

BRIEFS



DALY JOINS PALMER

ORLANDO, Fla. — Paul Daly (below) has been named vice president of club development for Arnold Palmer Golf Management. Daly has 25 years experience in golf having served as executive vice president and chief operating officer with Club Corporation of America, chief operating officer of Great American Clubs and president of Western Club Consultation and Management. Daly will be in charge of growing and managing Palmer Golf's management contract business and take a major role acquiring Palmer Golf's owned private clubs.



Paul Daly



David Rosow

IGG TAKES OVER WAMPONAG

WEST HARTFORD, Conn. — International Golf Group has signed a management contract with Wampanoag Country Club, founding home of the Donald Ross Society, according to IGG President David Rosow (above). IGG also owns Zephyr Spring Golf Club near Tampa, Fla., Persimmon Ridge Golf Club in Louisville, Ky., and Southernness Golf Club outside Atlanta.

SUNCOR PURCHASES GOLF & TENNIS

SEDONA, Ariz. — SunCor Development Co. and WLD Enterprises have purchased Sedona Golf & Tennis Resort, according to SunCor Vice President Thomas Patrick (below). SunCor will complete the golf cart paths, construct a permanent clubhouse and make minor modifications to the Gary Panks-designed course. Work should begin later this year.



Thomas Patrick



Richard Chulick

WALTERS ADDS GC OF ILLINOIS

ALGONQUIN, Ill. — The Walters Group has added The Golf Club of Illinois to its portfolio, according to President Richard Chulick (above). Walters' subsidiary Southwest Golf also operates Paradise Hills Golf Club in Albuquerque, N.M., and Mesa del Sol in Yuma, Ariz. Southwest plans immediate improvements.

AGC plans to expand upscale daily-fee golf course holdings

By PETER BLAIS

SANTA MONICA, Calif. — American Golf Corp. hopes to shed its image as an operator of only municipal and low-end daily-fee courses by adding more upscale properties to its portfolio over the next few years, according to the company's head of acquisitions.



Joe Guerra

"It's important for us to establish credibility by acquiring high-quality properties," said Executive Vice President Joe Guerra.

"We've been viewed as an operator of affordable golf courses. The reality

is that we operate in every segment — municipal, affordable daily-fee, high-end daily-fee, private entry-level and trade-up courses. We're similar to Marriott hotels in a way. They have several product lines among their hotels, everything from Fairfield Inns to their JW facilities. We have several product lines of golf courses."

Numerically, AGC is the largest operator of U.S. golf courses with more than 200 properties and 9,000 employees. Still, management companies in general operate less than 5 percent of all U.S. courses. Guerra sees that percentage growing.

At the same time, he foresees the number of management companies declining, with bigger operators getting bigger and smaller operators selling off their holdings as they realize the enormous returns they'd anticipated simply aren't available.

"The golf industry needs professional management services," the AGC executive said. "Between 1992-94 we saw many developers building courses. They liked the idea of building, but not necessarily the everyday operation of the course.

"AGC is not an owner of golf courses. We're a leaser and operator. We want to make a reasonable and fair profit. Our ratio of employees to customers is fairly high. You throw in uncertain weather and chemical costs, operational problems and a ton of other potential setbacks, and

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The Karsten Course at Arizona State University is one of Resort Management's college layouts.

RMA finds niche in university management

By PETER BLAIS

Resort Management of America operates three courses. The pro shops at all three were recently listed among *Golf Shop Operations* "America's 100 Best Golf Shops."

Now why, you might ask, would a superintendent's newspaper be concerned about that. Primarily because it indicates the philosophy behind one of the up-and-coming course management companies in the United States.

"My goal is to hire someone who knows more than me in each area of course operations and then get out of his or her way," said RMA President

Henry DeLozier.

In the case of the pro shops at RMA's three layouts — Arizona State University's Karsten Golf Course (GC) in Tempe, Stone Creek GC in Paradise Valley, Ariz., and University Ridge GC in Madison, Wis. — that person is Retail Director Becky Adams.

In the case of course maintenance at the three layouts, that person is Director of Agronomy Tom Regan. Prior to joining RMA, the Pennsylvania State University turf school graduate was head superintendent at Bethesda (Md.) Country Club and

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MARKETING IDEA OF THE MONTH

Partnering with hotels can increase course profits

By PETER BLAIS

ORLANDO, Fla. — By working with local hotels, a public course can add dozens of people and thousands of dollars to its marketing efforts at very little cost, according to Elaine Fitzgerald, president of a South Florida marketing firm and one of the featured speakers at Golf Course Expo held here.

"The golf industry as a whole is behind in marketing and public relations," the president of Fitzgerald Productions Inc. told a group of course owners and operators attending the *Golf Course News* -sponsored event. "That's largely because a stand-alone golf course has so few employees. A course usually has one person in a marketing position or the owner does it himself."



Elaine Fitzgerald

To overcome that situation, Fitzgerald developed a partnership between 25 area hotels and two upscale Broward County courses, Deer Creek Golf Club in Deerfield Beach and the Carolina Club in nearby Margate.

The hotels have large sales teams with combined marketing budgets totaling millions of dollars. They promote the golf program in corporate mailings, at national and international trade shows for travel agents, and on sales missions to associations and other groups.

They advertise the course in magazines and newspapers. The result for the courses is increased play by vacation

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Pebble Beach water reclamation project wins state recognition

CARMEL, Calif. — The wastewater reclamation project financed by and serving the irrigation needs of Pebble Beach Co. and its courses received the 1994 "Project of the Year" award from The Water Reuse Association of California.

The project was chosen from nominees throughout California for developing and implementing a public benefit reclamation project utilizing a public-private partnership.

The partnership includes Pebble Beach Co. plus three special district public agencies — the Carmel Area Wastewater District, Pebble Beach Community Services District and Monterey Peninsula Water Management District.

The wastewater project provides tertiary-treated reclaimed water for irrigation of golf courses and other recreational open space areas in Pebble Beach, replacing 800 acre feet of potable water previously used for these areas. The freed potable water will be split between Monterey Peninsula

communities, two Pebble Beach subdivisions and the Pebble Beach Co.'s proposed new golf course and subdivision.

No taxpayer dollars were used for financing the \$33.9 million project. Bond financing came from Certificates of Participation (COPs) issued by MPWMD. Revenues from the sale of reclaimed water will repay the bonds. Pebble Beach Co., guaranteed repayment of the COPs and any shortfall, if operating expenses of the reclamation project exceed revenue generated from the sale of reclaimed water.

The reclaimed water is transported through pipelines from the CAWD plant south of Carmel to as far north as Spanish Bay. Distribution is provided to Monterey Peninsula CC, Cypress Point GC, Poppy Hills GC, Spyglass Hill, Pebble Beach Golf Links, Peter Hay GC, The Links at Spanish Bay, athletic fields at Robert Louis Stevenson School, Pebble Beach Practice Range and Collins Field Equestrian Center.

Resort Management

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assistant superintendent at Merion Golf Club in Philadelphia.

"Tom is responsible for agronomic issues at all three courses," DeLozier said. "He's a single-digit-handicap golfer, world traveler, very critical person and stern taskmaster. He does a great job."

In fact, the main thing differentiating RMA from its competitors, — particularly the American Golfs, ClubCorps and other large outfits — is the personal attention each course receives from RMA's primary people, DeLozier said.

"We're a small firm divided into specialized talent areas such as agronomy, instruction, food and beverage. That lets us focus on our clients' needs. Personal involvement is important to me," he said.

DeLozier, 42, isn't without ability and a track record of his own. A Cornell University School of Hotel Management graduate, he has 15 years of club management and resort experience. After a brief stint as a touring pro, he worked with Seabrook Island Resort in Charleston, S.C., the Marriott Corp. and Orange Tree Golf Club in Phoenix before opening RMA in 1987.

Mike Conner, a longtime executive with Cork and Cleaver restaurants and founder of Eggery restaurants in Phoenix, became DeLozier's partner two years later.

RMA's first contract was Stone Creek in 1988. A year later, it added ASU-Karsten, which came through DeLozier's involvement with the booster group drumming up support for the layout.

"Many people thought the course would never happen," DeLozier remembered. "Pete Dye called it the worst location for a golf course in Tempe. There were parking lots, ball fields and a dump on the site. But the more people said it was impossible, the more attractive it became. It's always seemed to be that way with me. The more people say a project looks unattractive, the more things I see that I like."

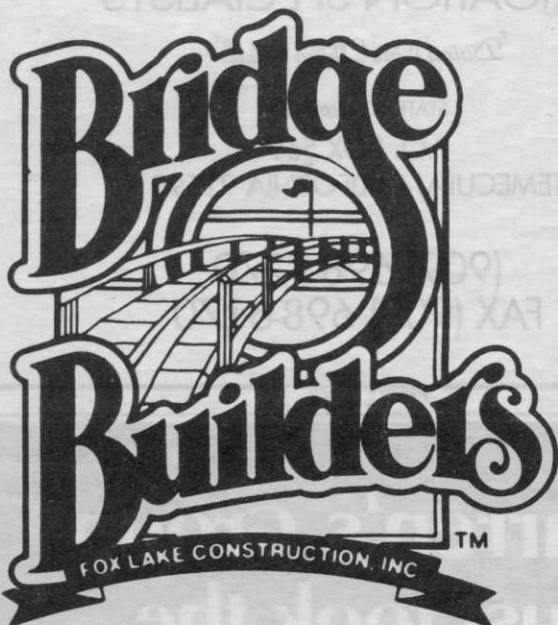
That first university course contract led to the second.

"Someone stuck his head in my office one day and said a guy on the phone from Wisconsin wanted to know if we'd run a course they wanted to build there. They faxed us a 67-page proposal that included their desire for a comprehensive instruction program, affiliation group for faculty and staff and other things we'd done at ASU. They asked us to fax examples of what we'd done at ASU and how we would balance the financial needs of operating a golf course against their desire to assure student access. We replied and were selected the preferred contractor."

With two-thirds of its courses of the university type, RMA is becoming somewhat of an expert in the operation of school layouts. The major difference between a college course and a regular daily-fee layout is the amount of work involved in getting anything done, DeLozier said. A university setting requires more committee meetings and political considerations. Small issues become big issues requiring more time to resolve, he added.

RMA has no numerical goals regarding how many courses it hopes to manage, DeLozier said. It doesn't depend solely on management contracts, but also provides marketing and financial feasibility studies, facility design, product sales, management and operational analysis.

"We're happy to do a small number of courses and watch each one develop its own personality," he said.

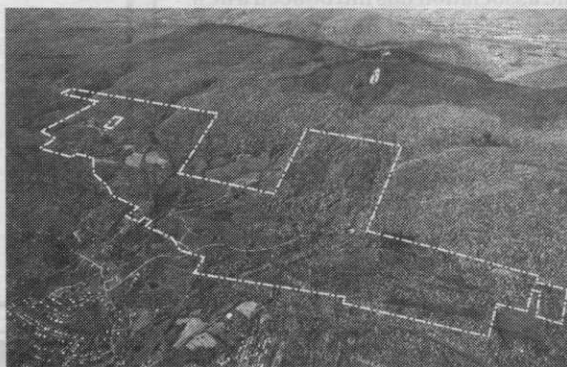


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CIRCLE #151

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The Commonwealth of Massachusetts is soliciting innovative proposals for the development and operation of **Greylock Center**, which will include a full service conference/inn, recreational facilities (including an 18-hole golf course) and environmental education programs, to be developed on 1,063 spectacular acres in the town of Adams. The Commonwealth will make the Greylock Center site available to a developer via a sale/long-term lease and will dedicate up to \$6.5 million in public funds towards public infrastructure. Greylock Center will demonstrate sustainable development and management techniques.

To receive the Request For Development Proposals, please contact:

Stephen D. Brown, Project Manager
Commonwealth of Massachusetts
Department of Environmental Management
100 Cambridge St., Room 1404,
Boston, MA 02202, (617) 727-3160 Ext. 521

Proposals must be received by June 1, 1995

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