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the state.

"In most states the priority for that money is acquisition of recreational and open space," and property for a golf course qualifies, he said.

"I design greens to detail, I stake and survey and whatever needs to be done. They have to get somebody to coordinate it, and I'll train them," Flatt said.

"The rest depends on how much money they have," Flatt said. "Often, a major ingredient is community spirit. It takes many forms, from land or financial donations to bulldozer work."

"First, always, is the land," Flatt said. "You start with no cost for the land, if possible. We work with local bankers. We can go to local businesses for grants, for them to be a good neighbor. In west Kansas, where oil and gas has been a good business, oil and gas companies give back to the community. The Cimarron Valley club house was donated by an oil company that had used it as a training house..."

Cimarron Valley Golf Course is owned by an association that plans to give the course to the city of Satanta eventually. As a fund-raiser, it is selling holes. "You can get your name on the hole," Flatt said.

In addition to land and money, a lot of work can be done by local citizens.

"A lot of farmers have scrapers and dozers and do that work. They are the general contractor. They will bid out the irrigation system and well-drilling," Flatt said. "These guys are golfers, farmers, people with community spirit."

Another community, Nora Springs in north central Iowa, is similar. An association of community leaders founded a non-profit association. It did its own feasibility study.

It sold memberships — "for which buyers got nothing" — and raised the money to hire Flatt.

The association bought some low-cost property and received solid community support, said Flatt, who drafted the master plan and agreed to visit the site whenever needed.

The association hired a farmer, who had two scrapers and a bulldozer, to grade the course. Flatt hired a premier dozer operator, who had never seen a golf course, as the shaper.

Local people built a lake for irrigation and contracted out the irrigation system.

All trucking of sand (3,000 tons) was contributed.

Flatt said greens are built to USGA specifications, minus the choker layer.

"In west Kansas we used native soil. It's great sandy soil," he said. "In Iowa we had too much clay, so we brought in sand."

Flatt budgets automatic, single-row irrigation systems, and suggests his clients lease their maintenance equipment.

"We like the challenge and uniqueness of doing these."

**NGF seminars planned for developers, owners**

**Series of five aims to address issues affecting successful building, operating**

JUPITER, Fla. — The National Golf Foundation has five seminars set for 1992 that will illustrate how critical issues facing golf course developers and operators are being successfully managed and surmounted.

The first two in the series will address environmental regulations, increasing expenses and other issues impacting the success of golf course operations, now and in the future. Two others will focus on how public-private partnerships are successfully being employed in acquiring development capital and overcoming other obstacles to golf course development.

The fifth will look at how some are taking advantage of the growing market for alternative golf facilities, such as golf ranges, executive and other non-regulation courses. All of the programs will be presented using a case study approach.

The seminars include:

- March 15-17 — "Golf Course Operations in the 1990s - Obstacles Overcome by Successful Golf Course Operators," at Marriott at Sawgrass resort in Ponte Vedra Beach, Fla.
- April 5-7 — "Golf Course Operations in the '90s - Issues Affecting the Future of Successful Operations," at Newport Beach (Calif.) Marriott Hotel & Tennis Club.

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