

**NGP RELOCATES**

National Golf Properties, the real-estate investment trust established by American Golf Corp., has relocated to 2951-28th Street, Suite 3001, Santa Monica, Calif., 90405-2961. The telephone number is 310-664-4100; facsimile 310-664-6170.

**Heacock**

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mower at Candlewood Country Club in Whittier."

Heacock left Cal Poly in 1974 and took an assistant superintendent's position at Lakeside Golf Club (GC) in Los Angeles, the home course of many Hollywood celebrities. Hacienda GC in La Habra Heights hired him as superin-

tendent in 1976, but he returned to Lakeside two years later as head superintendent.

California Golf & Tennis, the predecessor to AGC, hired him in 1983 as regional superintendent overseeing the company's 21 Southern California properties. AGC expanded into New York City, Baltimore and Texas in 1984 and promoted Heacock to vice president of agronomy.

He began to travel nationally as AGC expanded from 34 to 160 courses over the next 10 years.

As the company grew, one of Heacock's major responsibilities was finding individual superintendents who could be promoted to regional superintendents capable of overseeing multiple facilities within the course clusters AGC had developed. Heacock soon

discovered that the people he recruited into those positions had many of the same strengths he possessed.

"To succeed in an executive position in a management company, regional superintendents must be able to do more than grow grass," he explained. "You need to be a management person who can grow grass."

What does that mean exactly? According to Heacock it means:

- Having formal business training.
- Being considered one of the top agronomists in your area of the country with the ability to solve agronomic problems and develop maintenance plans.
- Being able to get things done through other people.
- Having the ability to communicate orally and in writing.
- Being aggressive and energetic.
- Being a team player rather than a lone ranger.
- Understanding the whole golf business and how the agronomic function affects the entire operation.

"To be an effective manager, you have to be able to stand back and deal with the individual superintendent whose one course is his professional world," Heacock said. "You have to make him understand that everyone can't oversee an Augusta National. If you have a \$6 green fee, you have to give the customer the best \$6 course in your market, perhaps what he'd expect to pay \$8-10 for elsewhere. If you have a \$150 fee, you must give the customer a \$200 course. But you have to do it at the lower cost than your \$150 green fee competition. That's the challenge."

Heacock still spends three to four days a week on the golf course during summer, although most of his wintertime duties involve administrative functions in the office. He still considers time on the course the best part of his job. In 1996, as an interim course superintendent, he successfully hosted the nationally televised final rounds of the Bob Hope Chrysler Classic PGA Tournament on greens that had been dead just seven weeks prior to the event.

"But I know I could never have stayed at one course, unless I'd gotten heavily involved with the superintendent's association," said Heacock, who has spoken at many golf association events and is past president of the California and Southern California GCSAs. "Working [as head superintendent] at Lakeside was a great experience. But I know I couldn't go back and do that again."

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