

**FUND STATEMENT****FUND:****MUNICIPAL GOLF FUND**

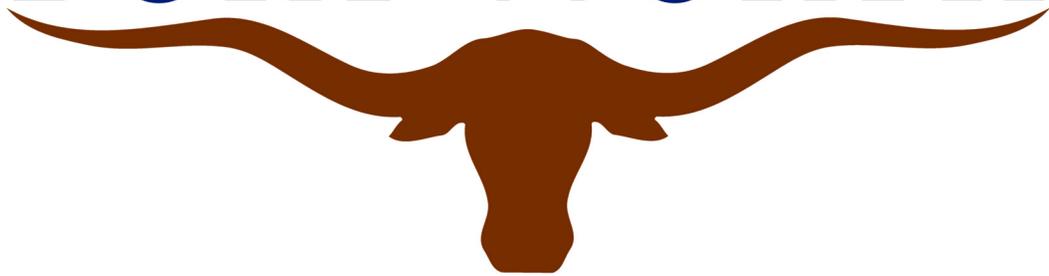
In FY1982, the City Council approved the recommendation by staff to operate the golf program as an Enterprise Fund. This action represented a significant policy commitment to the concept of a self-supporting golf program. The establishment of a Municipal Golf Fund offered all citizens of Fort Worth enjoyable, safe, comprehensive and affordable golf programs.

Fort Worth Golf, a division of the Parks and Community Services Department, provides a safe and comprehensive golf program through quality customer service, community involvement and responsible golf course management. The division, which is managed directly by the City, is divided into four sections: Golf Management, Pro Shop Operations, Snack Shop Operations, and Golf Course Maintenance.

The City of Fort Worth operates five regulation-length golf courses that promote golf as a lifetime sport: Pecan Valley (two 18-hole courses located in southwest Fort Worth), Z. Boaz (an 18-hole course in the western sector of the City), Meadowbrook (an 18-hole course located on the eastern edge of the City), Rockwood (an 18-hole course with a driving range facility, in partnership with the First Tee of Fort Worth, is in the near northwest) and Sycamore Creek (a nine-hole course with double tee boxes, which is located in southeast Fort Worth).

As an Enterprise Fund, the Municipal Golf Fund is meant to be financially self-supporting. Revenues to support expenditures come from greens fees, golf cart rentals, merchandise sales, annual passes, interest on investments, revenue from food and beverage sales, golf club rentals, and other miscellaneous income. The City's golf program has been negatively impacted by several factors including a saturated local market for golf courses, little to no growth in the number of area golfers and a sluggish economy. In such an environment, the fund has experienced declining revenues, while expenditures continue to rise. In FY2006 the City Council approved a staff recommendation to restructure the golf program with the expectation of returning the fund to a positive position.

**FORT WORTH**



**MUNICIPAL GOLF FUND BUDGET SUMMARY  
FY2012**

**REVENUES:**

Taxable Revenue	\$2,866,602
Non-Taxable Revenue	2,823,246
Miscellaneous Revenue	<u>42,734</u>

<b>TOTAL REVENUE</b>	<b>\$5,732,582</b>
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Uses/(Source) of Fund Balance	<u>\$0</u>
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<b>TOTAL REVENUE SOURCES</b>	<b>\$5,732,582</b>
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**EXPENDITURES:**

Personal Services	\$3,051,588
Supplies	801,330
Contractual Services	<u>1,879,664</u>

<b>TOTAL RECURRING EXPENSES</b>	<b>\$5,732,582</b>
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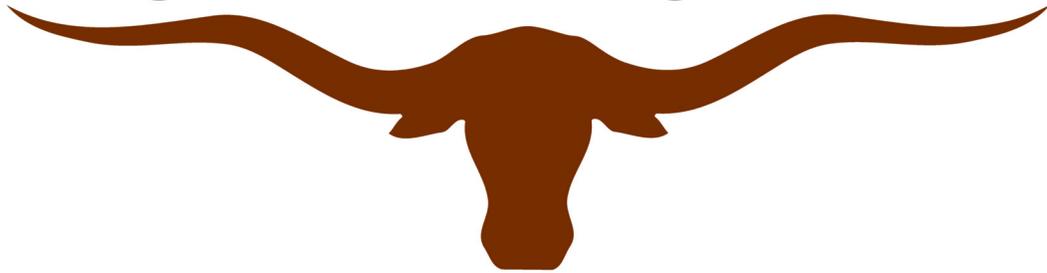
**DEBT SERVICE AND CAPITAL OUTLAY:**

Debt Service	<u>\$0</u>
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<b>TOTAL DEBT SERVICE AND CAPITAL OUTLAY</b>	<b>\$0</b>
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<b>TOTAL EXPENDITURES</b>	<b>\$5,732,582</b>
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**FORT WORTH**



**PROJECTED  
FY2012 CASH FLOW  
MUNICIPAL GOLF FUND**

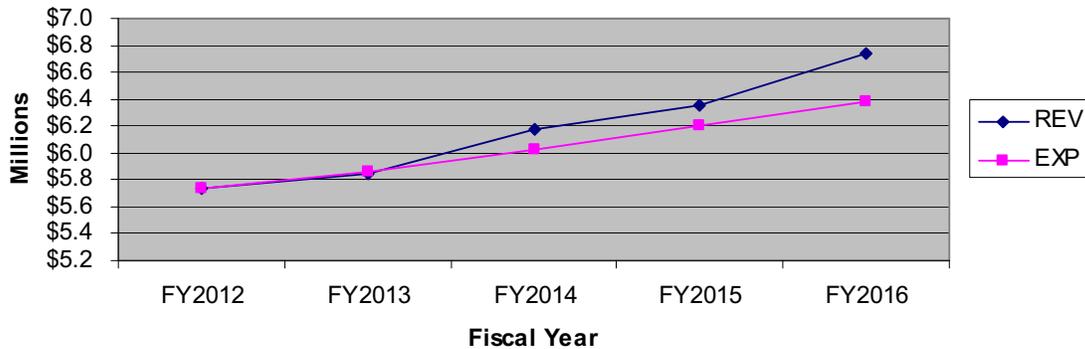
Cash Balance as of 9/30/11 *	<b>(\$6,154,674)</b>
Plus: Projected Revenues	\$5,732,582
Less: Projected Expenditures	<b>(\$5,732,582)</b>
Estimated Available Cash as of 9/30/12	<b>(\$6,154,674)</b>

\* Preliminary fund balance due to pending audit of actual fund balances

### MUNICIPAL GOLF FUND FIVE YEAR FORECAST FISCAL YEAR 2012 THROUGH 2016

	FY2012 Adopted	FY2013 Projected	FY2014 Projected	FY2015 Projected	FY2016 Projected
<b>Beginning Cash Balance</b>	(6,154,674)	(6,154,674)	(6,173,457)	(6,019,608)	(5,859,703)
<b>Revenues*</b>					
Non-taxable	2,823,246	2,879,711	3,133,704	3,227,715	3,509,546
Taxable	2,866,602	2,923,934	2,997,032	3,086,943	3,179,552
Lease Revenue	39,000	39,780	40,775	41,998	43,258
Miscellaneous Revenue	<u>3,734</u>	<u>3,809</u>	<u>3,904</u>	<u>4,021</u>	<u>4,142</u>
<b>Total Revenue</b>	<b>5,732,582</b>	<b>5,847,234</b>	<b>6,175,414</b>	<b>6,360,677</b>	<b>6,736,497</b>
<b>Total Resources</b>	<b>(422,092)</b>	<b>(307,440)</b>	<b>1,958</b>	<b>341,069</b>	<b>876,795</b>
<b>Expenditures</b>					
Personnel Services	3,051,588	3,131,403	3,218,586	3,313,703	3,414,040
Supplies	801,330	817,357	837,791	862,924	888,812
Contractual	1,879,664	1,917,257	1,965,189	2,024,144	2,084,869
Capital	0	0	0	0	0
Debt Service	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Expenditures</b>	<b>5,732,582</b>	<b>5,866,016</b>	<b>6,021,565</b>	<b>6,200,772</b>	<b>6,387,721</b>
Projected Variance	0	(18,783)	153,849	159,905	348,776
Projected Cash Balance	(6,154,674)	(6,173,457)	(6,019,608)	(5,859,703)	(5,510,926)
Reserve Requirement (20%)	1,146,516	1,173,203	1,204,313	1,240,154	1,277,544
Excess/(Deficit)	(7,301,190)	(7,346,660)	(7,223,921)	(7,099,857)	(6,788,471)

### MUNICIPAL GOLF FUND PROJECTED REVENUES AND EXPENDITURES



\* This model reflects a rate increase in FY2014 and FY2016.

**COMPARISON OF MUNICIPAL GOLF FUND  
EXPENDITURES**

	<b>ACTUAL FY2009</b>	<b>ACTUAL FY2010</b>	<b>ADOPTED FY2011</b>	<b>REVISED BUDGET FY2011</b>	<b>RE-ESTIMATE FY2011</b>	<b>ADOPTED FY2012</b>
Golf Course Management	\$1,028,665	\$834,052	\$776,925	\$776,925	\$750,520	\$800,455
Non-Departmental	863,561	567,845	258,162	258,162	237,699	313,919
Pecan Valley Greens Maint.	724,666	621,882	735,522	735,522	730,000	774,619
Pecan Valley Pro Shop	468,789	465,789	525,757	525,757	515,000	455,765
Pecan Valley Snack Shop	206,246	173,337	200,620	200,620	187,430	202,311
Z. Boaz Greens Maint.	408,098	411,514	404,444	404,444	407,210	420,588
Z. Boaz Pro Shop	368,028	302,612	316,258	316,258	300,205	338,928
Z. Boaz Snack Shop	24,196	4,092	33,763	33,763	20,500	36,362
Meadowbrook Greens Maint.	494,812	424,918	431,874	761,561	470,877	453,177
Meadowbrook Pro Shop	400,744	357,298	398,112	398,112	386,276	391,941
Meadowbrook Snack Shop	113,955	163,909	154,410	154,410	154,500	159,854
Rockwood Greens Maint.	469,578	384,548	502,142	502,142	475,500	479,160
Rockwood Pro Shop	406,363	354,777	340,339	340,339	340,000	339,241
Rockwood Snack Shop	182,130	142,913	130,952	130,952	130,000	129,016
Sycamore Creek Greens Maint.	244,522	218,348	270,426	270,426	244,770	253,712
Sycamore Creek Pro Shop	207,276	189,197	191,715	191,715	180,678	170,618
Sycamore Creek Snack Shop	<u>17,806</u>	<u>17,550</u>	<u>16,252</u>	<u>16,252</u>	<u>15,000</u>	<u>12,916</u>
<b>TOTAL</b>	\$6,629,435	\$5,634,581	\$5,687,673	\$6,017,360	\$5,546,165	\$5,732,582

**FORT WORTH**



**COMPARISON OF MUNICIPAL GOLF FUND  
REVENUES**

	<b>ACTUAL FY2009</b>	<b>ACTUAL FY2010</b>	<b>ADOPTED FY2011</b>	<b>REVISED BUDGET FY2011</b>	<b>RE-ESTIMATE FY2011</b>	<b>ADOPTED FY2012</b>
Pecan Valley Golf Course	\$1,952,518	\$1,740,028	\$2,177,794	\$2,177,794	\$1,788,190	\$2,245,301
Z. Boaz Golf Course	658,512	534,195	730,986	730,986	547,805	753,518
Meadowbrook Golf Course	1,146,099	991,043	1,349,810	1,679,497	1,246,146	1,314,953
Rockwood Golf Course	1,005,886	836,178	1,079,829	1,079,829	826,867	1,093,261
Sycamore Creek Golf Course	277,858	243,443	297,254	297,254	245,001	282,815
Other Income	<u>104,663</u>	<u>47,224</u>	<u>52,000</u>	<u>52,000</u>	<u>49,424</u>	<u>42,734</u>
<b>TOTAL</b>	\$5,145,536	\$4,392,111	\$5,687,673	\$6,017,360	\$4,703,433	\$5,732,582

**FORT WORTH**



**FUND BUDGET SUMMARY****DEPARTMENT:**

MUNICIPAL GOLF FUND

**FUND/CENTER**

PE39/0804005:0804530

## SUMMARY OF FUND RESPONSIBILITIES:

The City of Fort Worth Municipal Golf Fund, managed by the Golf Division of the Parks and Community Services Department, provides enjoyable, safe, and comprehensive golf programs through five municipally-owned golf courses: Pecan Valley, Z. Boaz, Meadowbrook, Rockwood, and Sycamore Creek.

Pecan Valley Golf Course is a 36-hole facility located in the southwest part of the City with a fully equipped pro shop, snack shop and driving range. In FY2000 and FY2001, the "River" course at Pecan Valley was closed for extensive renovations; however, it became fully operational beginning in FY2002.

Z. Boaz Golf Course and Meadowbrook Golf Course are 18-hole facilities located on the west and east sides of the City, respectively. Each has fully equipped pro and snack shops; however, Meadowbrook is equipped with a full snack bar and grill service.

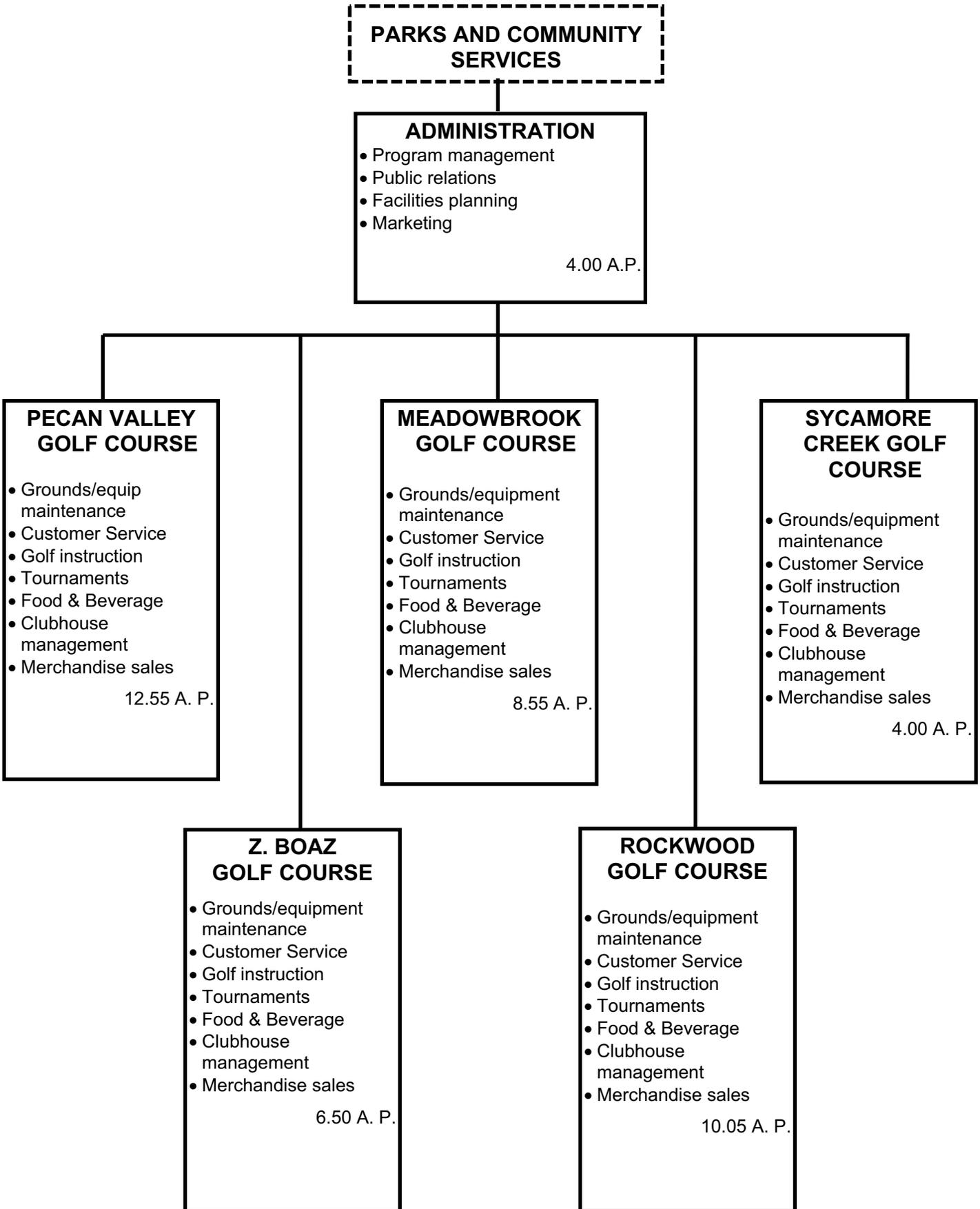
Rockwood Golf Course is a 18-hole facility with a driving range, operating in partnership with the First Tee of Fort Worth, and also has pro and snack shops. It is located in the near northwest part of the city.

The Sycamore Creek Golf Course is a nine-hole course with pro and snack shops that is located in the near southeast part of the city. Sycamore Creek was reconstructed during FY1993.

Municipal Golf Fund expenditures are financed primarily from taxable and non-taxable revenue, in the form of greens fees, cart rentals, and other fees at all golf courses.

<b>Allocations</b>	<b>Actual FY2010</b>	<b>Adopted FY2011</b>	<b>Proposed Budget FY2012</b>	<b>Adopted Budget FY2012</b>
<b>Personnel Services</b>	\$ 2,844,913	\$ 3,041,202	\$ 3,051,588	\$ 3,051,588
<b>Supplies</b>	739,887	798,659	801,330	801,330
<b>Contractual</b>	1,651,026	1,847,812	1,877,237	1,879,664
<b>Capital Outlay</b>	0	0	0	0
<b>Debt Service</b>	398,755	0	0	0
<b>Total Expenditures</b>	\$ 5,634,581	\$ 5,687,673	\$ 5,730,155	\$ 5,732,582
<b>Authorized Positions</b>	48.45	47.65	45.65	45.65

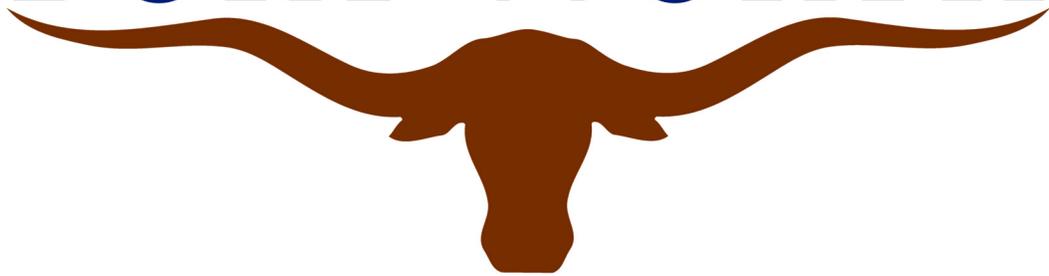
**MUNICIPAL GOLF FUND - 45.65 A.P.**



**SIGNIFICANT BUDGET CHANGES**

<b>DEPARTMENT:</b>		<b>FUND/CENTER</b>	
MUNICIPAL GOLF FUND		PE39/0804005:0804530	
<b>CHANGES FROM FY2011 ADOPTED TO FY2012 ADOPTED</b>			
<b>FY2011 ADOPTED:</b>	\$5,687,673	<b>A.P.</b>	47.65
<b>FY2012 ADOPTED:</b>	\$5,732,582	<b>A.P.</b>	45.65
<p>A) The adopted budget decreases by (\$23,752) an 2.00 authorized positions for the deletion of 1.0 maintenance worker position, .80 of a golf shop clerk and .20 of a snack shop attendant. This is offset by the utilization of two seasonal employees and does not significantly impact golf course operations.</p> <p>B) The adopted budget increases by \$63,019 for costs associated with the final implementation of the FY2012 Compensation Plan which included an across the board salary increase of 3% to all general employees.</p> <p>C) The adopted budget decreases by (\$50,200) for terminal leave costs.</p> <p>D) The adopted budget increases by \$38,975 for the continuation of the contribution to the retiree healthcare other post employment benefits (OPEB).</p> <p>E) The adopted budget increases by a net of \$35,280 for group health based on plan migration, turnover, and a 10.44% increase in the City's contribution to group health.</p>			

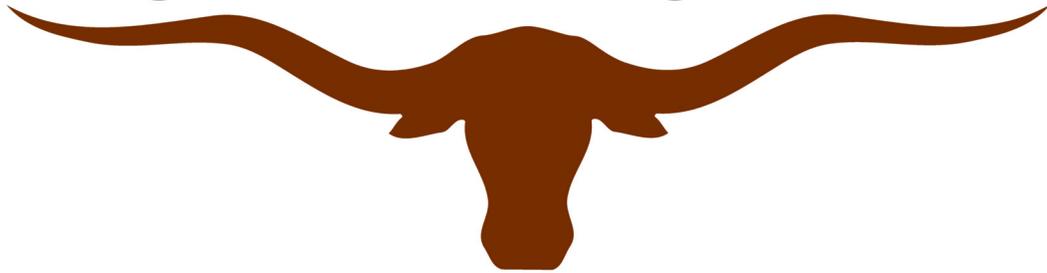
**FORT WORTH**



## DEPARTMENTAL OBJECTIVES AND MEASURES

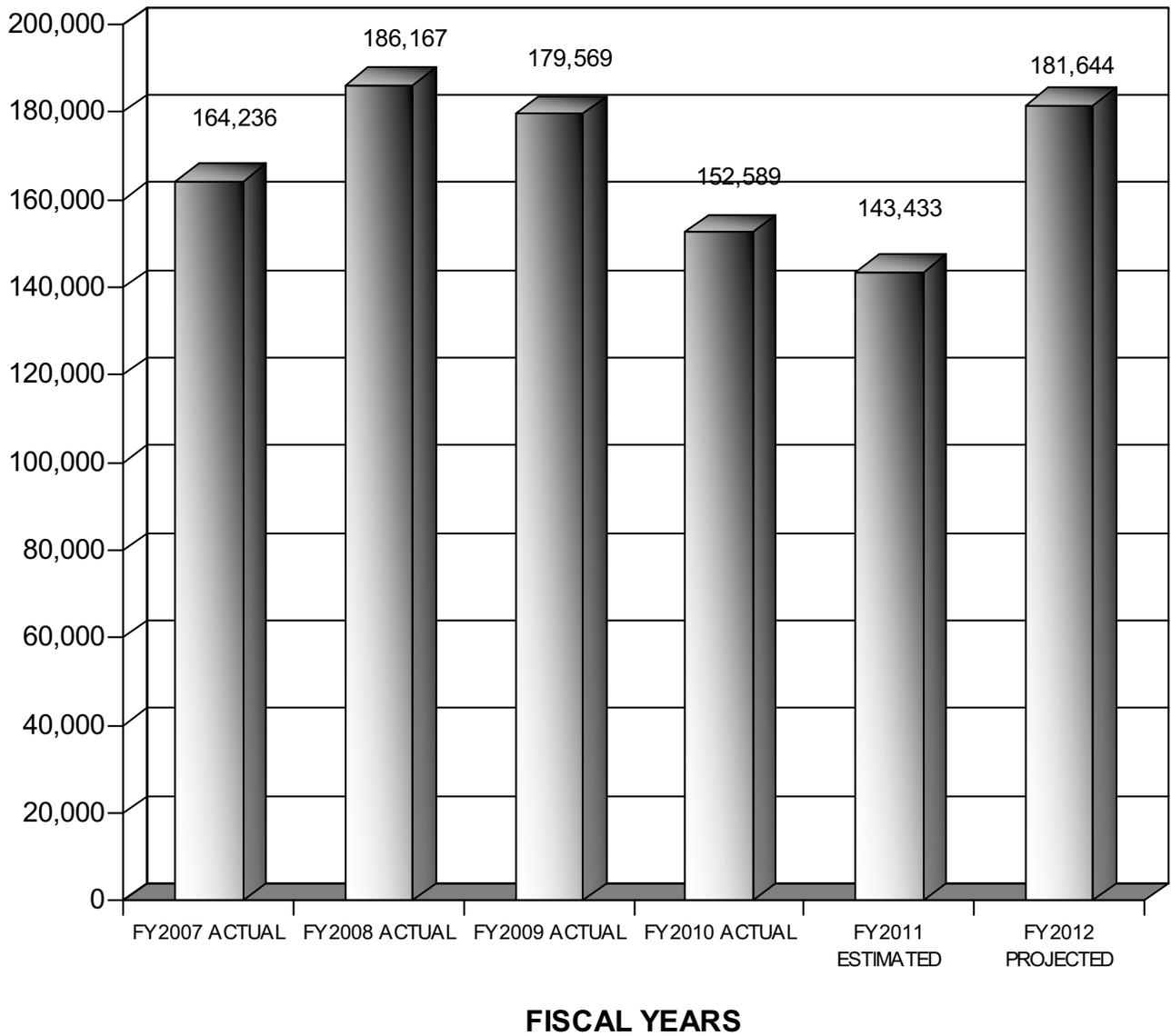
<b>DEPARTMENT:</b>			
<b>MUNICIPAL GOLF FUND</b>			
<b>DEPARTMENT PURPOSE</b>			
To provide an affordable and accessible golf experience to all levels of golfers.			
<b>FY2012 DEPARTMENTAL OBJECTIVES</b>			
To succeed in regaining a market share in a highly competitive industry by providing quality playing conditions, affordable fee prices, excellent customer service, and a creative marketing plan.			
Implementation of new business plan enabling our facilities to return to a positive net revenue base in 2012.			
To enhance the facility conditions through quarterly inspections and completion of special projects increasing golfer enjoyment in the game.			
To make improvements to the physical condition of courses in the municipal system such as construction of the new short course at Rockwood Golf Course and replacement of greens at Sycamore Creek Golf Course.			
<b>DEPARTMENTAL MEASURES</b>	<b>ACTUAL 2010</b>	<b>ESTIMATED 2011</b>	<b>PROJECTED 2012</b>
Number of paid rounds played	152,589	143,433	181,644
Revenue per round	\$28.96	\$29.15	\$31.64
Expenditures per round	\$30.74	\$35.54	\$31.64
Number of City Championships	11	11	11
Number of Outside Events	150	170	175
Number of Junior Golf Participants	2,000	2,500	2,800

**FORT WORTH**

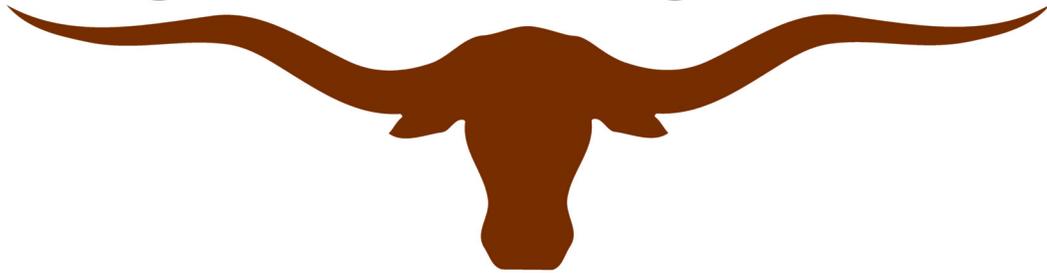


# PARKS AND COMMUNITY SERVICES GOLF DIVISION

## NUMBER OF PAID ROUNDS PLAYED



**FORT WORTH**



**DEPARTMENTAL SUMMARY BY CENTER**

DEPARTMENT <b>PARKS &amp; COMMUNITY SERVICES</b>		ALLOCATIONS				AUTHORIZED POSITIONS			
FUND <b>PE39 MUNICIPAL GOLF FUND</b>		Actual Expenditures FY2010	Adopted Budget FY2011	Proposed Budget FY2012	Adopted Budget FY2012	Adopted Budget FY2010	Adopted Budget FY2011	Proposed Budget FY2012	Adopted Budget FY2012
Center	Center Description								
	<u>GOLF &amp; TENNIS</u>								
0804005	GOLF COURSE MANAGEMENT	\$ 834,052	\$ 776,925	\$ 798,028	\$ 800,455	4.00	4.00	4.00	4.00
0804090	NON-DEPARTMENTAL	567,845	258,162	313,919	313,919	0.00	0.00	0.00	0.00
	Sub-Total	<u>\$ 1,401,897</u>	<u>\$ 1,035,087</u>	<u>\$ 1,111,947</u>	<u>\$ 1,114,374</u>	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>
	<u>PECAN VALLEY GOLF COURSE</u>								
0804110	GREENS MAINTENANCE	\$ 621,882	\$ 735,522	\$ 774,619	\$ 774,619	8.00	8.00	8.00	8.00
0804120	PRO SHOP	465,789	525,757	455,765	455,765	3.00	3.00	3.00	3.00
0804130	SNACK BAR	173,337	200,620	202,311	202,311	1.55	1.55	1.55	1.55
	Sub-Total	<u>\$ 1,261,008</u>	<u>\$ 1,461,899</u>	<u>\$ 1,432,695</u>	<u>\$ 1,432,695</u>	<u>12.55</u>	<u>12.55</u>	<u>12.55</u>	<u>12.55</u>
	<u>Z. BOAZ GOLF COURSE</u>								
0804210	GREENS MAINTENANCE	\$ 411,514	\$ 404,444	\$ 420,588	\$ 420,588	3.50	3.50	3.50	3.50
0804220	PRO SHOP	302,612	316,258	338,928	338,928	3.00	3.00	3.00	3.00
0804230	ZBOAZ SNACK BAR	4,092	33,763	36,362	36,362	0.00	0.00	0.00	0.00
	Sub-Total	<u>\$ 718,218</u>	<u>\$ 754,465</u>	<u>\$ 795,878</u>	<u>\$ 795,878</u>	<u>6.50</u>	<u>6.50</u>	<u>6.50</u>	<u>6.50</u>
	<u>MEADOWBROOK GOLF COURSE</u>								

**DEPARTMENTAL SUMMARY BY CENTER**

DEPARTMENT <b>PARKS &amp; COMMUNITY SERVICES</b>		ALLOCATIONS				AUTHORIZED POSITIONS			
FUND <b>PE39 MUNICIPAL GOLF FUND</b>		Actual Expenditures FY2010	Adopted Budget FY2011	Proposed Budget FY2012	Adopted Budget FY2012	Adopted Budget FY2010	Adopted Budget FY2011	Proposed Budget FY2012	Adopted Budget FY2012
Center	Center Description								
0804310	GREENS MAINTENANCE	\$ 424,918	\$ 431,874	\$ 453,177	\$ 453,177	5.00	5.00	4.00	4.00
0804320	PRO SHOP	357,298	398,112	391,941	391,941	3.80	3.80	3.00	3.00
0804330	SNACK SHOP	163,909	154,410	159,854	159,854	1.75	1.75	1.55	1.55
	Sub-Total	<u>\$ 946,125</u>	<u>\$ 984,396</u>	<u>\$ 1,004,972</u>	<u>\$ 1,004,972</u>	<u>10.55</u>	<u>10.55</u>	<u>8.55</u>	<u>8.55</u>
	<u>ROCKWOOD GOLF COURSE</u>								
0804410	GREENS MAINTENANCE	\$ 384,548	\$ 502,142	\$ 479,160	\$ 479,160	5.50	5.50	5.50	5.50
0804420	PRO SHOP	354,777	340,339	339,241	339,241	3.00	3.00	3.00	3.00
0804430	SNACKSHOP	142,913	130,952	129,016	129,016	1.55	1.55	1.55	1.55
	Sub-Total	<u>\$ 882,238</u>	<u>\$ 973,433</u>	<u>\$ 947,417</u>	<u>\$ 947,417</u>	<u>10.05</u>	<u>10.05</u>	<u>10.05</u>	<u>10.05</u>
	<u>SYCAMORE GOLF COURSE</u>								
0804510	GREENS MAINTENANCE	\$ 218,348	\$ 270,426	\$ 253,712	\$ 253,712	2.80	2.00	2.00	2.00
0804520	PRO SHOP	189,197	191,715	170,618	170,618	2.00	2.00	2.00	2.00
0804530	SNACK SHOP	17,550	16,252	12,916	12,916	0.00	0.00	0.00	0.00
	Sub-Total	<u>\$ 425,095</u>	<u>\$ 478,393</u>	<u>\$ 437,246</u>	<u>\$ 437,246</u>	<u>4.80</u>	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>
	<b>TOTAL</b>	<b>\$ 5,634,581</b>	<b>\$ 5,687,673</b>	<b>\$ 5,730,155</b>	<b>\$ 5,732,582</b>	<b>48.45</b>	<b>47.65</b>	<b>45.65</b>	<b>45.65</b>