

## Seminar focuses on running profitable operation

ORLANDO, Fla. — The National Golf Course Owners Association's seminar, "Building a Successful & Profitable Golf Operation," will give public golf course owners a comprehensive look at golf operations from the inside out, Oct. 7-8.

Officials from Chase Golf Management Group, Hillier, Wanless & Cherry, Pannell Kerr Forster, and Textron will provide information on critical issues and the latest strategies and techniques in golf management. Seminar site is Hyatt Orlando Hotel and Kissimmee Bay

Country Club.

The two-day program is designed to help golf course owners, builders and managers operate their clubs profitably. It will combine the expertise of leading golf authorities with an in-depth tour of a golf facility.

The format consists of a full day of presentations, including a profile of three NGCOA members who will discuss golf course operations and construction from an owner's perspective. A golf workshop and tour will be held on the second day for attendees to

get a hands-on look at a golf facility. Attendees will wind down with a golf outing at one of Florida's premier golf communities, Kissimmee Bay Country Club.

Topics will include management/operational systems including the design of departmental budgets, cash management, and operations control; increasing membership development through properly structuring membership programs and advertising strategies; financing and investment options - how to borrow money and mortgage or

sell your property; avoiding legal liability in the areas of liquor liability, workers' compensation, employee sexual discrimination, and insurance liability; and understanding environmental issues focused on environmental protection, water conservation, and underground storage tank removal.

James Applegate, president of Gary Player Design Group, will discuss the intricacies of golf course renovation and redesign.

More information is available from the NGCOA office at 800-933-4262.

## Tax watchdog group formed

The Club Expenditure Council has been organized as a subsidiary of Property Tax Representatives, Inc., an ad valorem tax appraisal and consulting concern in Kansas City.

The CEC was developed to meet the club industry's need for current, accurate data relating to ad valorem tax and assessment issues.

CEC National Coordinator Charles Sloan said: "We have worked with a number of clubs over the years and learned firsthand what a unique industry this is. The managers and members whose job it is to deal with their club's assessment and resulting property tax need a backup they can count on in managing this significant expense.

"Whether they feel their club is over-valued or under-valued, it's critical that they stay informed. The CEC will function as their in-house specialist to help keep their club's real estate and personal property tax expense at its lowest possible level."

The CEC monitors the ad valorem tax scene nationwide and accumulates sales operating data specific to the club industry.

For more information contact Club Expenditure Council, 2 West 39th St., Suite 220, Kansas City, Mo. 64111 or call 800-950-CLUB.

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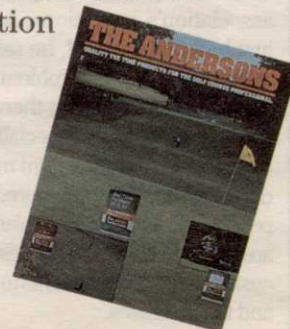
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