

## Club Managers Assn. endorses chief operating officer concept

ALEXANDRIA, Va. — The Club Managers Association of America has endorsed the Chief Operating Officer (COO) concept (formerly the General Manager concept) for private clubs.

In today's competitive economy, clubs are finding they need to operate more as corporate businesses than social organizations, the 5,000-member organization stated in a recent press release. For that reason, it has become necessary to hire individuals who can function as the chief operating officer for club operations and

be able to advise the board on the best future interests of the club.

"The COO is liable for the entire club operation as well as ensuring a viable future for the club," said CMAA President Norman Spitzig. "In some instances, however, it is recognized that clubs may not be structured to function as effectively with a COO. In these cases, a management team consisting of the manager, golf course superintendent, and golf and tennis pros report to the board, making recommendations for the successful operation of the club."

While elected club officials formulate policy and provide guidance for the COO, they do not involve themselves directly in the management of personnel or operations. The COO is completely responsible for all phases of management and accountable to the governing authorities for the performance of the entire management team and for all operating results.

For information on the COO concept or to receive an information kit with job descriptions, sample organization charts, contracts, etc., contact Tamara Tyrrell at 703-739-9500.

## Vermont coop

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looking to spend a couple of nights at each place. Lee and I are friendly competitors."

Play increased at The Equinox course after the younger Jones spruced up the Walter Travis routing, but not to the level Bowden had hoped. Searching for ways to bring more golfers to what is generally not considered a golfing state, Bowden hit on the idea of marketing his and his buddy Williamson's courses together.

"We hoped that by offering four-day packages like this we'd attract people from farther away who would take advantage of fly-and-drive packages to visit Vermont," Bowden said. "If they were impressed enough with the courses, they'd hopefully extend their stays."

The resorts tested the package for a brief, two-week period last June. They sold 20 packages, encouraging enough to offer it again with expanded dates this year.

The promotional budget has been limited, about \$5,000 between the two facilities, Williamson estimated. Both resorts featured the offer in their newsletters, both of which are mailed to approximately 25,000 people. The resorts took out ads in several Florida newspapers, distributed press releases to newspapers and flyers to resort guests. A May press trip attracted many golf and travel writers to the two facilities.

"We haven't set any specific goals for the program," Williamson said. "But we expect to do a lot better than last year."

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CIRCLE #132

## Financing

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vate sector developer is willing to donate a golf course site to the Foundation. In most such cases, developers should be able to take a tax credit for the fair value of the donated land.

- Acquisition or long-term leasing of existing courses by the Foundation for municipal agencies in order to preserve a recreational asset, save open space from more intensive development, or achieve other benefits.

To ensure that only economically viable projects are considered, PGFA will require in-depth market studies by qualified consultants. Sites or existing courses under consideration must lend themselves to reasonable development or acquisition costs.

For more information contact The Public Golf Foundation of America at 312-558-1386.