," read a partnership statement. "We are committed to restoring the course and increasing the number of recreational opportunities available to inner-city residents and children of our community."

During the first 18 months, CW Golf Partners will invest \$900,000 to renovate the irrigation system, rebuild lakes and cart paths, and install protective fencing. Where possible, work will be awarded to ethnically diverse contractors.

To help the area's youth, CW Golf Partners will donate 1 percent of annual greens fees and golf cart revenues to help the Watts/Willowbrook Boys and Girls Club and to fund an annual charity golf tournament at the course with the Los Angeles Department of Parks and Recreation.

As part of the 25-year management lease, CW Golf Partners will also maintain Jack Thompson Golf Course, a nine-hole layout popular with inner-city junior golf programs.



EAGLE HARBOR UNVEILED THIS MONTH

Eagle Harbor Golf Club, a semi-private course designed by Clyde Johnston, is scheduled to open in Jacksonville, Fla. the weekend of Nov. 13, with member play and a bash that Saturday night. East West Partners, headquartered in Richmond Va., will manage the project. East West also manages Brandermill Country Club in Midlothian, Va., and Uwharrie Point Golf Club in Denton, N.C. Eagle Harbor is a par-72 layout measure 6,840 yards. PGA touring professional Lanny Wadkins is among the partners invested in Eagle Harbor.

NCA testifies on clubs' tax-exempt status

WASHINGTON, D.C.—The National Club Association (NCA) has submitted testimony to the House Ways and Means Subcommittee on Select Revenue Measures. The subcommittee, chaired by Rep. Charles Rangel (D-NY), is holding hearings on a variety of unrelated revenue measures.

Included in the hearings is a proposal to deny tax-exempt status to social clubs that discriminate on the basis of gender and strengthen rules relating to discrimination by social clubs. The proposal would also deny the present preferential tax treatment for tickets to certain charitable sports events if held at a club or facility that discriminates based on race, color, gender, or religion.

In its testimony, NCA stressed that it does not endorse discrimination, but rather, urges club members to adopt policies of selective membership which fulfill the conceptual goals and purposes of the particular club. "Joining a club is not a rejection of those who do not belong. It is simply a private decision on how an individual will spend some of his or her time," said Elizabeth Kirby Hart, NCA vice president for legal and government relations.

"The freedom to select one's fellow members is the essence of freedom of association in the context of a private social club. Government intrusion upon the membership selection process encroaches upon this freedom," Hart added.

SENTELL JOINS GC OF GEORGIA

ALPHARETTA, Ga.—Golf Club of Georgia has named Todd Sentell its marketing director. Sentell has been manager of communications and director of marketing at Antinori Software Inc. of Atlanta since 1990. He also wrote two golf novels and several golf-related articles for *Atlanta* and *Golf Illustrated*. The Arthur Hills-designed Golf Club of Georgia won *Golf Digest's* Best New Private Course in the U.S. award and is the second-ranked course in the state behind Augusta National.

The Fairways Group

Continued from page 31

Affeldt pointed to the Washington, D.C. area as an existing example of the type of arrangement the company envisions. Fairways currently operates three courses near the nation's capital—Prince William Golf Club and Montclair Country Club in Northern Virginia and Patuxent Greens Country Club in Laurel, Md.

Fairways also operates Countryside Golf Club in Roanoke, Va.; Monroe Valley Golf Club in Jonestown, Pa.; Shalimar Pointe Golf & Country Club in Shalimar, Fla.; Tiger Point Golf & Country Club in Gulf Breeze, Fla.; Northgreen Country Club in Rocky Mount, N.C.; Broad Bay Country Club in Virginia Beach, Va.; Marlborough Country Club in Upper Marlboro, Md.; Liberty Golf Park in Eldersburg, Md.; and Scenic Hills Country Club in Pensacola, Fla.

Fairways owns 11 of the facilities and leases one.

"We prefer ownership situations," Affeldt explained. "It provides stability. Many companies prefer strictly management situations. It's so much easier to get into the business if you don't own. To acquire courses takes capital, and not everyone has that."

Chairman of the Board Charles Staples is the company founder. He also holds the titles of president and chief executive officer.

Staples has 31 years experience in the golf industry, spending a dozen years as a head pro and superintendent at various facilities before getting into course management. He founded U.S. Golf Properties in 1978, which evolved into Fairways. A Class "A" member of the PGA of America, he has lectured widely on course management and wrote the PGA book *Buying or Leasing a Golf Course* in 1985.

Joining Staples on Fairways board of directors is Michael Shannon. Shannon was president of Vail Associates from 1985 through 1992. Under his leadership, Vail went from a \$100 million real estate/recreational enterprise in the Colorado Rockies to a \$400 million operation that is ranked among the top ski resorts in the nation. In 1992 he teamed with Henry Kravis of Kohlberg, Kravis Roberts & Co. to establish KSL.

The management team includes Affeldt, Vice President of Operations R. Daniel Mays, Vice President of Finance/Accounting Keith Litrenta, controller Eileen Moore and Director of Capital Projects Janette Schoenberger.

The management team at the course level is headed by a property manager at each location. The superintendent, golf pro or food and beverage manager holds the post, depending on who has the best management skills, Affeldt said.

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