

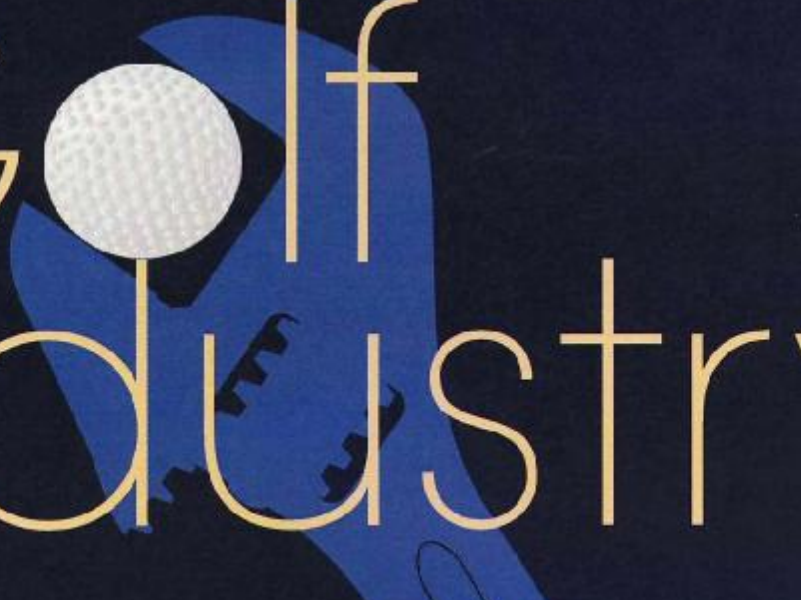
Can course sales market rebound? **20** Recession survival strategies **40**

Golf Inc.™



MAY/JUNE 2009

How to Fix the Golf Industry



After years of stagnant rounds, declining development and a wimpy Tiger effect, the golf industry is now clouded by economic turmoil. But there are rays of hope shining through the storm clouds.

Commentary by Jack Crittenden

DESIGNING



Architects like Rick Robbins, who designed these holes at Country Club East at Lakewood Ranch in Florida, are working more closely with developers to help keep costs under control

G W O R L D

As course-building slows, architects around the globe are working closely with developers to reduce costs, offer additional services

BY JIM DUNLAP

YOU'RE A GOLF COURSE DESIGNER, BUT new golf course development in the United States is at a 70-year low and the recent international boom is slowing.

OK, there's always renovation work. But owners are finding financing is hard to come by and private club members are balking when asked to pony up an assessment to buff up their courses.

What's a golf course architect to do?

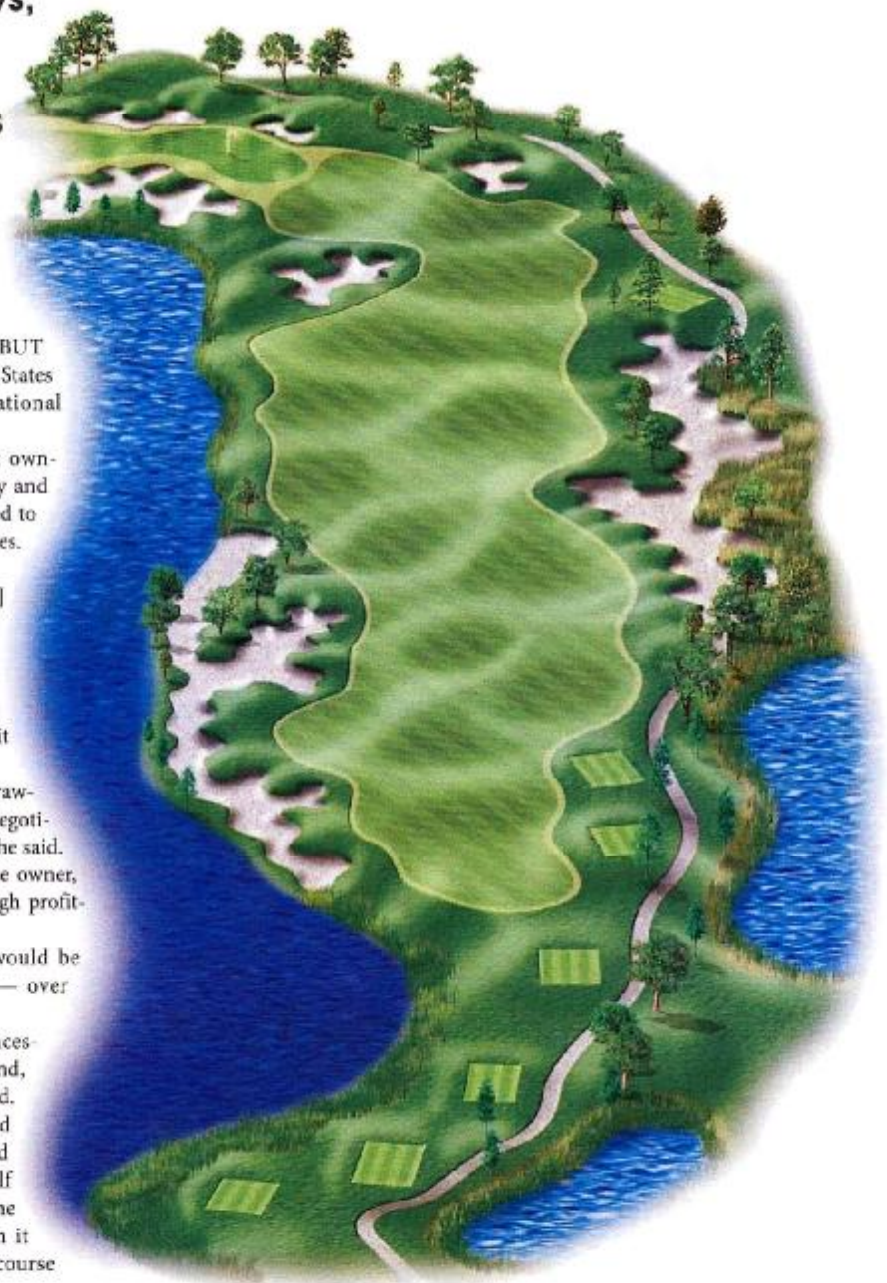
"One of the balancing acts is [figuring out] where can you go to produce maybe a few less drawings and still end up with a product you want to put your name on," said Rick Robbins of Cary, N.C.-based Robbins & Associates. His current design work is split between U.S. work and Asian projects.

"You can reduce site visits, the number of drawings or negotiate — some owners prefer to negotiate rather than go through a big bid process," he said. "Some architects are willing to work with the owner, maybe take some of their fee later on, through profit-sharing, or so much per round."

That allows architects to collect what would be their normal fee — or maybe even more — over time.

"You'd like to think if you make that concession up front, it will pay off on the back end, but you do what you have to do," Robbins said.

These days it takes deep pockets, a sound business plan, insightful market study and excellent timing to pull off a successful golf course project, regardless of its location. The days of not sweating the small stuff when it comes to the expense involved in the golf course phase of the project are long gone.



FIRM	Total new projects 2004-08	Americas outside U.S.				Total renovations 2004-08	Total renovation value			Average fee
		U.S.	Americas outside U.S.	Europe/Middle East/Africa	Asia/Australia		Under \$1 million	\$1-3 million	Over \$3 million	
Andy Johnson Design	3	3	0	0	0	6	5	1	0	\$115,000
Arnold Palmer Design Co	23	23	0	0	0	3	0	2	1	NR
Arthur Hills/Steve Forrest	10	7	1	2	0	25	5	12	8	NR
Ault Clark & Associates	23	23	0	0	0	22	13	8	1	NR
Bates Golf Design Group	6	4	1	1	0	12	0	2	10	NR
Beidel Design Associates	1	1	0	0	0	11	6	4	1	NR
Billy Fuller Golf Group	NR	NR	NR	NR	NR	4	0	1	3	NR
Bobby Weed Golf Design	2	2	0	0	0	3	0	0	3	NR
Bob Cupp Inc.	6	5	1	0	0	9	0	1	8	\$500,000
Boswell Golf Design	1	1	0	0	0	11	9	2	0	\$170,000
Cal Olson Golf Architecture	5	5	0	0	0	1	0	0	1	\$450,000
Carrick Design	6	0	5	1	0	15	11	4	0	NR
Cary Bickler Inc.	0	0	0	0	0	25	15	6	4	\$350,000
Casey O'Callaghan GC Design	3	3	0	0	0	5	2	1	2	NR
Christy O'Connor Jr. Ltd.	8	0	0	8	0	2	2	0	0	NR
Chuck Ermisch Signature Design	4	4	0	0	0	5	3	1	0	\$180,000
Clifton, Ezell & Clifton	6	6	0	0	0	2	0	0	2	\$275,000
Clive Clark Design	4	4	0	0	0	1	1	0	0	NR
Clyde Johnston Designs	4	4	0	0	0	12	8	4	0	NR
Colligan Golf Design	4	4	0	0	0	11	3	6	2	\$215,000
Coore & Crenshaw	6	6	0	0	0	3	1	2	0	\$1 million
Creative Golf Design	2	0	0	2	0	20	19	1	0	NR
Cutlip Golf Design	1	1	0	0	0	7	0	0	7	\$200,000
Dan Maples Design Inc.	1	1	0	0	0	3	0	3	0	\$750,000
Dasher Golf Design Inc.	3	3	0	0	0	2	0	0	2	\$250,000
David Ginkel Design	1	NR	NR	NR	NR	4	4	0	0	\$350,000



Even well-heeled and experienced developers are carefully eyeing the costs of creating a golf course, whether it is an amenity for a real estate play or the course and its profitability are the whole gamble.

David Southworth, chief executive officer of Southworth Development and the newly formed Southworth Golf Management firm, has been involved in some of the industry's most high-profile golf developments in recent years. The firm's credits include Liberty National across from Staten Island and the acclaimed Maccrihanish Dunes project in Scotland, but even Southworth is careful when it comes to design-associated development costs.

"In good times and bad, [the golf course] is still such an important piece of the development, we think there is a time and place [to cut costs]," Southworth said. "Everything is cheaper now, which is good. It's a good time all around in that respect."

When it comes to architects, Southworth said he looks on the marketing side, trying to get more appearances by the designers to help publicize the project.

"And we're looking at the reimbursables, [the cost of] moving the architects back and forth to the site, etc.," he said. "We're finding that those are being more reasonable, and even being capped in some cases."

Blueprint for savings

Architects and contractors both appear on the expense side of the owner's ledger, but they can more than pay their way with money-saving suggestions. In all but some rare exceptions when an owner's ego and his bank account are unlimited, the ability to cut design, construction and future maintenance costs may determine whether the project goes forward at all.

"It is my experience that developers want the sizzle but don't want the long-term maintenance costs associated with bunkers or other maintained hazard areas that typically are used to create the image of the golf facility," said Chuck Ermisch of Shawnee, Kan.-based Chuck Ermisch Signature Design.

He said he has had to adjust his designs so that the shaping and infrastructure are present in the initial product but the actual

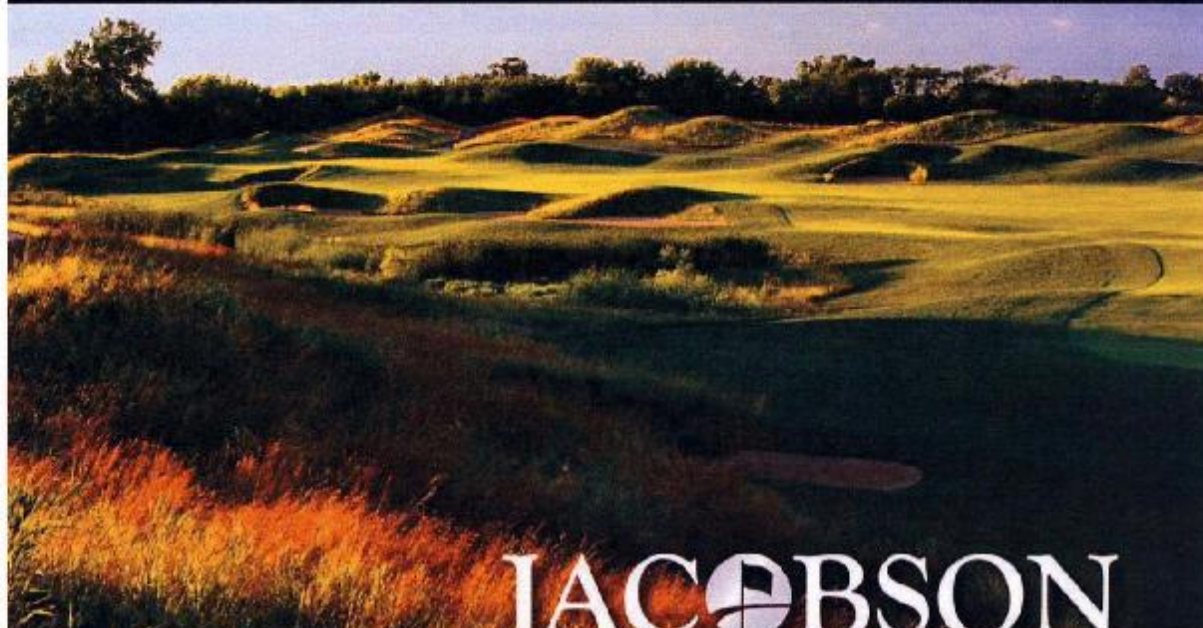
hazards are not.

"This allows the owner to later add the bunkering or hazards at a minimal cost and impact to the facility," he said. Other common cutback requests relate to the size of greens, practice areas, number of bunkers, cart paths, some drainage and the amount of bulk dirt to be moved.

Another solo designer, Neal Meagher of Neal Meagher Golf in Pleasanton, Calif., said owners may want to consider a design-build approach, particularly on projects of smaller scope and expense. By having the architect and the builder work hand-in-hand from the start, rather than having the architect create the plans first and leave it up to the contractor to make the design work within budget, owners can save money and time.

"With a design-build approach, the architect and builder are preparing the plans and construction cost estimates together, they are comparing notes all along the way and they are each providing the highest and best use of their individual expertise to the owner," Meagher said. "This should have the result of minimizing extraneous time spent in the tra-

INTERNATIONAL DESIGN | AWARD WINNING RESULTS



JACOBSON
GOLF COURSE DESIGN, INC.

Rick Jacobson • 847.918.1361 • www.jacobsongolfcoursedesign.com • rick@jacobsongolfcoursedesign.com

FIRM	Total new projects 2004-08	Americas outside U.S.				Total renovations 2004-08	Renovations by cost			Average fee
		U.S.	Americas outside U.S.	Europe/Middle East/Africa	Asia/Australia		Under \$1 million	\$1-3 million	Over \$3 million	
David Hemstock Associates Ltd.	6	0	0	3	3	5	5	0	0	NR
Denis Griffiths & Associates	4	4	0	0	0	7	7	0	0	\$350,000
DMK Golf Design	3	1	0	1	0	1	0	1	0	\$900,000
Dye Designs International	12	3	3	1	2	2	0	0	2	NR
E & G Parslow	5	0	0	0	4	10	3	1	6	\$220,000
Enviro Links Design	0	0	0	0	0	12	10	2	0	\$400,000
Ernie Els Design	5	1	0	4	0	1	NR	NR	NR	NR
European Golf Design	12	0	0	12	0	NR	NR	NR	NR	NR
Faxon & Booth Golf Design	3	3	0	0	0	4	4	0	0	\$400,000
Forrest Richardson & Associates	2	1	1	0	0	6	3	2	1	NR
Forse Design	0	0	0	0	0	41	27	9	5	NR
Freeland Golf Group	3	3	0	0	0	7	4	2	1	\$265,000
Gary Panks Associates	4	4	0	0	0	5	3	1	1	\$400,000
Gary Player Design	13	4	0	6	3	2	0	2	0	NR
Gaunt Golf Design Ltd.	7	0	0	7	0	8	5	3	0	\$250,000
George Golf Design	5	5	0	0	0	5	0	2	3	\$400,000
Gill Design Golf Course Architects	8	8	0	0	0	12	5	4	3	\$250,000
Global Golf Design	6	2	0	0	4	2	0	2	0	\$400,000



Tim Freeland
Freeland Golf Group



Gary Panks
Gary Panks Associates



Gary Player
Gary Player Design



Garrett Gill
Gill Design



Lester George
George Golf Design



Gary R. Baird
Global Golf Design



Greg Norman
Greg Norman Golf Course Design



Peter Harradine
Harradine Golf



Ted Parslow
E & G Parslow

ditional alignment of architect vs. builder.”

Ken Moodie, director of Creative Golf Design, Ltd. in the U.K. and president of the European Institute of Golf Course Architects, listed a number of ways owners can save money, both in design and the construction process.

“Golf course developers can save a lot of cost, both in capital and in future maintenance and management, by ensuring that bunker sizes are not excessive,” Moodie said.

Using site sand for green construction, site topsoil mixed with sand for tees, site rocks saved for building retaining walls and lake edges, and choosing the correct grass types to minimize maintenance, water and

fertilizer use are all critical cost saving techniques, according to Moodie.

On remodeling projects, he said that clubs may want to break the work into phases, doing three holes per year, for instance, to create an overall remodel without having to close the entire course.

Robbins, who is currently overseeing the remodel of his home course in addition to his other projects, said greens construction, one of the most expensive components of most renovations, is one area where owners can save.

“Some owners are willing to look at California sand greens instead of USGA greens,” Robbins said. “With the use of flat pipe, instead of digging the ditches [for

USGA-recommended greens construction], it’s much less labor intensive.”

He said he has done a number of 10- to 12-year-old California sand greens and seen no issues with them.

“Flat pipe is in many ways better,” he said. “There is a lot of value engineering going on, looking at grasses and sod availability, for instance. Our job as architects is that we’re trying to present to [owners] their alternatives.”

Where to draw the line

While some architects may be reluctant to take a hard line with clients in these lean times for design work, most will at least raise (Continued on page 32)

FIRM	Total new projects 2004-08	Americas outside U.S.				Total renovations 2004-08	Total new projects 2004-08			Average fee
		U.S.	Americas outside U.S.	Europe/Middle East/Africa	Asia/Australia		Under \$1 million	\$1-3 million	Over \$3 million	
Golf Properties Design	3	0	3	0	0	3	0	3	0	\$250,000
Greg Norman Golf Course Design	24	10	7	2	5	2	0	0	2	NR
Hale Irwin Golf Services	4	4	0	0	0	1	1	0	0	NR
Harradine Golf	12	0	0	10	2	9	4	5	0	\$450,000
Hawtree Ltd.	7	0	1	6	0	26	21	2	3	NR
Heckenkemper Golf Course Design	3	3	0	0	0	7	4	3	0	NR
Hertfort Norby Golf Course Architects	2	2	0	0	0	11	9	2	0	NR
Himmel Golf Design	5	0	0	7	0	4	2	2	0	\$200,000
Hurdzan/Fry Golf Course Design	27	18	0	9	0	8	2	3	3	\$750,000
Ian Scott-Taylor GC Architect	3	3	0	0	0	8	0	8	0	\$450,000
IMG Golf Course Design	15	1	0	0	14	1	1	0	0	\$350,000
Jacobsen/Hardy Golf Course Design	3	3	0	0	0	5	1	1	3	NR
Jacobson Golf Course Design	7	7	0	0	0	13	3	9	1	NR
James J. Engh Design Group	7	7	0	0	0	0	0	0	0	NR
J.C.M. Group	3	1	1	0	1	1	0	0	1	\$250,000
Jeff Howes Golf Design	4	0	0	4	0	9	7	2	0	NR
Jeffrey D. Brauer/GolfScapes	6	6	0	0	0	5	2	1	2	\$300,000
John Fought Design	5	5	0	0	0	8	0	3	5	\$500,000
John F. Robinson-GC Design	6	4	2	0	0	0	0	0	0	\$180,000
John Harbottle Design	4	4	0	0	0	15	8	4	3	NR



(Continued from page 30) objections if they feel owners' cost-cutting desires harm the integrity of the golf course, or create safety, liability or long-term maintainability issues.

Bruce Charlton, president of the prominent Robert Trent Jones II design firm and current president of the American Society of Golf Course Architects, has the resume to get an owner's attention. He said that while he and other architects are aware of the need to save money wherever possible, at some point it becomes pennywise and pound-foolish.

"In terms of the actual playing surfaces,

we haven't had many clients come to us and say don't put in that bunker," Charlton said. "We have had clients say let's don't do that much earthmoving, maybe we won't do all that landscaping now, or 'Gosh darn it, do we really need that modern irrigation system?' Every good, sound client is watching every number in their construction budget much closer than they were several years ago."

But there is a limit, Charlton said.

"We'll let you know when you're cutting fat, and when you're cutting into muscle, and we'll sure as heck let you know when you're cutting into both," he said.

Robbins said he will defend his ideas when he believes they are essential for the project's success.

"When they start cutting back on irrigation coverage and good drainage, or leave things like hills they don't want to cut down that might create unsafe situations, that's where I take a hard line with the owner," he said.

What about fees?

With the flow of new golf course projects slowing to a trickle in America and many international courses on hold as develop- (Continued on page 34)

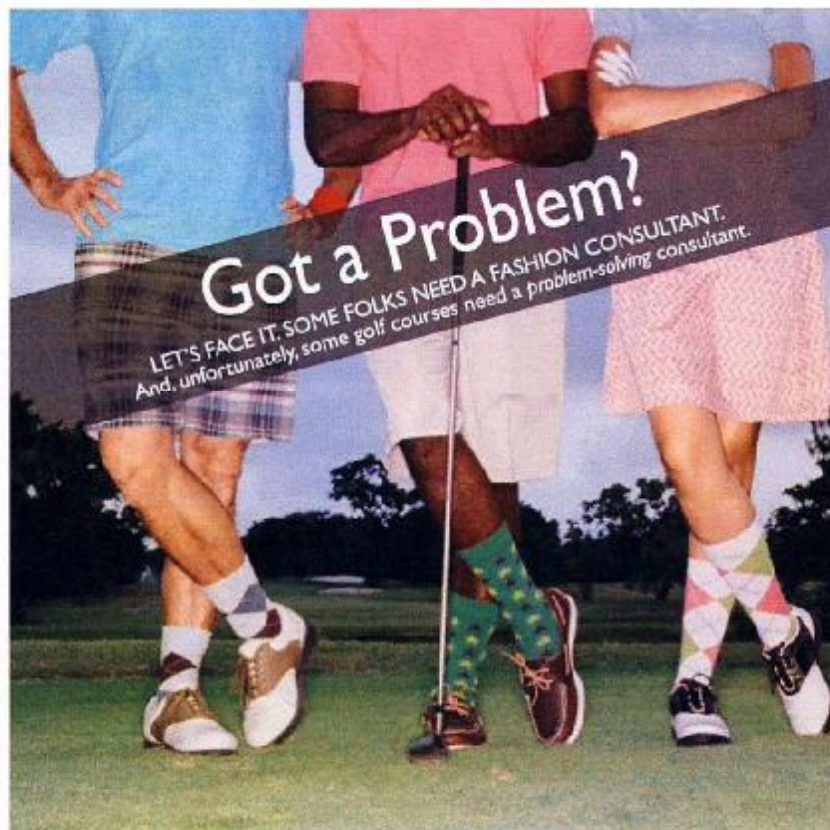
FIRM	Total new projects 2004-08	Americas outside U.S.				Total renovations 2004-08	Total renovations 2004-08			Average fee
		U.S.	Americas outside U.S.	Europe/Middle East/Africa	Asia/Australia		Under \$1 million	\$1-3 million	Over \$3 million	
Ken Kavanaugh Golf Course Design	2	2	0	0	0	5	3	2	0	NR
Kevin Tucker Group	2	2	0	0	0	6	0	4	2	\$400,000
Kipp Schulties Golf Design	0	0	0	0	0	12	0	5	7	NR
Knott & Linn Design Group	5	4	1	0	0	12	5	7	0	\$360,000
Krause Golf Design	5	0	0	5	0	7	4	2	1	\$250,000
Lindsay Bruce Ervin Inc.	1	1	0	0	0	3	2	1	0	NR
Lohmann Golf Designs Inc.	4	4	0	0	0	20	16	4	0	NR
Love Golf Design	5	5	0	0	0	5	0	4	1	NR
Mackenzie & Ebert Ltd.	8	1	2	5	0	20	18	2	0	\$300,000
Mark McCumber & Associates	1	1	0	0	0	7	3	3	1	\$500,000
Matthews Design Group	2	2	0	0	0	12	12	0	0	NR
Michael J. Benkusky Inc.	0	0	0	0	0	14	12	2	0	NR
Mike Young Designs	4	1	3	0	0	2	2	0	0	NR
Mungeam Cornish Golf Design	4	4	0	0	0	21	15	6	0	NR



DYE DESIGN'S
 This is how you build a golf legacy.
 www.dyedesigns.com
 1000 EAST WALK, SUITE 100, TAMPA, FL 33601 | 813.982.2244 | 800.766.7192

(Continued from page 32)
 ers struggle with financing and diminishing customer demand, it would seem logical to assume it's a buyer's market for architects. Most designers interviewed for this story, however, said their fees have held steady, although they may have to make some other concessions or do some creative financing of their own.
 "As president [of the American Society of Golf Course Architects], I can't speak for my fellow members, but at Robert Trent Jones I wouldn't say we've seen a tremendous thrust in fee structure being a lot less," Charlton said. "We might structure our deals a little differently. People in our business are starting to think cash flow, cash flow, cash flow."
 Architects are not the only ones feeling the cash flow pinch. Both Charlton and Robbins said they are exploring ways to work with owners to fit their fees into clients' budgets. Success-based fees, where a portion of the
 (Continued on page 36)

FIRM	Total new projects 2004-08	Americas outside U.S.				Total renovations 2004-08	Project Size			Average fee
		U.S.	Americas outside U.S.	Europe/Middle East/Africa	Asia/Australia		Under \$1 million	\$1-3 million	Over \$3 million	
Neal Meagher Golf Design	0	0	0	0	0	5	5	0	0	NR
Niblick Golf Design	10	0	0	10	0	20	19	0	1	\$350,000
Nicklaus Design	76	38	15	11	10	63	5	43	13	NR
Northeast Golf Co.	1	1	0	0	0	20	6	10	4	NR
Nuzzo Course Design	1	1	0	0	0	3	3	0	0	NR
PGA Design Consulting	6	0	0	4	2	3	3	0	0	£200,000
Phillips Golf Design/Turf Solutions	1	0	0	0	1	3	1	2	0	\$150,000
Rainville & Bye GC Architects	5	5	0	0	0	15	10	5	0	NR
Rathert International Golf Design	0	0	0	0	0	2	0	0	2	\$200,000
Raymond Hearn Golf Course Design	3	1	0	2	0	8	3	4	1	\$250,000
Renaissance Golf Design	10	6	0	1	3	0	0	0	0	\$1 million
R.F. Moote & Associates Ltd.	3	0	3	0	0	10	9	0	1	\$250,000



Really. Odds are pretty good that right this minute your golf course or private club has problems, challenges or hurdles you're battling. OB Sports can help. For 37 years, OB Sports has provided creative and personalized solutions to golf course owners, developers, boards of directors and banks. We'll help you find new revenues and cut unnecessary expenses. Foreclosure? We can help. For sale? We can help there, too.

The National Golf Foundation recently bestowed upon us their top customer service and loyalty award thanks to positive reviews and experiences from our customers. Give us a call. No matter what your problem, OB Sports can find a creative management solution for you.



Call C.A. Roberts, Principal
480-948-1300
www.obsports.com

FIRM	Total new projects 2004-08	Americas outside U.S.				Total renovations 2004-08	Total renovations 2004-08			Average fee
		U.S.	Americas outside U.S.	Europe/Middle East/Africa	Asia/Australia		Under \$1 million	\$1-3 million	Over \$3 million	
Ken Kavanaugh Golf Course Design	2	2	0	0	0	5	3	2	0	NR
Kevin Tucker Group	2	2	0	0	0	6	0	4	2	\$400,000
Klpp Schuttles Golf Design	0	0	0	0	0	12	0	5	7	NR
Knott & Linn Design Group	5	4	1	0	0	12	5	7	0	\$350,000
Krause Golf Design	5	0	0	5	0	7	4	2	1	\$250,000
Lindsay Bruce Ervin Inc.	1	1	0	0	0	3	2	1	0	NR
Lohmann Golf Designs Inc.	4	4	0	0	0	20	16	4	0	NR
Love Golf Design	5	5	0	0	0	5	0	4	1	NR
Mackenzie & Ebert Ltd.	8	1	2	5	0	20	18	2	0	\$300,000
Mark McCumber & Associates	1	1	0	0	0	7	3	3	1	\$500,000
Matthews Design Group	2	2	0	0	0	12	12	0	0	NR
Michael J. Benkusky Inc.	0	0	0	0	0	14	12	2	0	NR
Mike Young Designs	4	1	3	0	0	2	2	0	0	NR
Mungeam Cornish Golf Design	4	4	0	0	0	21	15	6	0	NR



DYE
 GOLF DESIGNS
This is how you build a golf legacy.
www.dyedesigns.com

(Continued from page 32)

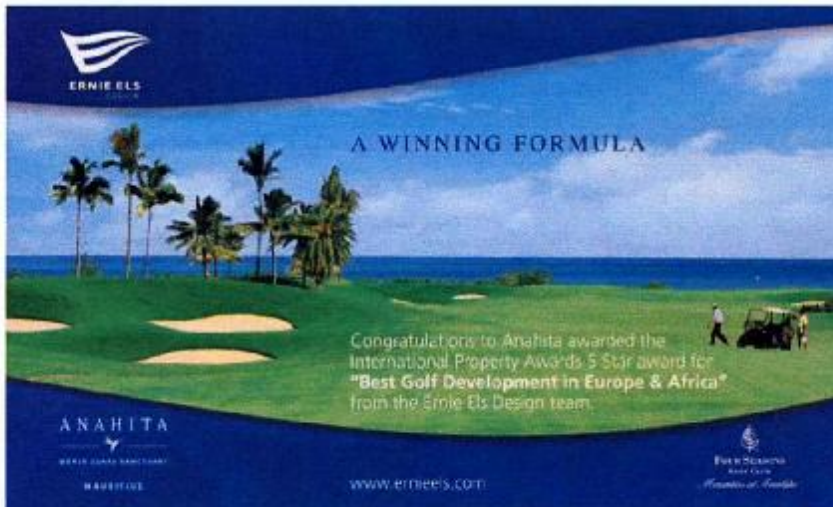
ers struggle with financing and diminishing customer demand, it would seem logical to assume it's a buyer's market for architects. Most designers interviewed for this story, however, said their fees have held steady, although they may have to make some other concessions or do some creative financing of their own.

"As president [of the American Society of Golf Course Architects], I can't speak for my fellow members, but at Robert Trent Jones I wouldn't say we've seen a tremendous thrust in fee structure being a lot less," Charlton said. "We might structure our deals a little differently. People in our business are starting to think cash flow, cash flow, cash flow."

Architects are not the only ones feeling the cash flow pinch. Both Charlton and Robbins said they are exploring ways to work with owners to fit their fees into clients' budgets. Success-based fees, where a portion of the

(Continued on page 36)

FIRM	Total new projects 2004-08	Americas outside U.S.				Total renovations 2004-08	Total renovations 2004-08			Average fee
		U.S.	Americas outside U.S.	Europe/Middle East/Africa	Asia/Australia		Under \$1 million	\$1-3 million	Over \$3 million	
Richard Mandell Golf Architecture	1	1	0	0	0	13	2	5	6	\$250,000
Robbins & Associates International	6	6	0	0	0	2	0	1	1	NR
Robert Kains Golf Course Design	1	0	0	1	0	6	3	0	3	\$120,000
Robert Trent Jones II	34	8	3	12	11	9	0	4	5	NR
Roger Jones Golf Design	2	0	0	2	0	2	1	1	0	€200,000
Roger Rulewich Group	2	2	0	0	0	25	8	15	2	NR
Ron Garl Golf Course Design	2	1	0	0	1	14	3	9	2	\$500,000
Schmidt Curley Design	21	4	0	2	14	4	0	4	0	\$500,000
Schreiner Golf	2	2	0	0	0	12	12	0	0	\$275,000
Scott Miller Golf Design	6	2	1	0	3	1	0	0	1	NR
Serafin Golf Course Design	2	2	0	0	0	4	3	1	0	\$300,000
Signature Design Services	4	4	0	0	0	6	1	2	3	NR
Stephen Kay-Doug Smith GC Design	2	2	0	0	0	37	28	7	2	\$175,000
Steve Smyers Golf Course Architects	2	2	0	0	0	6	0	0	6	\$450,000



(Continued from page 34)

design fee is paid when revenue from residential lot sales, rounds or memberships begins coming in, are becoming more common.

Even if the design fee is what the architect expects, it can be problematic to collect it in these times, when some clients run short of money as construction of homes, resorts or other revenue sources are put on hold, or business is slow.

"What we are experiencing is that we may be restructuring our contracts so we get money up front," Charlton said. "We are looking at scenarios where maybe they'll put money into an escrow account for each phase of our work."

That way, the architect knows the money is there.

"These days we'll make a little bit of an adjustment, but the key is letting an owner (Continued on page 38)

FIRM	Total new projects 2004-08	Americas outside U.S.				Total renovations 2004-08	Total renovations 2004-08			Average fee
		U.S.	Americas outside U.S.	Europe/Middle East/Africa	Asia/Australia		Under \$1 million	\$1-3 million	Over \$3 million	
Svein D. Olanes: Arkitekt	3	0	0	3	0	1	1	0	0	\$150,000
Swan Golf Designs	6	1	0	4	1	13	11	2	0	£150,000
Thomas McBroom Associates	12	0	11	1	0	4	0	3	1	NR
Thomson Perrett & Lobb	1	0	0	2	0	2	2	0	0	\$550,000
Tripp Davis & Associates	1	1	0	0	0	10	8	2	0	NR
Watermark/Nathan Grace Design	1	1	0	0	0	9	8	2	1	NR
W.R Love Golf Course Architecture	4	3	1	0	0	20	14	5	1	NR

 Roger Rulewich Roger Rulewich Group	 David Fleury Roger Rulewich Group	 Brian Curley Schmidt Curley Design	 Lee Schmidt Schmidt Curley Design	 Stephen Kay Reynolds Kay Doug Smith	 Doug Smith Reynolds Kay Doug Smith	 Tim Lobb Thomson Perrett & Lobb	 Nathan Grace Watermark Golf	 William R. Love W.R. Love Golf Course Arch.
--	--	---	--	--	--	--	--	--

Subscribe today to the golf industry's leading e-newsletter
Golf Industry Top News

A FREE bi-weekly newsletter with news and updates on:

- Companies
- Courses
- Global Development Projects
- Golf Course Sales

Visit www.golfinc magazine.com to subscribe today

CLUBHOUSE ARCHITECTURAL FIRMS	Total new projects 2004-08	Under \$2 million	\$2-5 million	More than \$5 million	Total remodels 2004-08	Total U.S. projects	Total projects outside U.S.	Average fee
Atwood Architects	8	3	4	1	2	10	0	\$242,000
Carlton Design Studio	5	0	3	2	0	5	0	NR
CGI Club Design	6	0	2	4	18	24	0	NR
Cline Design	10	0	5	5	2	12	0	\$200,000
Douglas Fredrikson Arch.	10	2	3	5	4	14	0	NR
Evangelista Architects	2	0	2	0	20	22	0	8%
Guernsey Tingle Arch.	2	0	0	2	2	4	0	\$275,000
Hicks Partnership	10	0	7	3	8	0	16	\$500,000
John Williams Arch.	5	1	3	1	6	11	0	NR
MAI Design Group	19	0	0	19	7	23	3	NR
Mark P. Finlay Arch.	5	0	2	3	2	7	0	\$500,000
Masters Studio	1	0	1	0	2	3	0	\$350,000
Melzer Decker & Ruder	5	0	0	5	2	7	3	9%
NCG Architects	2	0	0	2	7	8	1	\$350,000

(Continued from page 36)

have a payment structure that works for them," Charlton said.

Scottsdale, Ariz.-based Schmidt-Curley and Associates was among the first wave of American course designers without an internationally famous name like Nicklaus or Palmer to actively pursue international design work in Asia. The firm struck gold

with its involvement in Mission Hills in Shenzhen, China, the world's largest golf complex with 12 courses currently open.

Today, the firm has two offices in China and a number of other projects to their credit in China, Korea and other Asian markets. While business is so good that at any given time, either principal Lee Schmidt or partner Brian Curley is in Asia overseeing

projects on-site, doing business abroad is not without its risks.

"Getting paid can be a problem if you're not careful," Schmidt said. "We have to be cautious, particularly now. It's definitely gotten tougher."

Overseas work is not the only type of project where non-payment can be a problem. Ermisch, whose work to date has been exclusively in the U.S., said American clients have been known to try to hedge on their promises too.

"The fees are not typically an issue, but getting paid is," Ermisch said. "It seems that developers will agree to any number you throw at them and then try to negotiate after the fact a sweat equity portion or even a lump sum scenario if we are successful in getting them out of the ownership position."

Value added services

When clients balk at a design fee, many firms have ways to sweeten the pot and provide added value to their services. Many golf course architects have degrees in landscape architecture and/or experience in land planning that they can bring to the table, along with expertise in golf course construction processes. They can also do more of the work themselves, rather than farming it out to staff members or paying freelance talent.

Architect Mike Nuzzo, of Houston, Texas-based Nuzzo Course Design, has the recently opened Wolf Point Club in Gulf Coast, Texas



Peat Inc.

golf • sports turf • horticulture

Organics You Can Trust

A Minnesota-based peat company servicing worldwide.

Peat, Inc. • Elk River, MN 55330 U.S.A.

www.peatinc.com • 763.441.8387 or 1.800.441.1880

HGHB
ARCHITECTS

Master Planners of the Country's
Most Successful Golf Communities
with over 40 Years of Clubhouse
Design Experience.

Telephone 831-375-9594

Facsimile 831-646-9042

9699 Blue Larkspur Lane

Suite 201

Montarey, California 93940

www.hghb.net

kscates@hghb.net

pkorchek@hghb.net

CLUBHOUSE ARCHITECTURAL FIRMS	Total new projects 2004-08	Under \$2 million	\$2-5 million	More than \$5 million	Total remodels 2004-08	Total U.S. projects	Total projects outside U.S.	Average fee
Niles Bolton Associates	3	2	0	1	2	5	0	8.50%
Nudell-Evangelista	2	1	1	0	6	8	0	10%
OKW Architects	0	0	0	0	6	6	0	NR
Oz Architects	4	0	0	4	0	4	0	\$750K-\$1.5M
Partners & Sirny	4	1	0	3	12	16	0	9.50%
Peacock + Lewis Arch.	7	0	0	7	41	48	0	\$650,000
Pearson Architects	4	0	4	0	6	10	0	\$150,000
PHN Architects								
Schamu Machowski Greco	1	0	1	0	3	4	0	\$230,000
Slattery & Associates	3	0	2	1	1	4	0	\$400,000
Studio Pali Fekete	1	0	0	1	0	1	0	NR
Thomas A. Hart Arch.	2	NR	NR	NR	0	2	0	NR
Zehren & Associates	5	0	4	1	0	4	1	NR
Z Design Group	7	0	7	0	NR	7	1	NR

to his credit, which he says was built for half the initial budget. Nuzzo said that a small design shop, if the principal has the right skill-set, can make it a win-win scenario for a client and architect.

"I've been helping a client with his land planning and business plan, trying to get the project off the ground or at least get more visibility," Nuzzo said. "I've done a little more GPS work while work is slowing, for instance with as-builts with existing clubs. Surveying is something that I did to help get me into the [course design] business. I do everything from taking pictures to hang in the clubhouse to designing the scorecard."

Robbins said many architects also are able to do land planning and can even share work with other firms.

"You can offer packages of services that might be cheaper as a package deal rather than working with a bunch of different firms doing their own thing," he said. "A lot of the architects in the [ASGCA] are trained as landscape architects, so we can do some of that architecture for the development around the golf course."

The name game

Even though there is a price to be paid, many developers feel they need a famous name attached to their course design.

Many of the star quality current or former players who are credited with painstakingly laying out the course have seen it for only the first or second time when they show up

to play nine holes at its grand opening. John Daly, ever candid if not particularly marketing-savvy, showed up for an exhibition last year at a course "he" designed, and when asked about the design of one of the holes, said, "I don't know, first time I've seen it."

People in the golf industry know full well that many times, the "name" architect has contributed little to the actual course design other than his name. Architects also realize that while they do quality work, their names may not be widely enough known among the buying public to sell golf

course homes, memberships or greens fees.

"We offer opportunities where a client could start with us, then maybe bring on a name pro later on," said Schmidt, whose firm has collaborated with a number of big-name players. "It's a little cheaper [for the client] that way, but we give [clients] a shopping list of [name pros] we've worked with in the past and tell them what each will cost. Sometimes they look at that and say, 'Wow, that much?' It's an educational process, going through what [clients] perceive and what it will actually cost."

Specializing in Construction of Golf Course Lakes
with Design & Construction Capability



Over 20 years experience in the industry
Cook & Solis Construction Inc.
Lakes, Streams & Waterfalls

California Contractors License #462446
P.O. Box 301491, ESCONDIDO, CA 92030 ♦ (760)747-4900 ♦ (760)747-1260
www.cookandsolis.com