

GB

GOLF BUSINESS



Leading with Family Values

Steve Graybill takes
reins at NGCOA

In Their Best Interest

Options for competitive
worker benefits

Look Back: 1998

Ted Horton's Enduring
Stewardship

WORRY FREE BATTERIES AND INDEPENDENT REAR SUSPENSION



©2020 Yamaha Golf-Car Company



With PowerTech AC's new Independent Rear Suspension (IRS), your players will enjoy navigating terrain with complete comfort and ease. And, with a new lead-acid Motive T875-AGM battery option, you will not only enjoy making a low-maintenance, worry free investment, but also save time because absolutely no watering is required. See PowerTech AC in action today by visiting YamahaGolfCar.com/PowerTechAC.

YamahaGolfCar.com | (866) 747-4027





Count on it.

NEW

WHAT *The new Greensmaster® eTriFlex Series
flagship electric riding greensmowers.*

MATTERS *Unparalleled, outstanding cut quality,
quiet operation, and no onboard hydraulic fluids.*



Greensmaster eTriFlex
Engine/Generator



Greensmaster eTriFlex
Lithium-Ion

MOST *Routine compliments from members
and improvements to your bottom line!*

What Matters Most to You Matters Most to Us.

The all-new Greensmaster eTriFlex Series riding greensmowers provide all the innovative features of the original TriFlex and more. The eTriFlex lineup includes a Lithium-Ion powered and an Engine Generator model, with no onboard hydraulic fluid. The new Radius Dependent Speed (RDS™) System, in combination with the Lift-In-Turn cutting unit leveling feature virtually eliminates the effect known as “Triplex-Ring”. This along with many new features provide added versatility, simplified service, and ultimately, more productivity.

Join the conversation
 **@ToroGolf**

©2020 The Toro Company. All rights reserved.

Call: 800-803-8676
Visit: toro.com/GReTriFlex



“Rain Bird has been a **huge help** for dialing in our system. They made it a much easier transition **during the restoration.**”

Stephen Rabideau, CGCS | Director of Golf Courses, Winged Foot Golf Club

Winged Foot Golf Club brought incredible precision to their irrigation.

To prepare for a major championship, this prestigious club recently completed a historic restoration. By partnering with Rain Bird, they also received hands-on help implementing new intelligent irrigation practices. From dialing-in nozzle settings in their Central Control to setting up a Rain Watch™ system that responds to microclimates, a dedicated commitment from Rain Bird made it easier for the club to protect their water source and defend their turf.

See more renovation stories at rainbird.com/RenovationPartner.



Leading with Family Values

New NGCOA President Steve Graybill's roots stem from generations of stewardship at his family's golf course.



15

In Their Best Interest

With some new federal options, small businesses have more ways to offer competitive worker benefits than they think.



48

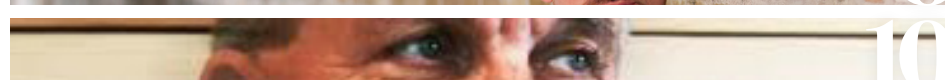


A Look Back: 1998

Since appearing in the 1998 issue of Golf Business, Ted Horton has shared an enduring stewardship.



8 Vantage Point



10 Viewpoints



13 Innovations

Tiger's PopStroke aims for family fun.



24 Sign of the Times

Royal Norwich picks up stakes, and triples membership.



32 Start Your Engines

Kemper Sports to manage a Formula One racetrack near Seattle.



44 GB Strategies

5 keys to protect your company's most valuable asset: Its people.



53 NGCOA In Action

GB MARKET 50 | GB CLASSIFIEDS 50 | AD INDEX 51



2020 Rebate for NGCOA Members



NGCOA members receive valuable incentives in our Smart Buy Marketplace including rebates on Pepsi post-mix fountain products, Pepsi bottles and cans products, and Gatorade. Pepsi also offers members an attractive equipment and service program for Fountain equipment and Bottle and Can Coolers. Plus, FREE service and preventative maintenance!



Most members save between \$300 and \$4,000 a year.

NGCOA MEMBER WITHOUT A PEPSICO ACCOUNT?

- **To participate**, contact Kelly Bisbey, National Account Sales Manager at kelly.bisbey@pepsico.com or 813.361.9583
- **Rebates** mailed twice annually (March and September)

NOT YET AN NGCOA MEMBER?

- **Join NGCOA** today at <http://www.ngcoa.org/join>
- **Become eligible** for Pepsi product rebates and take advantage of this money saving benefit to receive rebates twice annually (March and September)
- **To participate**, contact Kelly Bisbey, National Account Sales Manager at kelly.bisbey@pepsico.com or 813.361.9583

Learn more about the benefits of membership at ngcoa.org/membership, and contact Jay Andersen, Director of Membership, at jandersen@ngcoa.org or 843-471-2736 with any questions.

You must be an exclusive Pepsi customer. You cannot be contracted for any other Pepsi golf program, i.e. PGA. Rebate checks are made payable to your course and go directly to your bottom line. Your local bottler must set up your account under the National Account Parent Number 7937. Please ensure that your contract reads...PEPSI-COLA / NGCOA FOUNTAIN BEVERAGE SALES AGREEMENT.



From the CEO Vantage Point

By Jay Karen
CEO
NGCOA
jkaren@ngcoa.org

Ode to OTTAs

This Valentine's Day, on behalf of public courses, I want to let you know how we feel about our relationship. Seems we've been together for 20 years now, if you go back to our first online tee times together. And with the big merger that just occurred, perhaps now is a good time to take stock of our relationship. Have you read the book, "The Five Love Languages"? I'll use love languages as a way to communicate our issues.

Receiving Gifts

People are BIG on giving gifts as a primary love language. The gifts you've literally received from owners (through bartered tee times) include the privilege to sell access to the beautiful grounds and experiences they have crafted for their customers, access to their hard-earned brand and even access to the customers nurtured for decades. But to be honest, because a relationship needs honesty, I've been pretty disappointed in the gifts you promised courses in return. Many of the golfers you send their way don't even pay them. I mean nothing! My hope was that their bank account would see a lift from your relationship, but I really don't think they can attribute much business income to that relationship. I won't always say these things to your face (I need to work on that), but I do say them to my friends, colleagues and my association.

Quality Time

You sure spent a lot of time together when you were courting the golf courses, and that felt good. Where have you been since then? Seems you're spending all of your time these days selling your subscription program, which offers free golf at our golf courses. Or you're spending time coming up with more ways to monetize the gifts they give you. Ugh. Where

are you when I need you the most? Now I'm wondering if I really need you.

Words of Affirmation

This you do well. Thank you for telling the world how important golf courses are. When you send your sales rep our way, he sure does say the right things to make us feel good.

Acts of Service

How is it a service to when you use their brand in search engine marketing to sometimes lead customers to competitors? I see that you promote golf for 80 percent off, or even for free. I just don't understand how that's an act of service. Please tell me. I'm begging you. No, really. Tell me... I'm waiting.

It's Not Me, It's You

And what could we be doing to make our relationship better? I'm glad you asked. I think we should give you more space, for sure. I don't think a healthy relationship comes from one party giving everything but receiving little in return. So perhaps courses should give less for this to work out. I'm thinking they stop bartering tee times with you, and only pay commission for tee times they need help selling. You OK with that? Don't worry - they'll pay for the technology, tee sheet, etc. And I admit, we might have gotten a little lazy about our relationship. We plan to change that. We can't afford to be lazy, and I get the funny feeling you benefit from our laziness. 2020 needs to be the year that we invest more time and fewer gifts into our relationship.

After all, golfers need us to play this wonderful game. They don't need you. And you need us to exist. We don't need you. So, if you want this to last, things need to change. I'm willing to see a counselor. Are you? Or perhaps another, better partner will come along? Sigh. I'm counting on it. We shall see.

Happy Valentines Day.

GolfBUSINESS®

THE OFFICIAL PUBLICATION OF THE NATIONAL GOLF
COURSE OWNERS ASSOCIATION
FEBRUARY 2020
VOLUME 26, NUMBER 2

BOOTS GIFFORD
EDITOR-IN-CHIEF
BGIFFORD@NGCOA.ORG

DAVE ALEXANDER
ART DIRECTOR
DALEXANDER@NGCOA.ORG

CONTRIBUTORS
STEVE EUBANKS, DAVID GOULD,
SCOTT KAUFFMAN, SALLY J. SPORTSMAN

ADVERTISING STAFF
KELLY MACPHERSON
BUSINESS DEVELOPMENT ACCOUNT MANAGER
KMACPHERSON@NGCOA.ORG

VICTORIA LANE-WARD
ACCOUNT EXECUTIVE CORPORATE PARTNERSHIPS
VLANEWARD@NGCOA.ORG

BARBARA SEARLE
CLASSIFIEDS, GOLF COURSE MARKET
BSEARLE@NGCOA.ORG

EDITORIAL ADVISORY BOARD

WHITNEY CROUSE
BOBBY JONES LINKS, ALPHARETTA, GA
HENRY DELOZIER
PRINCIPAL, GLOBAL GOLF ADVISORS, PHOENIX, AZ
ALISON GEORGE
GENERAL MANAGER
TOAD VALLEY GOLF COURSE, PLEASANT HILL, IA
LARRY HIRSH
FOUNDER & PRESIDENT
GOLF PROPERTY ANALYSTS, CONSHOHOCKEN, PA
LAWREN JUST
OWNER, PERSIMMON RIDGE GOLF CLUB, LOUISVILLE, KY
GEORGE KELLEY
PRINCIPAL, GREENWAY GOLF, STEVINSON, CA
DAVID "ROCK" LUCAS
PRESIDENT/OPERATING PARTNER
CHARWOOD COUNTRY CLUB, WEST, COLUMBIA, SC

GOLF BUSINESS OFFICES
291 SEVEN FARMS DRIVE, 2ND FLOOR,
CHARLESTON, SC 29492
GOLFBUSINESS.COM
GOLFBUSINESS@NGCOA.ORG
PHONE (843) 881-9956
FAX (843) 856-3288

FOR ADVERTISING SALES INFORMATION,
CONTACT (800) 933-4262

Golf Business®, USPS #016-601, ISSN #10995943, is published 10 times a year in January, February, March, April, May, June, July/August, September, October and November/December by the National Golf Course Owners Association (NGCOA), 291 Seven Farms Drive, 2nd Floor, Charleston, SC 29492, (843) 881-9956. Golf Business is distributed free to qualified subscribers and is \$49 for 1-year U.S. non-qualified. Single copy and back issue price \$10 in the U.S. and \$15 in Canada. U.S. funds only. For address changes, eight weeks' notice required. The articles and other information in this publication are advisory only and are not intended to represent the views, opinions, or endorsement of the NGCOA. ©2020, National Golf Course Owners Association. All rights reserved under International and Pan American copyright conventions. The publisher assumes no responsibility for unsolicited material. Reproduction in whole or in part without written permission is prohibited. Printed in the U.S.A. Periodicals postage paid at Charleston, SC and at additional mailing offices. Postmaster: Send address changes to Golf Business, c/o NGCOA, 291 Seven Farms Dr, Charleston SC 29464.

WE ARE
GOLF



IDENTIFY AND PLACE TOP CANDIDATES

for key executive leadership positions and utilize the expertise of the PGA of America's Career Services department to align your business for success.

ExecuSearch

POWERED BY PGA

▶ pgacareerservices.org/execusearch



Addressing The Issues

By **Ronnie Miles**
Director of Advocacy
NGCOA
rmiles@ngcoa.org

Service Animal Dilemma – Need or Desire?

Golf course operators, like so many in the service industry, are facing another new challenge: customers wanting to bring loving pets with them wherever they go. In years past, it was commonly known that animals were not permitted inside businesses or on golf courses. The only exception was what were called seeing-eye dogs.

Seeing-eye dogs are easily identifiable. Today, there are new groups of animals owners feel also are protected and should be afforded the same privileges. The Americans with Disabilities Association (ADA) is the only federal organization that defines service animals protected by federal law.

Currently, in addition to service animals as defined by the ADA, there are emotional service animals and therapeutic animals. For most of us over age 50, seeing-eye dogs were the only protected animals. But today, the ADA no longer attempts to define the type of animal that can be trained and serve as a service animal, emotional service animals and therapeutic animals.

An emotional support animal is a companion animal that provides therapeutic benefits, such as alleviating or mitigating some symptoms of an individual with a mental or psychiatric disability. Emotional support animals are typically dogs and cats, but may include other animals.

Therapeutic animals provide people with therapeutic contact, usually in a clinical setting, to improve their physical, social, emotional and/or cognitive functions. Like emo-

tional support animals, therapeutic animals provide their owner services that include relieving loneliness, helping with depression, anxiety and certain phobias, but do not have special training to perform tasks that assist people with disabilities.

The challenge for golf course operators is how to limit access to animals protected by the ADA. Regardless of what category the animal may serve, businesses are prohibited from asking the customer what disability they have which warrants permitting them to bring their animal onto the property. The law does, however, allow you to ask questions pertaining to the animal. Permitted questions are:

1. Is the animal required because of a disability?
2. What work or task has the animal been trained to perform?

In addition to these questions, service animals are required to be under the control of the owner. This requires they be on leash at all times unless the disability prohibits the use of the leash. Animals must also be housebroken. If animals are found to lack the discipline of a trained service animal, business operators are permitted to request the animal be removed from the property. The guest can be denied service if they fail to keep their animals under control. The National Restaurant Association has published a list of frequently asked questions that also can be applied to golf course operations. Many states have created laws that may further define the level of protection to support animals not covered under the ADA.

The NGCOA supports all individuals with disabilities and encourages members to ensure their staff and facility are prepared to meet their special needs. Additional information and resources are available by contacting me.



NATIONAL GOLF COURSE OWNERS ASSOCIATION

291 Seven Farms Dr., 2nd Floor,
Charleston, SC 29492
phone (843) 881-9956
fax (843) 881-9958
ngcoa.org

NGCOA EXECUTIVE BOARD

Steve Graybill, President, Foxchase Golf Club
Tom Brooks, Vice President, Carson Valley Golf Course
Cathy Harbin, Secretary, Pine Ridge Golf Course
Kathy Aznavorian, Treasurer, Fox Hills Golf & Banquet Center
Jay Karen, Chief Executive Officer

NGCOA BOARD OF DIRECTORS

Rich Alden, Painesville Country Club, Painesville, OH
Mark Giustina, Tokatee Golf Club, Eugene, OR
Michael Hatch, Acumen Golf, Chesterfield, VA
Peter Hill, Billy Casper Golf, Vienna, VA
Matt Galvin, Morningstar Golf & Hospitality
Jim Hinkley, Century Golf Partners, LP, Addison, TX
Jeff Hoag, Scott Lake Country Club, Comstock Park, MI
George Kelley, Greenway Golf, Alameda, CA
Walter Lankau, Jr., Stow Acres Country Club, Stow, MA
Rock Lucas, President, Charwood Country Club, West Columbia, SC
David Pillsbury, ClubCorp, Dallas, TX
Don Rea, Augusta Ranch Golf Club, Mesa, AZ
Linda Rogers, Juday Creek Golf Course, Granger, IN
Bill Stine, Golf Enterprises, Kissimmee, FL

NGCOA ADVISORY BOARD

Ron Jaworski, Owner, Ron Jaworski Golf
Sheila Johnson, Owner, Salamander Hotels & Resorts
Bruce Lucker, President and CEO, Signature Group
Greg Norman, Chairman and CEO, Greg Norman Company
Roger Warren, President, Kiawah Island Golf Resort
Darius Rucker, Entertainer

NGCOA STAFF

Dave Alexander, Art Director, Golf Business
Jay Andersen, Director of Membership
Dave Barton, Director of Programs
Beth Bast, Creative Manager
Nancy Downie, Director of Events
Renee Flowers, Director of Marketing and Communications
Boots Gifford, Director of Education / Editor-In-Chief, GB
Brittany Hedrick, Systems Administrator
Jay Karen, Chief Executive Officer
Mike Ketterman, Director of Corporate Partnerships
Victoria Lane-Ward, Account Executive
Michelle Lee, Corporate Partnerships Administrative Assistant
Jennifer Macham, Controller
Kelly MacPherson, Senior Account Manager
Sherea Malcolm, Membership Account Executive
Ronnie Miles, Director of Advocacy
Barbara Searle, Associate Director of Membership
Thomas Smith, Director of IT



Coalition Concerns

By **Jared Williams**
Managing Director
GOLF USA TEE TIME COALITION
jwilliams@ngcoa.org

Trust Your Gut?

I have been thinking a good bit recently about the value of a round of golf. Last month's column discussed how tee times (specifically when bartered) equate to real dollar value amounts. In that same vein, I have been wondering how course operators are coming up with the perceived value of their facility.

What is the starting point for determining when to increase or decrease rates? Is the market or demand for golf influencing the change in rates? Have ameliorative changes to your facility provided justification for a rate increase? Are there events and developments in your local market that require you to dynamically price your tee sheet in ways that result in rate increase at random times of the day and days of the week?

In any event, the thing I really find myself asking: What method are you using to find the "sweet spot" on a rate or deal? Is it gut instinct or science? Do you analyze the conversion rate on tee times at the listed rack rate as opposed to twilight or any other promotions that may be advertised?

Yet, even for the GolfNows of the world, which use algorithms to find the exact dollar amount or discount percentage that is likely to influence a purchasing decision, what can be deduced from that science?

Is the golfer in love with the course or the rate? Would the golfer have booked a round at the course for that particular day regardless of the advertised discount? Does a \$5, \$10 or \$20 difference in price have a drastic impact on the conversion rate and ultimate filling of the tee sheet? To paraphrase Whitney Houston's 1985 single, as a golf course, "how will I know" if my golfers really love my course as opposed to the rate?

Generally, most courses offer a twilight rate on tee times. This usually starts at some point in the afternoon and all rates after this time are discounted by the course. Twilight is one way that the golf course can institute its own rates, but traditional twilight is not analogous to the barter times offered by a GolfNow. What is, however, more analogous to barter times offered by online tee time agents are the midday twilight times that some courses apply. These midday twilight times are discounted rates authorized directly by the course, sold on the course's website and sandwiched in between rack rate tee times. Whereas traditional twilight has no rack rate tee times available after twilight starts, midday twilight allows rack rate tee times to be listed before and after the midday twilight window.

The midday twilight may be an option for courses that see a lull in demand on a consistent basis during a specific time window of the tee sheet (e.g. weekdays at 12 p.m.)

GolfNow might sell your 11:40 tee time as a discounted barter round and your 11:30 and 11:50 tee times are offered at rack rate. A course could employ the same tactic using midday twilight.

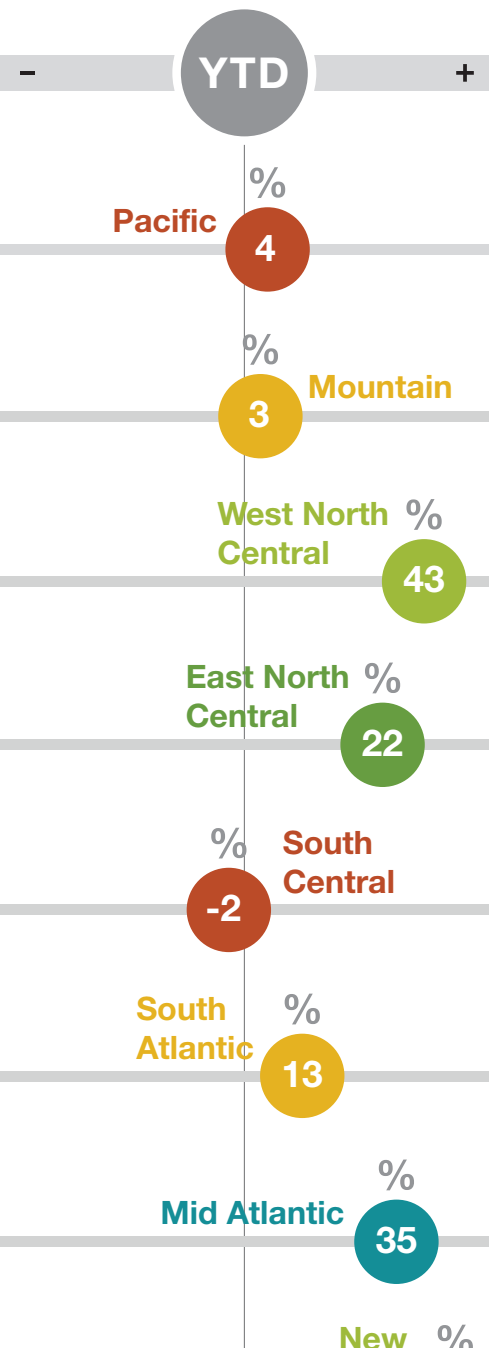
The real question is how much of a discount is necessary to influence a golfer to purchase the discounted time as opposed to the rack rate time? Could a nominal discount of \$5 improve the conversion rate? Is the industry over-discounting?

I'm really interested in hearing what different operators are doing to set their rates. For those at public facilities, are you picking a number out of the sky using your gut instinct? Are you looking at data from past years? Have you made it a scientific process and incorporated algorithms? Have conversion rates been considered? Share your thoughts.

Rounds Played

November 2019

Data percentage compared to same period last year.



ARE YOU STUCK IN THE OLD WAY OF PROVIDING HEALTH INSURANCE?

If your current employee benefits solution is
COSTLY, CONFUSING, TIME CONSUMING

Switch to NGCOA Insurance Services for a solution that is
COMPETITIVE, CUSTOMIZABLE, INTUITIVE

Upgrade to NGCOA Insurance Services and access to the best benefits around through our online insurance tool.

NGCOA MEMBERS:
Save time, and reduce costs by 10%
Get Your Free Quote Today!



Get your Free Quote Today – It's Easy!
Visit ngcoa.benportal.com

POWERED BY:



Innovation Insights

BY SCOTT KAUFFMAN

Tiger's PopStroke Aims for Family Fun



Photo courtesy Tiger Woods' TGR Ventures

which opened in 2013 as a traditional 36-hole mini-golf experience, features up-scale food and alcohol delivered to your hole, full-service restaurant called Burger Shack, 3 Scoops Ice Cream parlor, 15 big-screen televisions and a movie projector for all generations to enjoy.

PopStroke is the “refined, more modern version” of Lighthouse Cove, according to Bartoli, all the way down to the professionally designed putting courses that will be exclusively created by Woods’s TGR Design group at all future locations. The company’s first PopStroke facility opened in nearby Port St. Lucie, Florida, and the company has two others in development in Fort Myers, Florida, and Scottsdale, Arizona.

“This is a natural extension of my golf course design philosophy and my TGR Design business,” said Woods, who is a full-fledged financial partner in the business, according to Bartoli. “Our goal has always been to design courses that bring people together and are fun for golfers of all abilities and ages.”

Fresh off his inspiring Presidents Cup performance where Captain Tiger Woods helped spark the U.S. team’s comeback victory, Woods is back disrupting competitive golf. Now, the golf icon is trying to disrupt the growing tech-oriented alternative golf landscape.

With Topgolf, Drive Shack and Club Corp’s new BigShots Golf resonating with non-traditional golfers all across America, a new Jupiter, Florida-based partnership is parlaying Woods’ celebrity and passion for putting with the latest alternative golf experience called PopStroke.

Announced last October as a strategic partnership between TGR (Tiger Woods Ventures) and PopStroke Entertainment Group, PopStroke was founded by Greg Bartoli in 2018 as an offshoot from Bartoli’s Lighthouse Cove Adventure Golf concept in Jupiter. The latter business,

After the concept’s initial announcement, Woods went on to say: “Some of my happiest memories are spending time with my pops on the golf course having putting contests. I’m looking forward to others enjoying time with their kids at PopStroke. This is a new way for individuals to experience the game of golf. It’s about bringing people together.”

In mid-December, Bartoli said PopStroke was “engaged in active conversations regarding numerous future locations in the Orlando market as well as several other Florida markets” and anticipated having some official news in time for the new year.

“(Adventure Cove) really took off on the putting side and became a mainstay and destination within the community,”

Bartoli said. “It brought out people of all ages and it was fun to see – unlike Topgolf and Drive Shack, which are more geared towards millennials – five-year-olds putting with their 75-year-old grandparents. That’s really the genesis behind PopStroke. Kind of taking Lighthouse Cove and making it more technology advanced than traditional mini-golf would be.”

Indeed, one of the cooler tech-infused experiences is the patent-pending iPutt ball, which doubles as an electronic scorekeeping golf ball. According to Bartoli, the company is in the process of integrating the ball with the PopStroke app and point-of-sale network, further enhancing the overall experience. For instance, imagine having the iPutt ball transmit scores electronically to the Apple and Android-compatible app and suddenly showing up on a Jumbotron scoreboard, allowing players to compete against each other in real time like a regular pro golf tournament. Players also will be able to earn “Pop Bucks” through the PopStroke loyalty rewards app program based on how one stacks up that day against other competition.

When asked what distinguishes PopStroke from the other established alternative golf outlets, Bartoli says, PopStroke is “really about golf.

“That’s what separates us from the other businesses,” he added. “The other ones are purely about entertainment and gaming. We’re giving people the option to play golf and get a real experience out of it, while adding in the music and the technology and the food and beverage. That’s the biggest difference.”

Scott Kauffman is a golf business writer and the managing director of Aloha Media Group, and is regular technology columnist for Golf Business. You can contact him with tech news at iwritegolf@gmail.com.

For those who are on the course
well before the first tee time.

For those who are ready
for us as we hit the turn.

For those who make us
smile by making themselves
a moving target.

For them, getting paid is important.
For you, having a payroll expert to
take care of it all would be invaluable.



Deluxe Payroll
Seamless setup.
Personalized support.
Solutions that fit your business.

DFD9DPPA

THE START

NEWS & VIEWS TO PROPEL YOUR BUSINESS

By David Gould

In Their Best Interest

Small businesses have more options
for competitive worker benefits

Successful golf operations are run by seasoned leaders who hire well and train well. They assemble the best employees possible and strive to keep their team intact.

But despite how proficient such a leader may be, if their course is a standalone they'll face an uphill battle when it comes to employee benefits.

Continued next page

Preserve

the places you love to play and
support the team that makes it possible.

When you join Golf Course Superintendents Association of America, you'll ensure superintendents have the resources they need to provide enjoyable playing conditions and a sustainable future.

BECOME A

FRIEND

of the Golf Course Superintendent



Visit www.gcsaa.org/friend today to become a Friend.

For better or worse, American workers see employment as their lifeline to health care and retirement savings. Large employers turn this into a positive, packaging benefits aggressively to attract and retain coveted talent. That isn't possible for small firms, which have neither the scale nor the budgets to play that game.

The last decade or more has been a particularly difficult time for any small business to provide workers a health plan. Steadily rising costs along with complex and fast-changing regulations have posed the biggest obstacles. In the matter of retirement savings, a course's modest head count has always been problematic. Size matters to the established financial firms that make their business setting up 401(k) plans and serving as their custodian.

"There's a point at which a pivotal player in a 401(k) plan, known as the record keeper, simply won't commit," says Todd Turner, a financial advisor with Commonwealth Financial Group, in Charleston, South Carolina. "If they can't foresee a pool of invested funds building quickly to around \$1 million, they won't consider it worthwhile to get involved with your company."

The course owner who creates a family-type atmosphere and compensates generously with salary and bonuses may figure that's sufficient to recruit and retain good workers. Job satisfaction for senior people who maintain turfgrass and run the golf side of the operation may naturally be high, at least early on. The folks who manage the back office or food-and-beverage services also may find the golf environment strongly appealing, although their skill sets translate easily to other industries.

What golf courses are up against is the allure of generous benefit programs, as a relief from the financial stress workers report feeling. This is documented in research from the Employee Benefit Research Institute (EBRI), which publishes a yearly report on benefit trends and worker attitudes.

The 2019 edition of that report, which surveyed workers at companies of all types and sizes, showed that a strong U.S. economy has kept health and retirement benefits flowing, from firms that can afford them.

"Health insurance remains the most frequently offered at 78 percent," the EBRI report stated. "Followed by dental insurance at 68 percent and retirement savings plans at 67 percent."

These perks ease worker anxiety, according to the report. And yes, they look to their workplace for relief – the survey says "88 percent report that retirement savings plans contribute the most toward a feeling of financial security [while] health insurance tops the list, with 89 percent saying this contributes to financial security."

Lately, the federal government has shown it wants to help small business and the U.S. worker with this issue. Going back a decade, the Affordable Care Act was seen as a way to make health insurance so accessible that employees of smaller organizations wouldn't mind if coverage wasn't available through their workplace. That hasn't been borne out, so politicians have continued to seek solutions.

In June 2019, the government debuted a financial instrument called the individual coverage health reimbursement arrangement, or ICHRA. Compared to its two-year-old predecessor, QSEHRA, it's available to businesses of all sizes and it lets the employer scale health benefits across nine different classes. January 1, 2020, was the effective date for the new provision, so

"This is finally a way to even the playing field for small and medium-sized business."

TODD TURNER



feedback from business owners is not yet forthcoming.

Experts say the ICHRA expands on the benefits a QSEHRA plan represented and provides greater flexibility. An ICHRA allows employers to reimburse their workers tax-free for individual insurance and medical expenses. They have the choice to reimburse individual health insurance premiums only or reimburse premiums plus out-of-pocket medical expenses. There are no minimum or maximum employer contribution requirements, a key feature.

Employers offering ICHRA truly are freed from group-plan headaches around renewals, participation rates and physician networks, along with the familiar annual cost hikes. They simply decide which benefits go to which classes of employees, set monthly allowances for each and proceed on

In golf, it's important to choose your partner carefully.

No. 16 at Bandon Dunes, Bandon Dunes Golf Resort, managed by KemperSports

Turn-key services in golf course development, marketing and management.



True to the game™
500 Skokie Blvd., Suite 444, Northbrook, IL 60062
847.850.1818 | www.kempersports.com

that basis. Employees get to choose the coverage they want. That said, going the ICHRA route is best accomplished by having a professional third-party administrator oversee your plan. Experts warn that administering your own ICHRA plan is difficult and could open you up to legal liability. One large administrator sets its ICHRA fees at \$150 for initial setup, with a plan maintenance fee of \$29 per month plus \$15 per month per employee.

Den Bishop, president of the health care consultancy Holmes Murphy and much-quoted author of “The Book on Healthcare Reform,” has spoken in laudatory terms about the ICHRA option for employers. A frequent critic of government inaction on health care, Bishop expressed appreciation at seeing Republicans and Democrats both widely supporting the legislation. The employer is “no longer in the health-care business with the ICHRA,” Bishop

has said. “That’s where I think health care could go.”

Bishop’s company has partnered with the National Golf Course Owners Association (NGCOA) to provide members with discounted group-health rates through pooling, i.e., gathering up individual golf courses into a single insurance customer. Big insurers like Aetna, which is underwriting the NGCOA plan, can then extend all the perks and preferences they have long provided to big corporations, such as lower premiums and deductibles.

There also is a partnership initiative in progress for the NGCOA on retirement benefits. Triggering it was a labor department rule change, released in July, allowing smaller firms to band together to offer 401(k) plans to their workers. The rule, which took effect in September, encourages businesses

in different industries to team up for a retirement plan as long as they are located in the same geographical area or in the same industry.

“This is finally a way to even the playing field for small and medium-sized business, when it comes to offering 401(k) plans,” says Turner, whose company approached NGCOA last year offering to help golf courses form the “multi-employer” plans that the labor department’s rule supports. Turner referred to data that showed some 38 million employees of small and midsize companies do not have a workplace



Den Bishop, president of the health care consultancy Holmes Murphy and author of “The Book on Healthcare Reform.”

READY. SET. TRAIN!

ELEVATE YOUR SERVICE IN 2020



New Courses

RCSU Virtual Training is the proud Founding Sponsor of the NGCOA’s New Hospitality Center
Access your complimentary hospitality training and resources at ngcoa.org/smartbuy

QUESTIONS? Call us at 623.322.0773 or email at info@RCSUniversity.com

- Developing a Quality Workforce
- The Pro Shop Counter
- Who’s Minding the Store?
- Revenue Management for Front Line

retirement plan. In 2018, 53 percent of workers at companies with fewer than 100 employees had access to one, compared with 85 percent of workers at larger firms.

“Between cost and administrative load, the small business owner was deterred from offering a 401(k),” Turner explains. “Now they’re seeing an option with lower costs and less paperwork.”

Of course, the employer match to employee contributions remains a fairly high bar for many smaller businesses to get over. Matches have actually been on the rise: Fidelity, which manages 30 million retirement accounts, reports that the average employer 401(k) match reached 4.7 percent (of the worker’s base salary) in 2019. That’s a record

high. In the years prior to 2011, the average employer match was usually between 3 and 4 percent. And workers who study up on 401(k) performance are quite likely to read articles describing the employer’s contributions as a critical ingredient. “The match is certainly important,” comments Turner. “But even without employers putting money in, the tax advantage on contributions by the employee, plus the tax-free growth, makes this a great savings tool.”

The U.S. government has one more trick up its sleeve to support retirement savings, a bill moving through Congress called the SECURE Act. The SECURE Act would make it easier for small business owners to set up “safe harbor” retirement

plans that are simpler to administer and less costly. Interestingly, part-time workers would be eligible to participate in an employer retirement plan under the bill. The Act also would push back the age at which retirement plan participants need to take required minimum distributions (RMDs), from 70½ to 72.

The challenge of offering major benefits remains formidable for a golf operation, but the public and private sectors keep trying to ease that burden. What they’ve done so far is worth a long look from course owners who’ve been seeking to improve what they bring to the table in their negotiations with valuable workers. **FB**

David Gould is a Massachusetts-based freelance writer and frequent contributor to Golf Business.

What Gets Measured Gets Done

BY STEVE EUBANKS

It’s one of the oldest adages in business: If you want more of something, measure and reward it. But that requires a lot of work. What do you measure? How often? What are the proper rewards? And what is the right balance?

When it comes to golf retail, the Morton family – Ken, Ken Jr. and Tom – have built a sales behemoth in Sacramento by measuring every transaction from every employee, no matter how big or small. Sell a pack of tees and the Mortons record it to the salesperson’s credit. That’s why, in an age when online sales have doubled in four years while golf operators have seen hard-good sales flatten, the Haggin Oaks Super Store, situated off a busy intersection at a municipal golf course in Northern California, continues to put up breathtaking numbers.

As Ken Morton Jr. put it, “We strive to be your golf resource in every respect, whether that’s fitting you for equipment, providing instruction, helping get your grandkids into the game, planning your next golf trip. Whatever you want to do in the game, we want to be your partner and your resource. Those relationships require quality people, training, guidance and a culture that allows people to thrive.”

In hard goods that means employing professionals who meld teaching and fitting in ways that make the two inseparable.

Morton Golf employs between 16 and 20 PGA professionals, a staggering number for a company that manages 90 holes of municipal golf. Each pro is



“The compensation structure for your staff is the key to making that happen.” - Ken Morton Jr.

given a budget for retail sales and lessons and is compensated with a percentage of each that fluctuates based on their experience and where they are in the PGA of America program. Numbers are tracked on a bi-weekly basis. If the pro

misses his budget, there’s a meeting to determine why.

The Mortons have been able to maintain ridiculous retail numbers in the age of Amazon by understanding that golf clubs are an aspirational purchase. People want clubs they hit better immediately. But they also want clubs for the player they hope to be in nine months. Melding fitting and instruction gives the green-grass operator a competitive advantage.

“The compensation structure for your staff is the key to making that happen,” Morton Jr. said.

And measuring and attaching every transaction to an employee is a big part of that compensation structure. The Mortons figured that out long ago. That’s why, in the high-cost, narrow-margin world of hard goods, they continue to blaze a retail trail.

Steve Eubanks is an Atlanta-based freelance writer and New York Times bestselling author.

AVOID THE FINANCING HAZARDS

SHOOT A HOLE IN ONE
W/ FINANCING FROM
BANLEACO




BAN-LEE-CO
FUNKY NAME
UNLIMITED POTENTIAL




**LET OUR GOLF
FINANCE TEAM**
**HELP KEEP YOUR
COURSE UP TO PAR**






LOCKERS

Wood Lockers



Designer Lockers

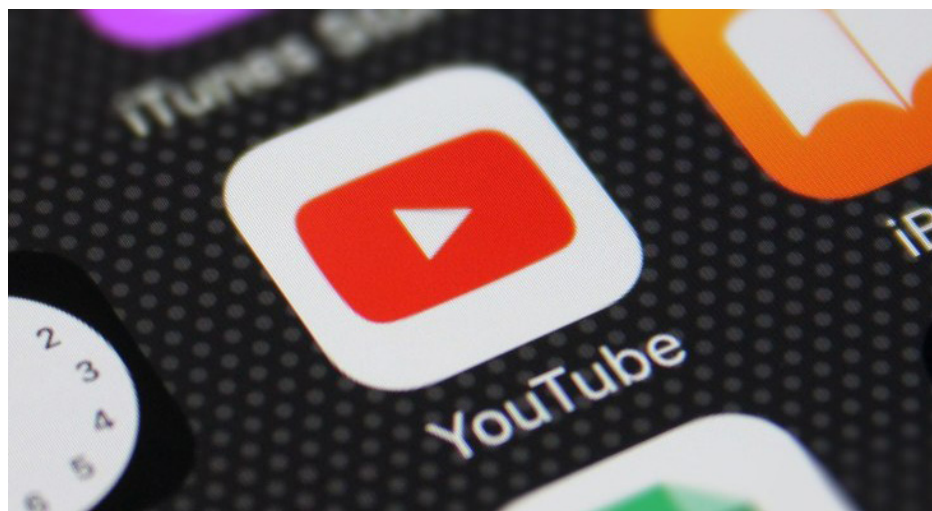


lockers.com
1-800-LOCKERS

**Call us today for a
FREE quote or catalog!**

Phone: 1-800-562-5377
Fax: 1-800-562-5399

ONLINE More golf industry news from the web



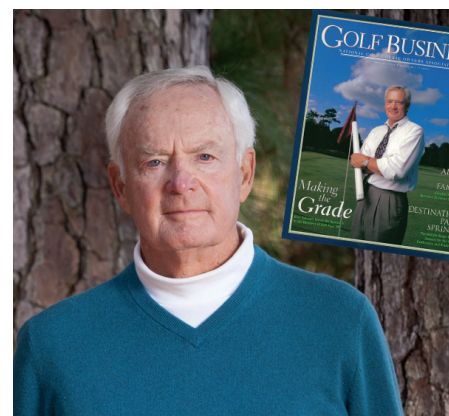
The More You Know

The NGCOA YouTube library has videos available on demand about water intelligence, creating your own video content, business strategies and more. Just go to YouTube.com and subscribe to the NGCOA.



On the Air

Catch up with the Golf Business podcasts on your own schedule. The complete library is on iTunes and at accelerate.ngcoa.org/education/podcasts.



Looking Back

If you missed this feature from the January 2020 issue of Golf Business magazine, check online at golfbusiness.com to learn about industry changes since the first cover story in 1995.



High-Tech Transformation Boosted Revenue

BY STEVE EUBANKS

It's hard to take a revenue-generating dining room out of play, especially when it's serviced by the same kitchen as the main area and requires no more than one additional server. It's even harder to spend substantial capital to turn that space into a rec room with six figures worth of technology.

But that is exactly what managers at Flat Creek Country Club in Peachtree City, Georgia did when they converted one of the club's private dining rooms into a golf simulator/entertainment area with tables and seating for a dozen people.

"It made perfect sense when you looked at usage and being able to do something different to add value," said Steve Soriano, the club's general manager. "Our members used that room primarily as a card room. So, yes, we had food service but that was nothing to add value. There were small meetings in there as well, but in terms of additional business, it wasn't creating much buzz. If we booked a wedding, for example, we didn't really need that space."

The decision to convert to a simulator room with fewer seats looked like a giant leap of faith. But Soriano says the payoff came immediately. "People stay longer, eat and drink more and enjoy themselves a lot more now," he said.

Not only has the room increased revenue per square foot, it has given the sales team an edge in the wedding business.



"It was an investment and a little bit of a leap of faith. But it was also one of the best things we've done."

- Steve Soriano

"If you're putting together a rehearsal dinner, you give the groomsmen a place to go hit balls and have a drink," Soriano said. "It's been a winner in terms of sales."

The technology more than paid for itself in the first year, and the food and beverage numbers are averaging several thousand a month more than before the conversion.

"Sure, you could keep a board room for small functions or meetings," Soriano said. "Or you can create an entertainment space that becomes a destination in your clubhouse."

"Plus, we wired cable (television) into the system so that if it's not being used as a simulator, you can put football games or movies on in there," Soriano

said. "Now we can have special events – viewing parties, things like 'parents night out' where mom and dad have dinner in the main dining room and we put a movie on that screen and close off that space for the kids."

"It's just opened up a world of opportunities. From a business perspective, yeah, it was an investment and a little bit of a leap of faith. But it was also one of the best things we've done."

Steve Eubanks is an Atlanta-based freelance writer and New York Times bestselling author.

English golf professional Ian Poulter hits out of the bunker at the Royal Norwich.



© 2020 Photo by Royal Norwich



By Scott Kauffman

Sign of the Times

Royal Norwich picks up stakes, and triples membership

When Royal Norwich Golf Club removed its club flags for the final time and closed its clubhouse doors last September after being in business for 125 years, the club made history. Not from the mere closure of the place or anything achieved during its storied centuries-long past. Rather, the private English establishment situated 2½ hours northeast of London, made its memorable mark when it became the world’s first Royal club to close – and relocate. To be sure, these turn of events are extraordinary by any golf terms with such a long rich history.



NGCOA Thanks Our GBC20 Sponsors

Premier Sponsor



Presenting Sponsors



Participating Sponsors



Supporting Sponsors



General Manager and Director Phil Grice

Time is the most precious thing we have and never before has this commodity been so precious and so under pressure.”

- PHIL GRICE

Yet what makes this story even more remarkable is the resurrection of Royal Norwich into a contemporary private club focused on leisure and hospitality, and one now thriving with a community of newfound customers and members where families, females and millennials are at the forefront. Indeed, modern-day Royal Norwich looks nothing like the stodgy golf club tradition of ye olde.

Sound like a familiar golf club business story? As it turns out, the same revolutionary experiential and demographic changes sweeping up private U.S. clubs from coast-to-coast is not a business phenomenon exclusive to America.

Leading the relocation – and revolutionary changes in Royal Norwich’s club culture – is General Manager and Director Phil Grice. As Grice describes it, the old Royal Norwich business model was in line with England’s golf industry figures, showing 11-12 years of annual declines and not proving to be too “customer focused.”

“The business was unsustainable,” says Grice, who is chairman of the Golf Club Managers Association, a Bristol, England-based organization with some 1,800 members from the United Kingdom. Exacerbating membership matters was the reality the one-time peaceful and enjoyable heathland course on the edge of the city became a tight layout surrounded by busy sprawl and split in two by an arterial road.

Sadly, the course awarded Royal patronage by the then-Duke of York George (and future King) was no longer in favor and the aging clubhouse, membership and outdated mentality were leaving Royal Norwich “cut adrift,” Grice notes.

So when the opportunity arose to sell the site for residential development and relocate out of town, completely redeveloping an existing course and clubhouse at Weston Estate, Royal Norwich leadership and members made the momentous decision to move. As it turned out, the relocation was far more than just a chance to build a new clubhouse or “Stables” as Royal Norwich calls it, and a world-class course designed by Ross McMurray of European Golf Design.

What’s emerging is an entirely new cutting-edge club, with a bold people-centric vision and innovative marketing strategies that include points-based or “bite-sized” member-

ship levels designed for the younger generation not so keen on the one-size-fits-all world of old.

Grice says Royal Norwich management is taking the top-down as to what they can do and a “bottom up approach as to what people actually want.”

Grice went on to say: “We’ve looked at the technological world, we’ve looked at the time-based world, we’ve looked at what youngsters and families want and what fits today, more so than telling them what we offer and hoping they want it.”

Grice notes other integral parts of the club’s turnaround, of course, are the exceptional club amenities and facilities the club is committed to building and maintaining, including a Turf Care Centre of Excellence.

“Whilst it’s unusual for a golf club to move, for an older established club to move, it’s incredibly rare,” says Grice, when asked in December how unique is the Royal Norwich business story. “Then, to not only move but to make the step change and move to a new model and outlook, is off the charts rare. ...

“(Your magazine) getting in touch is evidence of how far the message has traveled. Just last week we hosted a group from Russia who came to look at the new facilities. But the change we are most proud of are the cultural changes the membership has embraced.”

To say it’s being well received is an understatement. Since the new course opened in mid-September and the Stables opened its doors a month later, Royal Norwich now numbers some 1,300 members – more than tripling the club’s membership from under 400 members in a little over two years with a small marketing team, Grice adds.

Interestingly, Grice will tell you the successful cultural changes at Royal Norwich – embracing a more youthful, inclusive private club membership profile – aren’t being widely embraced at other clubs in Great Britain.

“I see a lot of clubs who are

EXCLUSIVES



GolfBusinessConference.com

SAVE THE DATE
ORLANDO • JANUARY 25-27, 2021



NGCOA

NAME: Steve Graybill

TITLE: Owner

COURSE: Foxchase Golf Club

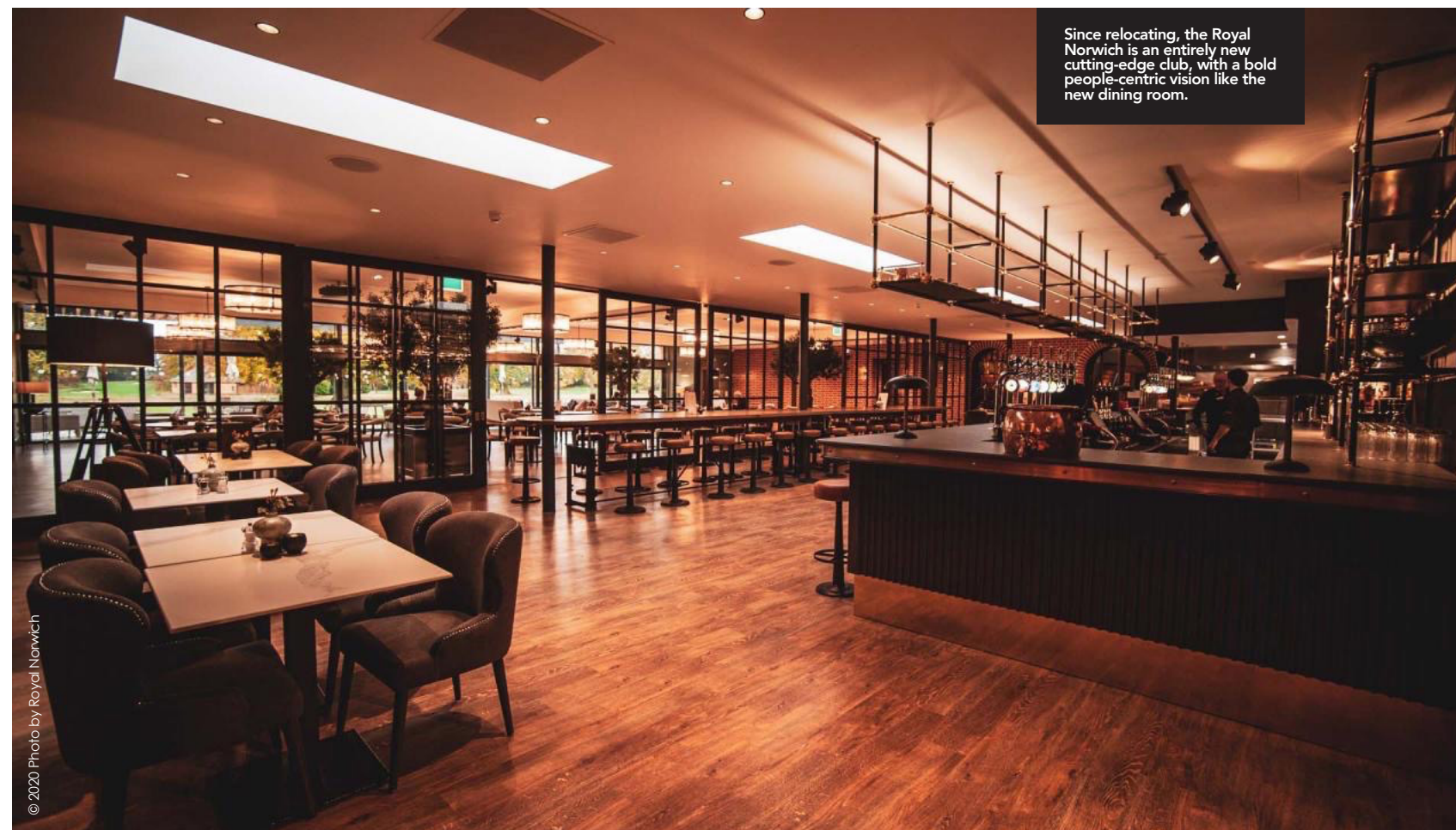
LOCATION: Stevens, PA

COURSE TYPE: 18 hole, daily fee

NGCOA MEMBER SINCE: 2001

FAVORITE NGCOA MEMBER BENEFIT: Attending Golf Business Conference!
I catch up with friends, learn what's working for their golf businesses and take ideas back to my own business.

My Course, My NGCOA
Join today at ngcoa.org/MyNGCOA



“I see a lot of clubs who are trapped with a poor offering and something they feel they cannot change for fear of the unknown.”

- PHIL GRICE

trapped with a poor offering and something they feel they cannot change for fear of the unknown,” Grice says. “It’s my opinion that ‘inclusive memberships’ where you have one fee and play as much as you like are becoming outdated.

“They cater for the large part of the

current market, but I do not believe they are fit for purpose for the future. They will always play a part in the customer journey, but they no longer dominate the future needs of golfers.”

One type of membership really resonating at Royal Norwich is the creative points-based membership plan that gives people of all ages the ultimate flexibility.

“Everything we have developed is cross referenced with time,” Grice notes. “Time is the most precious thing we have and never before has this commodity been so precious and so under pressure. No one starts work at 9 and finishes at 5 anymore. The whole family unit shares the workload and have more pressure on quality time so giving more bite-size opportunities to use the facilities or use us for ‘time out’ has been a key cross reference.”

Grice adds flexibility must be fundamental to everything being offered today, and the club’s points-based mem-

bership is the “stepping-stone between promiscuous golf and membership.”

“Today golfers are at their desks or with friends and they look online to find a game or a course with a deal for the weekend,” he says. “They have been brought up to be promiscuous golfers. They are part of a generation who wonder why anyone would want to be loyal to one club, and why would you want to play the same course over and over?”

“Sounds a bit like the sixties! I believe times are changing and offering the points-based scheme is a halfway house. You get the benefits of membership; you get great value; you get to come into the community, and you start to feel a part of something. ... our family/community.”

Perhaps it’s part of yet another long rich history in a club known as Royal Norwich. 🏌️

Scott Kauffman is a golf business writer and the managing director of Aloha Media Group.



The signature Belfair 1811 Grille bar was expanded and received an updated design

South Carolina's Belfair Makeover INCLUDES FOOD AND FUN

By Scott Kauffman

There is nothing low-key about the amenity-rich nature of the Lowcountry private golf community, Belfair. Less than a year after embarking on a \$12.5 million round of capital improvement projects highlighted by a major outdoor dining expansion at its clubhouse, the private club was dusting off its latest round of best-in-class dining facilities and newly enhanced amenities at the reimagined Sports and Activities Campus.

After opening 24 years ago, Belfair, a low-density development on 1,100 acres in Bluffton, South Carolina, just five miles from Hilton Head Island, quickly became known for its pair of highly acclaimed Tom Fazio-designed courses. But the most recent club enhancements and new attractions designed by Atlanta-based Kuo Diedrich Chi Architects further proves where the future of private club membership is going: food, more food, and lifestyle-oriented places from family-friendly pools to health-and-wellness centers to indoor-outdoor gathering spots for people of all ages.

When Belfair completed the initial phase of club improvements a year ago, members celebrated a new four-season dining sun-room with an expanded veranda and fire pit, an indoor-outdoor bar, and a screened porch with retractable electric screens. Belfair

said the scope of the 2018 expansion resulted in an additional 2,000 square feet of space, increased cover capacity for 60 people and a larger fire pit that accommodates up to eight people. The signature Belfair 1811 Grille bar was also expanded and received an updated design

"Our outdoor dining expansion has been very popular with the members," Belfair Property Owners Association president Ray Pilch was quoted as saying at the time. "We wanted the ability to experience the wonderful views of the marsh and the river in a relaxed, yet sophisticated environment and are very pleased with the result."

According to Pilch, Belfair immediately gained a 20 percent increase in revenues and diners when the new venues opened in December 2018. With the completely revamped Sports and Activities Campus, Pilch said it shows yet another major effort in being the "premier community in the Lowcountry."

Going into the new year, Diedrich said Belfair's Sports and Activities Campus was "booming" with peak season membership activity, particularly at the expanded Wellness Center that now features more group exercise studios, expanded cardio and fitness training areas and equipment and new locker wing with massage rooms. Other popular new sports and activities-related attractions/amenities are a new social hall building for clubs to meet or private parties to use; dedicated new tennis lounge and pro's office; and upgraded family-friendly pool that features a children's splash pad and landscape and shade structures for the southern heat.

Additionally, the indoor pool was completely renovated with a new roof, fenestration, finishes and dedicated bathrooms and showers, and a new and inviting social and cultural center with a variety of outdoor amenities is being master planned and landscaped.

Last but not least, Belfair members also gained another popular new dining destination called the Bistro. Described as a "sophisticated casual" venue, the Bistro is the hub of the new community center and serves casual fare in both indoor and outdoor environments.

To no surprise, this ongoing trend of serving up sophisticated food and beverages in a casual yet elegant setting is already proving to be a hit at Belfair. According to architect Mark Diedrich, the Bistro had a "very successful first couple of months business" after opening last October with waits both in the afternoon and evening hours.

For instance, in one busy stretch last December, the 32-seat restaurant did over 250 covers in one day. That, by no means, is any low-key day of Lowcountry hospitality.

HWA

888-324-5020

Hilda W. Allen
real estate, inc



**HAPPY
NEW YEAR**

New Decade, New Year, New Investments...

Heatherwood Hills Country Club
Birmingham, AL

Oakwood Golf Club
Lake Wales, FL

Pine Ridge Golf Club
Beverly Hills, FL

Confidential Listings
Florida

Cross Creek Country Club
Mount Airy, NC

Mount Mitchell Golf Club
Burnsville, NC

The GC at Hilton Head Lakes
Hardeeville, SC

Skyland Lakes Golf Club
Fancy Gap, VA

Stonewall Golf Golf Club
Gainesville, VA

- **Brokerage**
- **Accelerated Marketing**
Discreet and Confidential
- **Consulting Services**

- **Acquisition Advisors**
- **Property Evaluations**
Value, Potential Value

HildaWallen.com

VA Lic#0225100045, 0226010231; FL Lic#: BK3036361, CQ1019764, SC Lic #1334 GA Lic # 46193, 16764, NC Lic#: 193434, C14312; AL Lic#000069831, 000075072

Keith Pope, founder of Pope Golf and Pope Properties in Sarasota, Florida, checks out the course construction under way with project manager Rob Buege.



© 2018 Photo by Alan Mestel

Living the Life(Style)

Pope Golf Finds Game's Future Outside Of Golf

By Steve Eubanks



Keith Pope, founder of Pope Golf and Pope Properties in Sarasota, Florida, is celebrating his 38th year in the golf business by encouraging operators to branch out beyond the game.

"The future of the golf business is developing lifestyle management outside of golf," Pope said.

He should know. The Florida native has seen the business from every side. He started his career as an assistant pro in Jacksonville, Florida, then earned his first head professional job at the municipi-

“You can bundle golf as part of an overall lifestyle package. But expecting golf to drive things, those days are gone.”

- KEITH POPE

pal course at Fernandina Beach. From there he moved to Arizona to open Troon North.

“I was with Dana Garmany at the beginning of Troon Golf,” he said. “So when you think about it, I was part of the staff that really changed golf. Prior to Troon North, you either played a private golf course, a municipal golf course or a resort. We changed that with the first really upscale public course. We opened the doors charging \$100 a round when you could play the best public golf course in Florida for \$30. A lot of people wondered who on earth was going to pay \$100 for a round of golf. But Troon North was full from day one.”

That upscale daily model, along with shifting demographics and societal attitudes, continues to transform the game in ways that few in the industry have completely grasped.

“A lot more people who live in golf communities do not belong to the golf club than those who do belong,” Pope said. “If you think about it today, a golf community that has 300 homes does not have enough residents to support the club. But when those communities were built, people said: Why would anyone live in here if they don’t belong to the club?”

That thinking seems silly today but there are countless older clubs strug-

gling to overcome that original model.

“I do think you’ll see older golf courses with capital needs continue to close,” Pope said. “In places like Florida where thousands of residents are moving in every day, the cost of land is making golf less economical. So I expect more of them to go away. I also don’t think you’ll see too many new golf courses being built unless they include a lot of the lifestyle amenities that people want. You can bundle golf as part of an overall lifestyle package. But expecting golf to drive things, those days are gone.”

Lifestyle bundling, which Pope believes is golf’s only path forward, includes many things that traditional operators never considered.

“Today I have 12 golf courses, two consulting agreements, and one course under construction,” Pope said. “But I have a total of about 60 properties where I manage homeowners’ associations where there is pickleball, pools, heath clubs, restaurants, clubhouses, that sort of thing. We manage all of those. The lifestyle component drives the business.

“Look at all the different businesses you have (if you’ve managed) golf. You have food service, so you’ve run a restaurant. You have a golf shop so you’ve run a retail outlet. You’ve maintained an outdoor sports area, and we manage a number of sports complexes now as part of our community management. You’ve got five or six different businesses within the golf business that allows you to branch out and do other things. For example, we manage a number of full-service spas. We have a lifestyle department within our company that does nothing but handle the lifestyles within the communities we manage. To have everything under one umbrella where we can manage the community amenities, the community activities, the HOA along with the golf. That’s a great advantage.

“There are other people who manage community golf but they don’t do the other things – the lifestyle man-

agement within the community. That separates us. We talked to a group here recently about managing an ice-skating rink, which makes sense because we’re really in the lifestyle and entertainment management business. That fits our model.”

Pope believes his model is not just the future of golf management, it might be the business’ salvation.

“Look, I have 25-year-old twin boys,” he said. “They’re not going to be members of a (golf) club. You have to give people reasons beyond golf to belong.

“What clubs need more than anything today is my lifestyle department. You have to give people a reason to be engaged with the club. In our bundled golf communities, we might have as many as 60 or 70 different types of clubs within each community. We host signature events quarterly that are over-the-top parties for the people within our communities. We put on healthy lifestyle events where we bring in a nutritionist and a cardiologist and other folks to talk to people. We will bring in different people every month. Those kinds of clubs fill up.

“If you’re at a club and you don’t have resources to put in a fitness center, you don’t have to do that. The idea is to have fitness activities that may or may not correspond to a fitness center.”

Pope, who moved from Arizona to Colorado to Florida to Hawaii while with Troon, has no ambitions to expand his operations beyond the southeast. There is plenty of business between Orlando, Tampa and Naples. He has one club he leases in Asheville, North Carolina, but that is as far from home as he ventures.

But his experience had led to a philosophy that transcends geography. Pope knows in his heart that providing services outside of golf is the only way to save the game and many of its cherished courses. **FB**

Steve Eubanks is an Atlanta-based freelance writer and New York Times bestselling author.

BY STEVE EUBANKS

Kemper Sports To Manage Race Park



Those who have spent their lives in the business are quick to tell anyone how nimble, diverse and transferable golf skills are when it comes to other industries. Restaurant management, retail sales, landscape architecture, agronomy, facility maintenance, accounting, marketing, communications – the list goes on.

Find someone who has successfully managed a golf course and you will see a renaissance person, a jack-of-all-trades who is pretty good at it all.

Extrapolate that theory to golf management companies and the theory can apply to almost anything – hotels, malls, theaters, you name it.

Kemper Sports appears to be testing that premise. The Chicago-based golf company has signed on to be a management and sales partner with Circuit of the Northwest, a Formula One racetrack near Seattle. While golf is slow and quiet – the opposite in almost every respect from auto racing – the

units that drive cash flow are relatively similar. There will be hospitality and membership sales, since the 2.6-mile track has a “private club experience.” There also are stringent maintenance requirements for the facility’s 232 acres.

“We’re excited to partner with Kemper Sports, which helps support our vision to create an exceptional experience that connects the thrill of racing and motorsports with our members and their guests,” said Brian Nilsen, owner and founding member of the Circuit of the Northwest. “Kemper Sports’s expertise in the management and hospitality industry will prove beneficial as we secure members and create a world-class experience.”

Ground broke in October and membership sales are underway. Like most racetracks, Circuit of the Northwest will feature multiple hospitality outlets as well as an RV park. It will host concerts and go-kart races, amateur “experiences,” where for several hundred dollars you can don a fire-retardant jumpsuit and drive a not-quite-up-to-top-speed racecar, and some other events where its location (with views of Mount Olympia) make it attractive.

Granted, a fleet of golf carts and standard liability insurance for the occasional stray golf ball are a lot different than managing a high-octane Formula One track where a fiery crash is always one flinch away. But the general principles of facility management and membership sales are the same.

This is a lesson for operators of all stripes. Limiting yourself to golf often limits your growth potential. If you successfully manage a golf course, you actually manage multiple businesses and have invaluable expertise in numerous areas. Think of yourself as a manager and marketer of entertainment venues with restaurant and retail operations. It will broaden your thinking, your experience and most importantly, your earning potential.

“The Circuit of the Northwest will be a game changer for racing enthusiasts across the Pacific Northwest, giving them a destination like no other in the country,” said Kemper Sports CEO Steve Skinner, even though this is Kemper’s first racetrack. “Our team is working with the ownership team to develop an unmatched racing experience and building the club membership while our sister-agency, KemperLesnik, is guiding the Circuit of the Northwest brand through public relations, sponsorship sales, branding and digital marketing strategies. We are very excited to work with world-class partners, Brian Nilsen and the Joel Cohen Group, to introduce the Circuit of the Northwest to the Pacific Northwest and the motorsports community.”

“The Circuit of the Northwest will be a game changer for racing enthusiasts across the Pacific Northwest.”

REDUCE YOUR CREDIT CARD PROCESSING FEES

 Rates as low as .05%*



Accept EMV/NFC
(Apple Pay, ETC.),
Checks and more



Process credit cards on
your smartphone



Next Day funding with
weekend settlement

- ✓ FREE Credit Card Terminal Placement Wireless/Landline/High-Speed/Dial-Up
- ✓ Easy setup (with no setup fees and quick approvals)
- ✓ Seamless integration with your current POS
- ✓ \$295** towards your early termination fee (if you have one) with your current processor
- ✓ Access to Payments Hub – our secure, online merchant portal
- ✓ Free paper**

COMPATIBLE WITH
GAS CARDS



WRIGHT EXPRESS
FLEET CARDS
VOYAGER
AND MORE...

FREE NFC & EMV-READY
TERMINAL & PIN PAD
OR WIRELESS
TERMINAL



OPTIONAL PROGRAMS:

NON-CASH ADJUSTMENT

Eliminate up to 100% of your
credit card processing fees!

NAB makes it easy to offset your credit card processing
fees with our non-cash Adjustment.

POINT OF SALES SYSTEMS

Recommendations, Solutions
& Integrations

GROW YOUR BUSINESS. PARTNER WITH NAB TODAY!

866.481.4604

NorthAmerican
BANCARD

WWW.NYNAB.COM

©2019 North American Bancard is a registered ISO of Wells Fargo Bank, N.A., Concord, CA, and The Bancorp Bank, Philadelphia, PA. American Express may require separate approval. *Durbin regulated Check Card percentage rate. A per transaction fee will also apply. **Some restrictions apply. This advertisement is sponsored by an ISO of North American Bancard. Apple Pay is a trademark of Apple Inc.



MULTIPLES

Small Operator Gives Black Eye To The Industry

By Steve Eubanks

UNITED STATES DISTRICT COURT
DISTRICT OF MASSACHUSETTS

UNITED STATES OF AMERICA
v.
(1) KEVIN M. KENNEDY,
(2) KENT S. PECOY, and
(3) JASON PECOY,
Defendants

Criminal No. 19-300 58 -MGM

Violations:

Counts One Through Three: Theft Concerning Programs Receiving Federal Funds; Aiding And Abetting
(18 U.S.C. §§ 666(a)(1)(A) and 2)

Counts Four Through Seven: Wire Fraud; Aiding and Abetting
(18 U.S.C. §§ 1343 and 2)

Counts Eight Through Eleven: Engaging In Monetary Transactions In Property Derived From Specified Unlawful Activity; Aiding and Abetting
(18 U.S.C. §§ 1957 and 2)

Counts Twelve Through Nineteen: Money Laundering; Aiding and Abetting
(18 U.S.C. §§ 1956(a)(1)(B)(i) and 2)

Count Twenty Through Twenty-Three: Filing A False Tax Return
(26 U.S.C. § 7206(1))

Count Twenty-Four: Conspiracy To Defraud The United States
(18 U.S.C. § 371)

Forfeiture Allegations:
(18 U.S.C. § 981(a)(1)(C) and 28 U.S.C. 2461(c) and 18 U.S.C. § 982(a)(1))

“I will never steal from you, and here’s how you can be sure of it.”

INDICTMENT

It should go without saying, but crime never pays. And in golf – a cottage industry that has outgrown the cottage but is still hesitant to remodel – the stain of criminal behavior tends to spread, often blemishing the innocent along with the guilty.

In December, a Massachusetts grand jury indicted Kevin Kennedy, owner of Kennedy Golf Management, with three counts of theft, four counts of wire fraud, eight counts of money laundering and four counts of filing a false tax return – all stemming from what the state alleges was Kennedy’s pilfering green fees and cart revenues from the city of Springfield.

The alleged scam was simple: Kennedy would either not ring in green and cart fees or he would code the transactions differently. Supposedly this happened on both of the city of Springfield’s courses – Fanconcia Golf Course and Veterans Memorial Golf Course – over a period of seven years from 2010 through 2016. Kennedy is alleged to have traveled lavishly and built two homes with the proceeds, which caught the attention of state and federal tax agents who realized that the golf pro’s means didn’t match his lifestyle.

As idiotic as these kinds of situations appear, they are far too common, not on as grand a scale as Kennedy’s alleged crimes, but when an assistant pro making far less than a FedEx driver shows up in a BMW, red flags should fly throughout the industry.

But for every bad apple, there are a hundred quality operators who will do right by any municipality that hires them. That provides a target-rich opportunity for those willing to put themselves under a microscope.

The best way for a small management firm to build business is to show an owner or municipality a foolproof plan for minimizing internal theft. There are plenty of cloud and tablet based systems for capturing revenue. Most make it very difficult for the average behind-the-counter employee to steal. There are also independent auditing services that will verify the books on a regular basis for a nominal fee.

Golf is a game of integrity, a sport that relies on self-policing. The industry should do likewise. Earning opportunities abound for those operators who can go before a board or a city council with a simple message and plan: “I will never steal from you, and here’s how you can be sure of it.”



Foxchase Golf Club co-owner Steve Graybill will steer the National Golf Course Association board of directors for the next two years.

Leading with Family Values

Steve Graybill takes reins at NGCOA

On a recent October morning, Foxchase Golf Club co-owner Steve Graybill was pulling photos off the trail camera that monitors excess land adjoining his central Pennsylvania golf property when he noticed a big buck. The buck was part of a growing deer population and Graybill thought it was worth showing his dad, Art, so he called him over to the course office to take a look.

Graybill, nursing a herniated disc at the time, mentioned it was going to be a nice day and suggested his father go hunting on the eve of his 91st birthday. Graybill asked his father to meet him around 2 o'clock with a pole saw and some loppers and he would help carve out a crossbow hideout before he left for his doctor's appointment.

"I told Pops all he had to do was back his 4-wheeler in the bushes and just sit there," Graybill recalls "So, he did, and I went off to therapy. Later that day my phone rings, and he says, 'Hey I shot your buck.'"

Not only was the buck the largest Graybill ever shot, Pops got profiled with the 8-pointer in the local Lancaster, Pennsylvania newspaper network and received 5,000 likes and 100 comments on the Pennsylvania Whitetails

Instagram account. The next day, Graybill celebrated his birthday by shooting 5 under his age – 86 – on the family's par-72, 6,607-yard layout.

It was a fitting end to 48 hours of family-oriented Foxchase fun. Indeed, with the daily-fee course now under control of the second generation of Graybills, Foxchase has been a family affair in every sense of the word for Steve Graybill, who just took over as board president for the National Golf Course Owners Association (NGCOA).

The younger Graybill, 58, joked he hasn't shot any big bucks lately and certainly won't shoot his age any time soon, but the modest single-course owner (SCO) was glad to share in his family's recent golf-related glory.

"We had so much fun with the whole thing and to be 91 and still going at



"Steve represents the type of member for which NGCOA came into existence over 40 years ago."

**Jay Karen,
NGCOA CEO**

it.," Graybill adds, "What a blessing it's been for both of my parents. My mom still golfs and she's 90!"

The real blessing is the fact Graybill's prime Pennsylvania property continues to thrive after five generations of family stewardship. At least that's one way to describe the estimated 210 acre-golf property perfectly situated a few minutes off the Pennsylvania Turnpike midway between Philadelphia and the state capital of Harrisburg.

If there's any question as to how well the former dairy farm is doing as an upscale public course, just visit the property on any given lunch hour during the week when the clubhouse restaurant is bustling with local business professionals and retirees, and the newly improved Double D Grubbery situated behind the clubhouse is serving up slow-cooked

burgers, wraps and other casual fare to golfers and patrons enjoying the indoor-outdoor setting.

To be sure, like so many other successful public and private golf facilities evolving into multi-dimensional destinations, Foxchase and its peaceful well-manicured greenspace also does a brisk business as a popular wedding and events venue. In fact, one of the regular Friday events is the hugely popular 'Brew and Q' outdoor party when the first hole of Foxchase is closed off, a mobile smoker is brought in for a celebrated regional barbecue chef and craft beer/BBQ foodies literally fly in for the festivities on their helicopters, small planes and ultra-lights, according to Graybill.

When it comes to the day-to-day business, Steve Graybill, an avid golfer



Golf BUSINESS™
PODCAST

Listen to, subscribe to, or download all the Golf Business Podcast episodes



Listen now!
ngcoa.org/podcast



NGCOA

Thanks to Our Executive Partners

NGCOA Executive Partners generously support NGCOA and our mission, so we can help golf courses succeed.



[NGCOA.org](https://ngcoa.org)

START
\$AVING
NOW

Smart Buy Marketplace

VISIT
NGCOA.ORG/SMARTBUY
FOR DETAILS

NGCOA members get exclusive discounts, rebates and value-added packages from leading suppliers.
 Not a NGCOA member? Visit ngcoa.org/join now to learn more and join to access these and other members-only benefits.

Stephen Graybill and his father, Arthur.

“We really built a relationship with [Arnold Palmer] and his staff that we kept up ‘til the day he died.”

Steve Graybill

routinely playing to a single-digit handicap, oversees the turf and golf shop operations. His cousin, Doug Graybill, who comes from the family’s longtime grocery store business and serves as a board member with the Lancaster County Restaurant Association, oversees Foxchase’s hospitality-related businesses. The cousins, along with their fathers, built the course in 1991 and purchased the business from their fathers outright 10 years ago.

Graybill credits his start in golf thanks to his deceased Uncle Donald’s terminally ill wish to meet Arnold Palmer. Graybill said he was fortunate to be along when the wish was fulfilled during a former Senior PGA Tour Bell Atlantic Classic played in Malvern, Pennsylvania.

As fate would have it, there was a rain out during the tournament and what Graybill and his uncle originally expected to be 10 minutes with the sports legend ended up being an hour and eventually led to an invitation to visit Palmer at Latrobe Country Club, the private club his family still owns.

“We really built a relationship with him and his staff that we kept up ‘til the day he died,” Graybill says. “It was really a cool thing. I was so taken by his

graciousness coming away from that first meeting with him that the switch was just flipped. The family played golf and were passionate about the game, and I just said, I want to get into golf. It was powerful.”

And now that he is the new president of the NGCOA, Graybill would like to see the association become a more powerful voice for fellow SCOs and other mom-and-pop operations seeking guidance in the coming decade(s). And that’s not to discount the membership value of high-profile national golf management companies or smaller multi-course operators.

One idea Graybill has is perhaps starting an expert advisory panel of some kind allowing owners to call up or email at will in a more private fashion and fire off questions affecting their businesses or future.

“Let’s say you’ve been in the business 30 years and you want to sell your golf course,” Graybill explains. “How do you go about that? Or maybe you need advice on how to bring in the next generation of owners. We should be able to be the go-to, where you’re going to call us so we can help guide you through that process. ...

“The MCOs (multi-course operators)

are in their own bucket. The SCOs really are the meat and potatoes of our business. Obviously, we want everybody to come in, but the best opportunity to grow our membership is in that arena.”

NGCOA chief executive officer Jay Karen couldn’t be more thrilled with the association’s newest top officer.

“Steve represents the type of member for which NGCOA came into existence over 40 years ago,” Karen says. “A family that pours its heart and soul into the business. Steve, as much as any member I’ve seen, is the guy who always shows up when called upon. Associations rely on the ‘currency of involvement’ to work, and Steve has always been generous with giving to the organization.

“And what I like to see as well is that he extracts as much joy from anyone I’ve seen from both operating the golf course and by being a volunteer in the NGCOA community. When your heart is in the right place and your moral compass is in the right direction, as is the case with Steve, you know the organization will be in good hands.”

Scott Kauffman is a golf business writer and the managing director of Aloha Media Group.



Providing Your Teams the C.A.R.G.O. to Succeed

5 Keys to Protect Your Company's Most Valuable Asset: Its People

By Jason O. Harris

Your company's most precious cargo is its people. Each day that you walk into your office, establishment or organization, you are responsible for cultivating the culture. You are responsible for fostering a workplace culture that is one based on commitment and trust. As you nurture and grow the culture of your workplace, it is imperative that

you realize that your most valuable resource – your most precious cargo, as they say in the aviation business – are your people.

As you look to understand what you can do each and every day to impact your company culture, you need to look at the ways you can best take care of your teams. The foundation of taking care of our people is creating and cultivating a culture of trust. It is only when you cultivate cultures of trust and commitment that you can truly begin to support your company's most valuable resource: the people within it.

A simple way that you can create the professional environment that you want is to implement a model, the C.A.R.G.O. model, designed to create and nurture the workplace ecosystem that thrives on commitment and trust.

Creativity to address challenges

As you look to take care of your people, it is essential that opportunities be provided that allow for creativity. This creativity is useful for many things – primarily in addressing the many challenges that present themselves constantly in the workplace. When you trust and empower your people to harness their creativity to address and solve problems it does many things across the many levels of

your organization. Freedom to be creative instills a sense of intrinsic trust and helps to reinforce an employee's innate abilities and talents. Creativity to address challenges strengthens the case as to why you hired them to work in your organization in the first place.

Access to tools and resources

When the right tools and resources are provided, people know that they have all that they need to succeed. Too often there is an expectation of the people in an organization that cannot be fulfilled due to a lack of resources or support. Effective leaders must be prepared to properly equip their teams with the right people in addition to the right tools and resources to set them up for success. Access to the appropriate tools and assets is imperative to creating and building a company culture that is rooted in trust.

Responsibilities

It is essential that team members be empowered to own their unique responsibilities in an organization. When team members truly own their piece of the daily duties, tasks and projects, it reinforces the reality that their work really matters. When your team is aware of their value to the entire operation and that others are counting on them, like a combat aircrew, they will step up and perform to their best abilities. Empowerment of staff, ensuring that the training and processes clearly define and delineate their responsibilities, will lead to an empowered organization. This empowered organization will be full of team members who know what they are responsible for and are ready to tackle the tasks at hand.

Goals & Objectives

Goals and objectives of your team(s) and organization have to be plain, clear and articulated in a way that the team members can understand

and appreciate. The best leaders must share the goals and objectives with the team. Your team needs to know that its leaders are fully invested. In turn, it's necessary for members of your team to share their individual goals and objectives with one another and the leadership. This ensures that everyone holds each other accountable. Beyond holding one another accountable, knowing the goals and objectives of each other allows you to know that everyone is committed, in some shape, form or fashion, for the greater good of the organization and each other.

Opportunities for success

As a leader, you must provide the opportunities for your people to succeed. These successes exist as large and small opportunities. When provided with incremental chances to succeed and win, team members will stay engaged and

continue to be committed to the organization and the team. Consider opportunities for team members to succeed in the simplest ways that lead to team wins, that lead to organizational wins. Everyone loves to win. Everyone loves to be on a winning team!

The most precious resource in your organization, the most precious cargo in your aircraft, is your people. As you conduct business each and every day, are you and the leadership team equipping your people to sustain themselves and your organization through the inevitable turbulence that they will encounter en route to accomplishing their mission? When you provide your people with the right C.A.R.G.O., you will create, promote and cultivate a workplace culture of trust that is bound for success.

Jason O. Harris is a leadership and trust speaker, consultant, and certified character coach. For more information, go online to jasonoharris.com.

The foundation of taking care of our people is creating and cultivating a culture of trust.

YOUR JOURNEY

Employers of PGA Professionals are able to take advantage of the skills and resources they bring to the job, including:

- A minimum of four years of education and training from an award-winning PGA curriculum with annual certification programming to keep current on the latest industry trends
- A network of 29,000 peers and support from PGA of America Headquarters, bringing programing, pricing, and best practices to their facilities
- Being proven players and coaches, who bring a unique passion for growing the game and driving revenue



OUR CAREER

Wherever your golf journey is headed, let's get you there.



PGA.COM/JOURNEYS

© 2019 PGA of America. All rights reserved.

2020 Golf Industry Calendar

February 8-12

**CMAA World Conference
on Club Management
& Club Business Expo**

Grapevine, Texas

cmaa.org/conference

May 5-6

National Golf Day

Washington, D.C.

wearegolf.org/national-golf-day

July 21-22

MCOR20

Charleston, South Carolina

Multi-course/Resort operator retreat

ngcoa.org

August 18-19

**PGA Fashion &
Demo Experience**

Las Vegas, Nevada

pgalasvegas.com

September 30-October 1

RevCon20

Las Vegas, Nevada

ngcoa.org

October 15-17

World Golf Expo

Mission Hills Haikou

Haikou, China

thegolfwire.com

For more events, including ngcoa chapter happenings, visit ngcoa.org. To add your national event to this calendar, contact boots gifford at bgifford@ngcoa.org.

DISCOVER THE TROON EXPERIENCE

YOUR CLUB, OUR PASSION. YOUR SUCCESS, OUR PROMISE.

At Troon,® every member of the Troon Privé® team brings a competitive passion for enhancing the success of our private clubs. By utilizing the professional expertise of our team and collaborating with our clients, we reinvigorate private club communities, making them relevant, healthy, and sustainable, resulting in membership retention and growth. *To learn more, contact the Troon business development department at 480.606.1000, or visit TroonMGT.com.*



Marin Country Club
Novato, California

DISCOVER TROON

TO LEARN MORE,
VISIT TROONMGT.COM



Champion Hills Club
Hendersonville, North Carolina



The Club at Hammock Beach
Palm Coast, Florida

TROON GOLF®

Troon Privé®

[TROON]®

PGA HONOURS GOLF

OB SPORTS

green GOLF PARTNERS

CLIFF DRYSDALE

TROON®

TROON.COM | #PLAYTROON



Ted Horton Shares An Enduring Stewardship

BY SALLY J. SPORTSMAN

Edward “Ted” Horton, CGCS, has created a lasting legacy. Now 76, he is recognized for his lifelong dedication to golf and the environment.

In February 1998, as the subject of Golf Business magazine's cover story, “California Dreaming,” Horton was vice president of resource management for the Pebble Beach Company. He already had made an indelible mark and would continue to do so throughout his career.

“I am proud of what I’ve accomplished,” Horton says. “I had the opportunity to work at some of the finest clubs in the U.S.

“My experience later led me to hold out a shingle for consulting, and I created Ted Horton Consulting. I’m retired now, no longer on the cutting edge of golf.”

Admiration for his leadership, however, remains undiminished.

“We are all stewards of the land,” Horton says. “With golf courses we control a significant part of open space, and we must always honor that.”

Horton knew early on that a career as a golf course superintendent would be his calling. What he could not have predicted was the imprint he would leave on the game.

“I first met Ted in the mid-1990s, at a Golf & Environment conference at Spanish Bay Resort,” says Steve Mona, executive director of WE ARE GOLF. “It was evident to me that Ted commanded great respect from both the environmental and the golf community.

“In my judgment, Ted was the person most responsible for bringing these two groups together. He also was among a small group of individuals who led the way in illustrating how golf courses were environmentally responsible land



users, which was critical in positively changing the perception of golf’s impact on the environment.”

As a leader in golf course environmentalism, Horton shared his expertise widely. The Links at Spanish Bay became the first fully Audubon-certified facility in California during his tenure at the Pebble Beach properties. He won many prestigious awards for his work, including most recently the 2019 Distinguished Service Award from the GCSAA.

“I think golf is still one of the most challenging sports there is,” says Horton. “The fundamental teachings from golf are far greater than how to hit a golf club and score well.

“It’s about what it brings to young people, the integrity it demands. Golf has survived generations and world wars, and will be around for a long time after I’m gone.

“It’s been a wonderful career for me and I have been happy every moment I’ve walked on a golf course.”

Sally J. Sportsman is an Orlando, Florida-based freelance golf writer.



Golf Management Software

to help you manage and grow your business

Book Your
Product Tour
Today!



POS & Marketing Tools



Tee Sheet & Online Booking



Food & Beverage



Integrated Online Store

Call or email us to discuss how Tee-On can help
you reach your business goals.



1-877-432-5448

info@tee-on.com

Established 2001
tee-on.com
Tee-On Golf Systems Inc.



Bar Harbor Golf Course
Trenton, ME

18-hole open membership golf course on 180± acres on scenic Frenchman Bay in Bar Harbor. Clubhouse, two equipment storage buildings and golf carts convey. Contact Story Litchfield, LandVest, Inc., 207-276-3840, slitchfield@landvest.com

Cleveland Country Club
Shelby, NC

Just 40 minutes west of Charlotte, this championship golf course features a clubhouse, dining room, meeting rooms, offices, two pools, tennis courts and more. \$1,350,000. Possible lender financing available. Contact Brett at Miller Management Associates, Inc. 828-775-7765, brett@mmagolf.com.

Creekside Plantation Golf Course
Seymour, TN

63+/- acre 9 Hole Golf Course Par 35, 3295 Yards. Practice area includes Driving Range, Practice Green, Chipping Green. Bent Greens, Bermuda Fairways. 9000 sq.ft. Clubhouse with 25x50 swimming pool. \$1,595,000.00. Contact William Fox, 865-577-4653, creeksideplanatationgolf@gmail.com.

Cross Creek Country Club
Mt. Airy, NC

Cross Creek CC, Mt. Airy, NC (Mayberry!). Beautiful semi private club at the foot of the Blue Ridge mountains of NC. 18 hole championship course, pool, tennis courts, practice facilities, majestic clubhouse with grand ballroom, meeting rooms, pro shop, bar, grill, dining, locker rooms and outdoor pavilion with fireplace. Great asset for many uses. \$1,600,000 Call us for more information, Miller Management Associates, Inc. 828-775-7765, brett@mmagolf.com . in conjunction with Hilda Allen Real Estate.

Hazelden Country Club
Brook, Indiana

Historic 18 holes built in 1910, country setting, 100 Acres, 10,000 Sqft Clubhouse, Restaurant/Bar, Apartment and house on property, turn-key opportunity \$925,000 mike@hazeldencountryclub.com 219-275-7771.

Linville Falls Golf Club
Linville, NC

BACK ON THE MARKET! Championship 18-hole layout designed by Lee Trevino with functional pro shop, grill, attached cart shed, driving range, Bent greens Bermuda fairways, with highway frontage on 221 to the tourist destinations of Boone, Banner Elk and Blowing Rock. OWNER FINANCING AVAILABLE, \$795,000 Contact Brett Miller at Miller Management Associates, brett@mmagolf.com, 828-775-7765.

Mount Mitchell Golf Club & Condos
Burnsville, NC

LEGENDARY MOUNT MITCHELL GOLF CLUB AND CONDOS - One owner(almost 50 years) and first time on the market. This stunning mountain classic sits at the foot of the largest peak in the eastern US and has

the beautiful Toe River trout stream flowing beside it and just off the Blue Ridge Parkway. Bent grass greens and fairways, this championship course has always been in the rankings and on everyone's must play list. Clubhouse, restaurant, bar, grill, meeting room, 10 condos building site. Owner financing available. Call us for more information. \$3 Million includes ten condos. Miller Management Associates, Inc. Brett D. Miller, brett@mmagolf.com, 828 – 775- 7765. In conjunction with Hilda Allen Real Estate.

Silver Creek Plantation Golf Course
Morganton, NC

Western North Carolina, 18 hole championship design, rolling terrain with Bent grass, clubhouse, green, pavilion, and more. NO deferred maintenance. Contact Brett at Miller Management Associates, 828-775-7765 or brett@mmagolf.com additional lots and land available. PRICE REDUCTION NOW \$1,150,000 Owner Financing Possible.

Skyland Lakes Golf Club
Fancy Gap, VA

Beautiful, rolling 18 hole course located ON the Blue Ridge Parkway near the VA/NC state line Includes pro shop, snack bar, rec room and 8 lodge rooms in clubhouse. Also, 39 lots included!! Separate maintenance facility, includes equipment. Great owner operator option and owner finance option available. Only \$575,000. Contact us for more information. Brett Miller at Miller Management Associates,brett@mmagolf.com; 828-775-7765 In conjunction with Hilda Allen Real Estate.

Swap Lake Resort and Conference Center
Plymouth, Indiana

Swan Lake Resort and Conference Center, awarded the 2018 Indiana Golf Course of the Year in addition to being named the 2018 Midwest Region Golf Course of the Year, is available for purchase. A long-time favorite of Chicago Stay & Play golf groups, Swan Lake is unique in offering two 18 hole championship golf courses. Contact Kevin Smith, 574-935-5680 x 711, ksmith@swanlakeresort.com www.swanlakeresort.com.

The Club at Brookstone
Anderson, SC

NEW LISTING: GREAT OPPORTUNITY! 18 hole championship design with new Bermuda greens, renovated capillary concrete bunkers, clubhouse renovations, new rest stations on both nines and more. Clubhouse not over built, bar, pro shop, dining area, meeting room, offices. Practice facilities. Keep growing the new model of public fee. Easy Interstate 85 access to all of the booming Upstate and new industry of 1000 opened next door. Sky's the limit, owner says sell now \$975,000.OWNER FINANCING NOW AVAILABLE. Call Brett at Miller Management Associates Inc. 828-775-7765 or brett@mmagolf.com.

Twin Brooks Golf Course
Waddington, NY

18-hole serves northern NY and southern Canada. Shorefront St. Lawrence River,30-min drive Massena, Potsdam, Ogdensburg, Canton. 50+ year old, 100 acre, irrigation, potable, sewer. Contact Kevin Kitzman, 315-382-5712, kevin.kitzman@arconic.com.

Waynesville Inn Resort and Spa
Waynesville, NC

NEW LISTING: The iconic 1926 Waynesville Inn Resort and Spa. Located in the Blue Ridge Mountains just outside of Asheville, NC is this historic, 27 hole Donald Ross (first nine) player friendly course with 114 rooms, 6 meeting rooms, 2 restaurants, outdoor pavilion tent, spa and more. This facility has hosted Presidents, professionals, celebrities and guests from across the world. 144 gentle acres that have water, sewer, zoned R-1 grandfathered as commercial, so endless development possibilities. Additional acreage available. Proof of funds and CA required for private showing. \$10,000,000. Miller Management Associates, Inc. Contact Brett at 828-775-7765 or brett@mmagolf.com.

COLLIERS INTERNATIONAL
Golf Course Advisory Services
www.colliers.com/golf

Colliers INTERNATIONAL

Courses For Sale Nationwide
Keith Cubba
DIR: +1 702 836 3733 | keith.cubba@colliers.com

Buyer Representation Specialist
Allen Depuy
DIR: +1 215 928 7520 | allen.depuy@colliers.com

MILLER MANAGEMENT ASSOCIATES
The Carolinas and TN brokerage leader
WE HAVE BUYERS, WE NEED COURSES
www.mmagolf.com • brett@mmagolf.com • 828-775-7765

Golf Course Listings!

800-933-4262 ext. 203
www.golfcoursemarket.com

Subscribe Today or Requalify Now
To Continue Receiving *Golf Business*



GolfBUSINESS®

All fields on this form are required fields. Please answer all questions.

☐ New Subscription ☐ Subscription Renewal

Is this your personal copy of *Golf Business*? ☐ Yes ☐ No

AFFIX LABEL HERE (signature still required) OR PRINT IN BLACK INK

Name _____

Title _____

Company _____

Address _____

City _____

State _____ Zip _____

Phone _____

Fax _____

Email (required) _____

Are you a current member of the National Golf Course Owners Association?

☐ Yes ☐ No

1) Do you wish to receive/continue to receive *Golf Business* FREE?

☐ Yes ☐ No

Signature X Date _____

2) Which one option best characterizes your organization? (check one only)

- 01 ☐ Golf Course Facility/Group of Facilities
02 ☐ Off-Course Golf Retailer
03 ☐ Golf Industry Manufacturer/Vendor/Distributor
04 ☐ Golf Course Consultant

3) What one option most closely matches your job function/title? (select one only)

- 01 ☐ President/CEO
02 ☐ Owner/Operator
03 ☐ Chairman of the Board
04 ☐ CFO/Financial Manager
05 ☐ General Manager
06 ☐ Club Manager
07 ☐ Director of Golf
08 ☐ Executive/National/Regional Director/Manager
09 ☐ Purchasing Manager/Buyer
10 ☐ Golf Professional
11 ☐ Golf Superintendent
12 ☐ Member, Board of Directors
13 ☐ Marketing/Sales Manager/Director
15 ☐ Other (please specify) _____

4) Which one best describes the nature of your organization? (select one only)

- 10 ☐ Private
11 ☐ Privately-Owned Daily Fee
12 ☐ Semi-Private
13 ☐ Resort
14 ☐ Municipal/State/County
16 ☐ Military
17 ☐ University/College
18 ☐ Driving Range/Practice Facility
20 ☐ Development Company
28 ☐ Golf Course Builder
21 ☐ Other (please specify) _____
21 ☐ Not Applicable

5) Are you affiliated with a golf course management company?

01 ☐ Yes 02 ☐ No

6) How many facilities, in total, are you personally responsible for?

- 80 ☐ less than 2 83 ☐ 10 or more
81 ☐ 2 - 4 99 ☐ Not applicable
82 ☐ 5 - 9

7) What is the average greens fee for a typical round of golf at your facility? If you work at multiple facilities, please indicate the average greens fee across all facilities.

- 01 ☐ nothing/private 05 ☐ \$75 - \$99
02 ☐ o less than \$25 06 ☐ \$100 - \$149
03 ☐ \$25 - \$49 07 ☐ \$150 or more
04 ☐ \$50 - \$74 08 ☐ not applicable

8) What is the total annual budget or expenditures for which you are responsible?

- 50 ☐ less than \$99,000 53 ☐ \$500,000 - \$999,000
51 ☐ \$100,000 - \$249,000 54 ☐ \$1,000,000 - \$2,499,000
52 ☐ \$250,000 - \$499,000 55 ☐ \$2,500,000 or more

9) In which ways are you personally involved in your organization's purchasing decisions?

- 60 ☐ Determine annual budget expenditures
61 ☐ Authorize final purchases
62 ☐ Determine needs of the operation
63 ☐ Specify/recommend vendors or suppliers
64 ☐ Specify/recommend specific brands
65 ☐ Evaluate brands for purchase

10) Which products/services listed below do you specify, recommend, buy or approve the purchase? (select all that apply)

- A ☐ Golf Cars
B ☐ Turf Equipment
C ☐ Course Design/Construction/Renovation
D ☐ Irrigation & Drainage
E ☐ Chemicals, Fertilizer & Seed
G ☐ Clubhouse Design/Construction/Renovation
H ☐ Financial Services
I ☐ Legal Services
F ☐ Course Accessories
J ☐ Insurance
U ☐ Marketing Services
L ☐ Pro Shop Apparel
M ☐ Pro Shop Equipment
P ☐ Food & Beverage
R ☐ Computers/Technology
V ☐ Furniture/Fixtures
W ☐ Human Resources/Staffing
K ☐ Consulting

Incomplete forms cannot be processed or acknowledged. The publisher reserves the right to serve only those individuals who meet the publication qualifications.

For Faster Service Go Online: www.golfbusiness.com

Or mail to: Golf Business, 291 Seven Farms Dr., Charleston, SC 29492 • Or fax to: 843-881-8958
Mail to: Golf Business Subscriptions Dept., 291 Seven Farms Dr., 2nd Fl., Charleston, SC 29492.
Toll-free: 800-933-4262 • Direct: 843-881-8866 • Change of address only? Call 866-372-8658
Phone: 843-881-9936 • Fax: 843-856-3268.

B2018IN

Ad Index

ADVERTISER	PAGE	PHONE	URL
AMERICAN BANCARD	36	866.481.4604	NYNAB.com
BANLEACO	20		
DELUXE PAY ROLL	14		deluxe.com/ngcoa
ENTEGRA	IBC	866.ENTEGRA	entegraps.com
FLOOD RISK AMERICA	26		floodriskamerica.com
GCSAA	16		GCSAA.org/certified
JOHN DEERE GOLF	BC		johndeere.com/golf
KEMPER SPORTS	18	547.850.1818	kempersports.com
PEPSI	7	813.361.9583	pepsico.com
PGA SERVICES	9, 46		pga.com
RAIN BIRD	4	844.458.1032	rainbird.com
RCS UNIVERSITY	19	623.322.0773	rcs.com
SALSBURY INDUSTRIES	22	800.562.5377	lockers.com
TEE ON	49	877.747.4027	tee-on.com
TORO	2-3	866.747.4027	toro.com/RM5010H
TROON	47	888.827.9775	trueclubsolutions.com
YAMAHA GOLF CARS	IFC, 1		yamahagolfcar.com



CAGED

A BREAKTHROUGH IN SUPPORT AND COMFORT



IGNITE PWRADAPT



News from the National Golf Course Owners Association

NGCOA In Action

NGCOA In Action

ADVOCACY



In 2020, Resolve to Get More Involved! Join 100s of Your Golf Industry Peers at National Golf Day 2020

Make your voice heard! Attend the 13th annual National Golf Day on Capitol Hill on Wednesday, May 6, 2020, with the annual Community Project scheduled for May 5 (so plan to arrive early!)

Coordinated by a coalition of the game's leading associations and industry partners under the banner of WE ARE GOLF, National Golf Day brings together more than 300 industry leaders from across the U.S. to support the game's \$84.1 billion economy, nearly \$4 billion annual charitable impact, close to 15,000 diverse businesses and two million jobs impacted.

If you have questions, or would like to join other NGCOA members at this critical event, please email Ronnie Miles, NGCOA's Director of Advocacy at rmiles@ngcoa.org



SMART BUY SPOTLIGHT



NGCOA Executive Partners Offer Deals Through the NGCOA Smart Buy Marketplace

These top-tier partners offer NGCOA members outstanding discounts and rebates on items golf courses use every day. Learn more at ngcoa.org/smartbuy.

NGCOA members converting from a competitor receive \$50 per car for purchase or lease. Members renewing their fleet receive a free registration for NGCOA's annual Golf Business Conference or Golf Business TechCon.

NGCOA members receive a 1.5% rebate with the purchase of Rain Bird Golf Irrigation products during contract terms.

NGCOA members converting from a competitor, or equipping a newly-constructed course, receive a 1% rebate on new and/or .5% rebate on used Toro branded turf maintenance equipment

NGCOA members receive valuable rebates on Pepsi post-mix fountain products, Pepsi bottles and cans products, and Gatorade. Pepsi also offers members a compelling and valuable equipment and service program for Fountain equipment and Bottle and Can Coolers.



COMMUNITY



What are Other NGCOA Members Talking About on Accelerate?

Did you know there are Accelerate Members-Only Communities you can join, based on your interests, needs and engagement with NGCOA? Visit accelerate.ngcoa.org to read more about and add to the discussion of critical issues in golf business.

- Accelerate (General) Community for all NGCOA members
- Supplier Community for NGCOA's Corporate Members
- Advocacy Issues & Alerts
- Golf Business RevCon/TechCon and Golf Business Conference for event attendees
- Trading Post where members can buy and sell used equipment

Here is a sample of recent discussions; reply to these, or post your own for member feedback!



Loyalty Programs for Private Clubs

Are there any private golf clubs out there that offer anything like a loyalty program, and how has it affected your facility?

POS Systems

I am curious about what percentage of courses use which POS system.

Increasing Afternoon/Evening Play

What are some things we could do as a private facility to get more people here in the afternoons?

POS Selection Documents

Does anyone have a competitive comparison document on Golf POS systems?



Let's connect!

NGCOA is sharing a lot of valuable content on our social media channels to help your business succeed and grow... please follow us for Association news, event info, industry articles, partner discounts, and much more!

Remember to tag [@TheNGCOA](https://twitter.com/TheNGCOA) and [#NGCOA](https://twitter.com/NGCOA) in your important and fun course updates so we can follow you, and share your news!



@TheNGCOA



@NGCOA



NGCOA



@NGCOA



@NGCOA

NGCOA In Action

START
\$AVING
NOW

NGCOA Smart Buy Marketplace

NGCOA members get significant **discounts, rebates and value-added packages** from hundreds of the most recognized names and reputable, industry-leading companies. Many of these companies offer exclusive deals not available anywhere else.



Golf Cars & Utility Vehicles

Members converting from a competitor receive \$50 per-car for purchase or lease. Members renewing their fleet receive a free registration for Golf Business Conference or RevCon.



Golf Simulators

5% discount off MSRP.



401(k) Program

Effective and competitive 401(k) plan benefit for NGCOA member courses' employees.



Human Resources & Payroll

Up to 50% on HR and payroll costs.



Television Programming

Up to 60% savings on programming.



Insurance

Comprehensive employee benefits (health, dental, vision, life and disability), property casualty insurance at competitive rates.



Food and Beverage

Typical savings is 7% to 15% on more than 800 vendors, including Sysco, Gordon Food Service, Performance Food Group, and many others.



Performance Reporting & Benchmarking

30%-50% discount on all reporting packages.



First American

Discounted rates and special incentives on payment processing fees.



Beverage Supplier

Rebates on various Pepsi and Gatorade fountain, bottle and can products; includes equipment and service programs.



Alternative Golf

15% discount on lowest pricing available at FlingGolf.com.



Customer Experience Solution

Free survey tool and 55% off Players 1st's top-tier Combined Package.



Pre-Owned Turf Equipment

Discounts on tiered pricing plus 120-day extended warranty (normally 90-day).



Irrigation Solutions

1.5% rebate on Rain Bird Golf irrigation products.



Automotive Vehicle Manufacturer

Significant factory direct fleet discounts on 2019 GM products.



Hospitality Training and Resources

FREE access to 2 online lessons with 4 FREE lessons to come and a 20% discount on annual subscription services.



New and Used Turf Maintenance Equipment

1% rebate on new and/or 0.5% rebate on used Toro branded turf maintenance equipment.



Communication, Commerce and Booking Platform

FREE 'Virtual Pro Shop' - Standard Package. Waived setup fee (\$299+ value). Waived monthly fee (est. \$1,200 annually).

FIND DETAILS AND TERMS ON SAVINGS
FROM THESE BRANDS AND MORE AT [NGCOA.ORG/SMARTBUY](https://www.ngcoa.org/smartbuy)



Leave it to the professionals' expertise.

Driving it long in the game of golf is a huge advantage. So too is having a procurement partner that provides comprehensive purchasing solutions to help drive your club's overall success.

ENTEGR A PROCUREMENT SERVICES IS READY TO MAXIMIZE YOUR CLUB'S PROFITS FROM TEE TO GREEN BY PROVIDING:

- **Competitive pricing** on extensive product selections
- **Quality brands** your members expect and appreciate
- **National partnerships** with industry-leading manufacturers and distributors to include Sysco Foods, GFS, Edward Don, Cintas, etc.
- **Procurement solutions** for all your club's needs including F&B, course maintenance, operational equipment, uniforms, branded products and more

FIND US ON



Entegra is proud to support the NGCOA as a Preferred Supplier in the NGCOA Purchasing Network.

For a Procurement Program designed to meet your needs—with the flexibility to be modified as your club's goals change—count on entegra.

entegra
PROCUREMENT SERVICES®

www.entegraPS.com • 866-ENTEGRA • info.USA@entegraPS.com



JOHN DEERE
GOLF

Now, every operator can
be your best operator.



Introducing the 2700/2750 Triplex Mowers.

Imagine a triplex mower that you can setup for a rookie operator to perform like a seasoned veteran. It's possible with the new 2700 and 2750 PrecisionCut™ and E-Cut™ Hybrid Triplex Mowers. The key is the pass-coded TechControl display system, giving you control over everything: mow speed, turn speed, even the cleanup pass. Plus, with the Frequency of Clip mode, you can achieve the same level of cut quality as a walk-behind mower. And no triplex cutting unit matches this level of contour following: 21 degrees up or down.

Take control like never before. Ask your local John Deere Golf distributor for a demo today.



Trusted By The Best.

JohnDeere.com/golf



Official
Golf Course
Equipment
Supplier