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OWNER PROFILE

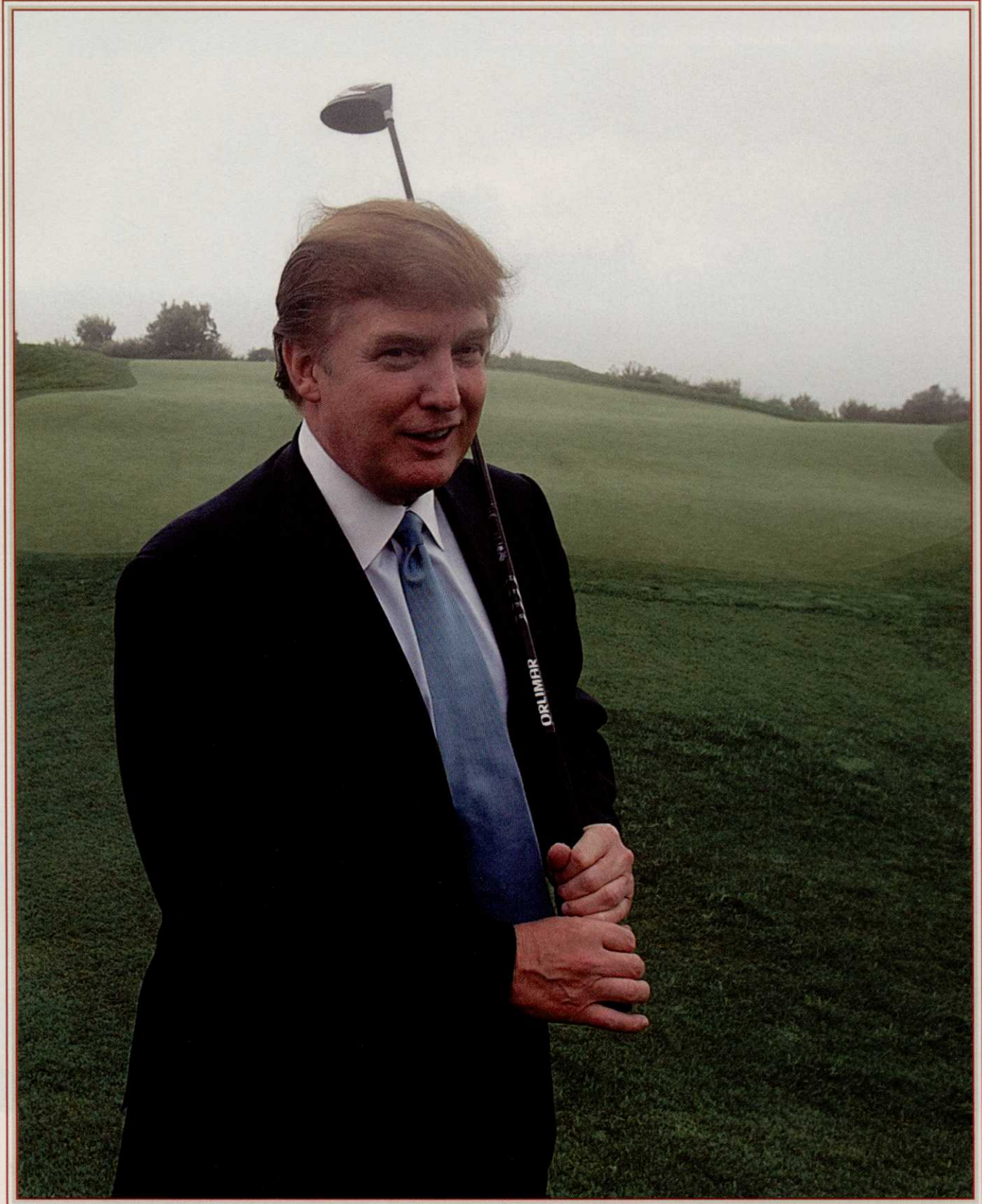


Photo: Associated Press

ON TRUMP'S TURF

A LOOK AT WHY THE DONALD IS
DOING BUSINESS IN THE GOLF INDUSTRY

BY PAT JONES

The romantic notion of owning a golf course has attracted the very rich and very famous for a long time. The very rich include the likes of Blockbuster Video founder Wayne Huizenga (the Floridian Golf & Yacht Club in Palm City). The very famous include Clint Eastwood, who is part-owner of Pebble Beach Golf Links, and Willie Nelson, who owns Pedernales Golf Club in Travis County Texas near Austin. But there's only one golf course owner who is very, very rich and very, very famous. You might have heard of him. His name is Donald J. Trump.

Unless you've been hiding under a rock for many years, you know Donald Trump is building and buying ultra-high-end facilities in our happy little market on a remarkable scale. In just seven years, he's amassed a portfolio that includes three Trump Na-

tional properties (Los Angeles, Bedminster, N.J., and Westchester County, N.Y.), two Trump International facilities (Palm Beach, Fla., and the Grenadines in the Caribbean) and one planned property in Scotland. The Trump Organization has invested \$200 million in the U.S. golf industry.

Reciting Trump's biography is pretty much unnecessary given that he's one of the most recognized people on the planet, but it's sufficient to say he got his start as a New York City real estate developer who diversified into casinos, hotels and pretty much anything that makes money. Oh, and you might know him from his occasional appearances on TV, including his own show, "The Apprentice."

Now, he's investing significant money into golf at a time when many banks and investors are running away from the business.



Donald Trump, who is building a 36-hole golf club in Aberdeen, Scotland, says he made golf a good investment, regardless of market conditions, because he has built the best golf courses in the best locations. Photo: Derek Ironside

Why? What's The Donald's passion for the game like? What's his interest in the business? What's his time on the course like? Trump answered these questions and more in between battling with Rosie O'Donnell, promoting the new season of "The Apprentice" and buying Tokyo (just kidding). Enjoy.

WHY DO YOU LOVE THE GAME?

Golf is a brain game, and it's beautiful on the course. There's nothing not to like about it.

HOW OFTEN DO YOU ACTUALLY GET TO PLAY 18 HOLES WITHOUT BEING INTERRUPTED BY BUSINESS?

It happens occasionally. Because I own the

courses I play, I'm working at the same time because I'm always making improvements as I go along. That way, I get to play more but don't feel guilty.

WHAT'S UNIQUE ABOUT EACH OF YOUR GOLF PROPERTIES?

Each one is spectacular for its own reasons, whether be it waterfalls or the ocean.

GOLF IS FLAT, YET TRUMP GOLF IS GROWING. WHY IS THE GOLF MARKET A GOOD INVESTMENT RIGHT NOW?

I made it a good investment because I've built the best courses at the best locations.

WHICH GOLF COURSE DESIGNERS –



Trump National Golf Club Westchester

Location: Briarcliff Manor, N.Y.
Course length: 7,261
Architect: Jim Fazio
General manager: Dan Scavino
Golf course superintendent: Ryan Batz
Golf director: Cary Stephan



Trump International Golf Club at Raffles Resort

Location: Canouan Island, the Grenadines
Course length: 6,500
Architect: Jim Fazio
General manager: Gilbert Madhavan
Golf course superintendent: David Foster
Head golf professional: Simon Blanshard



Trump National Golf Club

Location: Bedminster, N.J.
Course length: 7,560
Architect: Tom Fazio
General manager: David Schutzenhofer
Golf course superintendent: Gregory Nicoll
Head golf professional: Michael Fisher



Trump International Golf Links

Location: Menie Estate, Aberdeen, Scotland
Project director: Neil Hobday
Director of membership, marketing and PR: Lora McCluskey
Development plans: two championship golf courses and a turfgrass research center. The courses will be designed by Donald Trump in association with Tom Fazio and his firm Tom Fazio II LLC. The courses are scheduled to open in the spring of 2008. The cost of the links course is estimated at \$18 million and the entire development at \$500 million.



Trump National Golf Club

Location: Los Angeles
Course length: 7,242
Designer: Donald Trump
Director of golf: Mike van der Goes
Golf course superintendent: Martin Howard
Head golf professional: David Conforti



Trump International Golf Club

Location: West Palm Beach, Fla.
Course length: 7,326
Architect: Jim Fazio
Director of club operations: Bill O'Connor
Golf course superintendent: Andy Kjos
Head golf professional: John Nieporte

THE TRUMP PORTFOLIO

LIVING OR DEAD - ARE YOUR FAVORITES?

The Fazios are masters at what they do, as are Pete Dye and Rees Jones. I love them all.

IF YOU COULD PICK ANY THREE GOLF COURSES IN THE WORLD TO ACQUIRE TOMORROW, WHICH COURSES WOULD YOU CHOOSE AND WHY?

They would all be unobtainable.

SUPPOSE A FEW OF YOUR APPRENTICES WANTED TO GET INTO THE GOLF BUSINESS. WHAT ADVICE WOULD YOU GIVE THEM?

They should learn everything about golf, from course design to the game itself, and the history of the game from day one. Then I would tell them it is a tough business.

WHAT ARE YOUR STATED EXPECTATIONS FOR THE QUALITY OF THE CONDITIONING AND TURF ON YOUR COURSES?

They've got to be perfect.

TELL US ABOUT THE SCOTTISH DEAL. WHERE DO THINGS STAND?

That's a beautiful project, and it will be sensational. It's historic and innovative, and it will be an international destination for all serious golfers. It's the best piece of land I have ever seen for golf.

GOLF COURSE SUPERINTENDENTS PLAY A HUGE ROLE IN THE SUCCESS OF A COURSE. HOW MUCH HAVE YOU LEARNED ABOUT THEM AND WHAT THEY DO?

I've learned that they have to love the game to be effective. They have to be passionate about their job or it won't work.

WHAT'S NEXT FOR TRUMP GOLF? WHAT'S YOUR ULTIMATE VISION FOR THE COMPANY?

To build and own the greatest golf courses anywhere in the world. My Los Angeles course was just ranked No. 1 in the state of California. Trump Golf is already No. 1 in the country, and it will be No. 1 internationally in a short time. GCI

For more information about Donald Trump's golf courses, visit www.trumpgolf.com.

BY JOHN WALSH

Elevating the profession

Paul R. Latshaw's
influence ripples throughout the industry

He not only set the bar for the superintendent profession, he raised it – several times. For some, he raised it too high. The legendary Paul R. Latshaw, who retired as a golf course superintendent in 2001, remains active in the industry. His influence ripples through the business like a stone skipping across water. An inquisitive and humble man, Latshaw learns from others as much as others learn from him. Presently, he has a consulting business, but he's slowing down and plans to take things easier during the next few years.

During his illustrious 37-year superintendent career, Latshaw worked at some of the most prestigious clubs in America: Augusta National in Georgia; Oakmont Country Club in Pennsylvania; Winged Foot Golf Club in Mamaroneck, N.Y.; Shaker Heights County Club in Ohio;

Congressional County Club in Bethesda, Md.; Wilmington (Del.) County Club; and Riviera Country Club in Pacific Palisades, Calif. His longest job, 11 years, was at Oakmont.

Latshaw, a 41-year member of the Golf Course Superintendents Association of America, is a veteran of hosting major golf tournaments. He has hosted more majors – nine – than any other superintendent: four Masters, one PGA Championship (his first major), two U.S. Opens and two Senior Opens. Two of his loves as a superintendent were hosting tournaments and solving problems.

“I love to push the grass to the peak and provide a challenging test for golfers,” he says. “Every one of the majors we hosted, except one, we reached a higher standard of maintenance than before. It started with the PGA Championship in 1978 at Oakmont in August with great





Latshaw is slowly consulting less and plans to spend more time on his farm in Pennsylvania.
Photo: Marc Longwood

green conditions. The '83 Open at Oakmont had green speeds that were unheard of, and the rough was challenging – it was more than a foot high, which some people thought was unfair, but it was consistent.

“The only event I wasn’t proud of was the ’95 Senior Open at Congressional because we had average playing conditions,” he adds. “The membership was proud of the accomplishments, but conditions were mediocre for a champion-

ship. After that, I decided to change my method of fertilization to foliar feeding. The '97 Open at Congressional was my proudest because it was the best-conditioned golf course I ever produced and I was fortunate to have the best staff in my entire career.”

Of all the majors Latshaw hosted, the Senior Open at Riviera in 1998 was the biggest challenge for him because he was still working at Congressional.

A model for others

During his career, Paul R. Latshaw positively affected many superintendents professionally. Although he’s now retired, his influence is still felt by many. Eric Greytok, former golf course superintendent at Winged Foot in Mamaroneck, N.Y.; Matt Shaffer, director of golf course operations at Merion Golf Club in Ardmore, Pa.; Mark Michaud, golf course superintendent at Shinnecock Hills Golf Club in Southampton N.Y.; and Jon Jennings, CGCS at the Chicago Golf Club are a few who worked for or with Latshaw.

Greytok worked as an assistant for Latshaw at Congressional and Riviera in 1998 and 1999 and always believed Latshaw taught him about the business side of the job.

“He was demanding of his employees, was a good leader and always challenged you,” he says. “But I never had any doubts about working for him.”

Greytok was aware of Latshaw’s stature before working for him.

“You worked hard to be in a position to be his assistant and learned why he was so successful,” he says. “You knew what you were getting into and knew about the time commitment. If you were honest with yourself, there were no surprises. He had a great outlook: work hard, play hard. He said at the end of the day that it’s just grass, but he always took his job seriously. He stressed not taking the easy way out and doing things the right way, which was the hard way.”

Greytok makes a habit of talking to Latshaw about every other month, but it’s more of a “Hey, how are you doing” type of conversation. However, he still calls Latshaw for advice. For example, Greytok says it was great having him at Winged Foot before the 2006 U.S. Open to give him a laundry list of things he missed.

“He volunteered his time, and I’m grateful for that,” he says.

Latshaw always has raised the bar for other superintendents.

“No’ was never an option, and second best was never an option,” Greytok says. “It always

got done. He has high expectations and brings that to the course everyday. He was always willing to try new things and solutions for problems. People respect him for that.”

Latshaw is still influential, if not more so now because he travels the country and the world, Greytok says.

“He was a good teacher and taught a lot of people in turf, and a lot of people sought him out to learn from him,” he says. “He always had fun at the end of the day. I had a good all-around experience working for him.”

Shaffer, too, worked as an assistant under Latshaw. He was at Augusta National for three years, though he wasn’t a typical assistant. He had been in the industry for 15 years and was 33 years old at the time.

“I couldn’t get into a big club, so I needed to do something dramatic,” Shaffer says. “I got lucky. Most guys were younger. I wanted Augusta National and his name on my resume.”

While Shaffer was at Augusta, he interviewed for the superintendent position at Burning Tree Club in Bethesda, Md.

tools in his bag. Championship golf has to be taught. It’s not learned, and you have to work with somebody who has a good recipe.

“Everyone has trouble growing grass,” he adds. “But you need to extricate yourself from the problem. Don’t overreact or hit the panic button. Sometimes when things go bad you have to go back to the basics.”

Shaffer says it’s amazing Latshaw is still there to help superintendents. He says that if he never sees you, you’re doing good, but if he sees you, you’re in trouble.

“He came for the U.S. Amateur (at Merion) last year and helped out,” he says. “High heat and rain created problems for the turf. We ended up smelling like a rose because we got into a heavy aeration program, seeding and germinating fairways. He told me to back off the grass.”

When Michaud was a superintendent at Pebble Beach in California earlier in his career, he volunteered to help Latshaw prep Congressional for the '97 U.S. Open.

“I volunteered at that one specifically to watch the master run a tournament,” Michaud

“He was always willing to try new things and solutions for problems. People respect him for that.” - ERIC GREY TOK

“I turned it down because I felt I didn’t know enough,” he says. “I was a sandwich chef before Augusta, and when I left, I was an executive chef. Before, I didn’t know how to put icing on the cake. It’s a total different mindset at the top of the profession.”

Latshaw helped Shaffer deal with job stress.

“The pressure is more significant at those high-end jobs,” he says. “He taught me how to balance stress, work and home life under adverse conditions. He’s unbelievable. He has so many

says. “Paul has tremendous organizational skills. There were about 70 volunteers. It was a perfectly run event. We walk-mowed the fairways. He’s famous for going where no other superintendent has gone before. His skills as a superintendent are unsurpassed with his history of hosting championships. I don’t think you’ll see anybody match that.

“You can maintain a golf course only so many ways, so I observed him on how to handle pressure and his staff. He finds what a person is



Those who've worked with or for Latshaw were impressed with the way he handled himself in high-pressure situations and his willingness to try new things.
Photo: Marc Longwood

really good at and uses that to his advantage and develops their weaknesses.”

Like Michaud, Jennings helped Latshaw prep a course for a major, the Ocean Forest Golf Club in Seas Island, Ga., for the 2001 Walker Cup. Jennings has known Latshaw for a number of years and considers him a mentor.

“He has led the industry by example and has set goals for other superintendents to meet,” he says.

Connections

Latshaw’s influence has helped place many superintendents in the field.

“Clubs don’t want to look at 100 resumes, they want to look at 20 or 30,” Michaud says. “He cuts the fat. He knows where everybody is and their successes and failures. He recommends five or 10 guys and lets the club take it from there. These guys go to work at the tournaments to get a recommendation from somebody. It’s not a cake walk. You’re working 15 to 20 hours a day busting your butt. Additionally, many of these guys are on their cell phones making sure their own courses are being run properly. The guys who say it’s unfair are whiners and need to set themselves apart from 75 percent of the resumes by taking that extra step.”

Greytok doesn’t believe he had an edge over other superintendents because he worked for Latshaw, but he felt fortunate to work for him. Using the Latshaw name as a reference helped him advance his career.

“Both Latshaws (Paul R. and son Paul B.) were instrumental in me going from an assistant superintendent to a superintendent because they taught you the drive to succeed,” he says.

When superintendents who’ve worked for Latshaw see job opportunities, they call him for advice.

“Putting his name on a resume breaks down some doors, but he doesn’t do that for just anyone,” Shaffer says. “He has to know these guys. He always gets them the interview but left it up to them to get the job. Is it fair? No. But you have to play the game. Working for him changed my life.”

Personality

Jennings recalls the first time he met Latshaw – at a GCSAA educational seminar about fertility. Latshaw was at Congressional at the time, and Jennings talked to him about the bentgrass conversion he did.

“Here was someone who hosted the Masters

and other major tournaments and offered information to someone he didn’t know,” he says. “What inspires me is how he is driven, but he keeps it in a light manner. He has a neat presence while working along side him. When you talk to him, there’s no one else who he’s focused on. He makes you feel important. The most important thing about him is his personality and drive for perfection.”

The minute you get next to him, you have a deep respect for him, Michaud says.

“He’s a very humble person,” he says. “You’ll never hear him brag.”

Shaffer and Michaud say Latshaw is inquisitive, and if he hears you’re doing something new and different, he’ll ask you about it.

“The first time I rode with him around the golf course at Pebble Beach, he asked me more than a hundred question, and later that night when we were having dinner, I realized I didn’t learn anything from one of the greatest golf course superintendents in the world,” Michaud says.

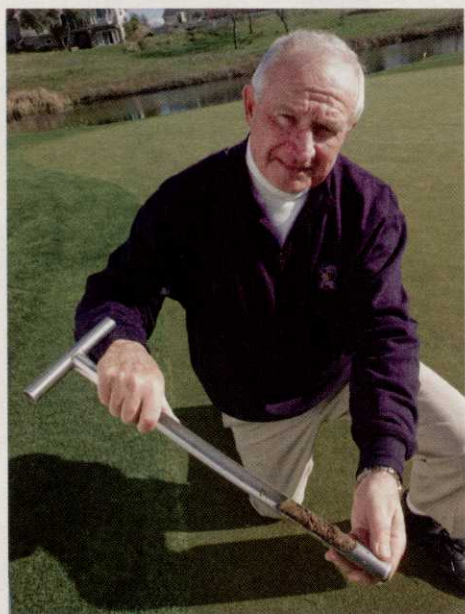
“What still impresses me about him is he never acts like he’s arrived,” Shaffer says. “He listens to everybody. It’s never gone to his head. He’s a very modest person, and that speaks volumes.” GCI

SUPERINTENDENT PROFILE

"Riviera contacted me, but I couldn't go out there because I was under contract at Congressional," he says. "But they gave me a sabbatical that allowed me to prep Riviera. So I flew across the country every week for six months to prep the course."

Latshaw never lived in California while prepping Riviera. He stayed in the clubhouse. While he was on the West Coast, Rick Shriver and, later, Eric Greytok, took over at Congressional. This was an unusual situation that would be difficult to pull off even now.

"That was my salesmanship," he says. "That took a few board meetings to get done. I think Congressional liked it because it was their



superintendent preparing another course for a major."

At Riviera, Latshaw credits a few strong people, including Steve Thomas, Greytok and 12 interns, for a successful tournament preparation.

"I had great support," he says.

THE CONSULTING BUSINESS

After retiring and leaving Winged Foot in 2001, Latshaw worked for Signature Controls and then started a partnership with Advanced Aer Systems. He worked for both companies at the same time, part time, while consulting. He did that for two years before easing out of working with Signature and Advanced Aer to work as a consultant full time. Latshaw says he worked for Signature because it came out with a new irrigation control system he believed had a strong future.

"I always believed in new technology," he says. "Signature had it, and Advanced Aer was getting it. But I'm more about the concept than the product."

Some might have seen a conflict of interest when Latshaw worked for Signature and Advanced Aer while working as a consultant. However, Latshaw says he tries to be fair and open.

"A consultant shouldn't be selling for somebody or pushing a product," he says. "But if I see a situation in which I used a product in the

Latshaw has been involved with Brookside Laboratories and its soil and water testing. Photo: Marc Longwood

past that works well, I won't hesitate to recommend it."

Throughout the years, Latshaw helped integrate new products into the market, including the laser leveling process used for building tees, the barrier used around greens to keep Bermudagrass from encroaching, subsurface aeration and video training tapes.

Latshaw is no stranger to visiting various golf courses throughout the country. At one point, he had about 60 clients, so he visited those clubs in addition to those with superintendents who had previously worked for or with him. During the summer when he's busiest, he visits three or four courses a week. In 2006, he logged 170,000 air miles alone.

"I kept U.S. Airways in business," he says jokingly.

Latshaw doesn't conduct half-day visits and usually spends one full day with a client. Sometimes he spends more than a day with a client if he feels the need. The cost for his visits varies from client to client, and the cost of his travel is built in to his fee.

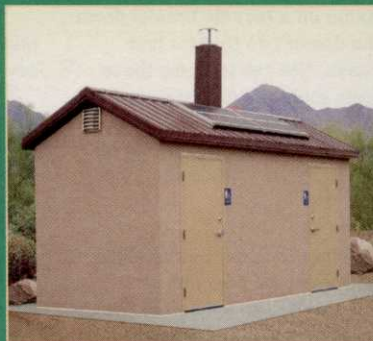
Latshaw isn't taking on any more clients and will ease out of his consulting business starting next year, but he'll keep working in other ways.

"I'll be involved in tournament prep, mostly with PGA Tour events," he says.

Also, Latshaw has been involved with New Knoxville, Ohio-based Brookside Laboratories and its soil and water testing. Latshaw says he'll continue to be involved at courses where his former employees are superintendents.

"I'll be involved with them until they get tired of me," he says.

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