

**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.

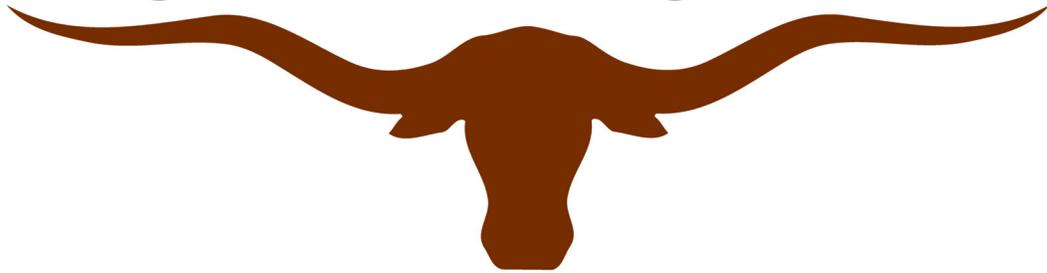
Fort Worth Golf, a division of the Parks and Community Services Department, provides a safe and comprehensive golf program through quality customer service, community involvement and responsible golf course management. The division, which is managed directly by the City, is divided into four sections: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

The City of Fort Worth operates four (4) regulation-length golf courses that promote golf as a lifetime sport: Pecan Valley (two 18-hole courses located in southwest Fort Worth), 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.

On April 3, 2012 the City Council adopted Resolution No. 4080-04-2012 authorizing the City Manager to develop and implement a plan to close the Z. Boaz golf course by September 30, 2012. The Resolution also directed that the park property be re-purposed for use as a community park, which is included in the FY2013 Parks and Community Services general fund budget.

**FORT WORTH**



**MUNICIPAL GOLF FUND BUDGET SUMMARY  
FY2013**

**REVENUES:**

Non-Taxable Revenue	\$2,580,153
Taxable Revenue	2,374,858
Miscellaneous Revenue	<u>10,000</u>

<b>TOTAL REVENUE</b>	<b>\$4,965,011</b>
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Uses/(Source) of Fund Balance	<u>\$0</u>
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<b>TOTAL REVENUE SOURCES</b>	<b>\$4,965,011</b>
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**EXPENDITURES:**

Personnel Services	\$2,611,355
Supplies	733,812
Contractual Services	<u>1,387,344</u>

<b>TOTAL RECURRING EXPENSES</b>	<b>\$4,732,511</b>
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**DEBT SERVICE AND CAPITAL OUTLAY:**

Debt Service	<u>\$232,500</u>
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<b>TOTAL DEBT SERVICE AND CAPITAL OUTLAY</b>	<b>\$232,500</b>
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<b>TOTAL EXPENDITURES</b>	<b>\$4,965,011</b>
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**PROJECTED  
FY2013 CASH FLOW  
MUNICIPAL GOLF FUND**

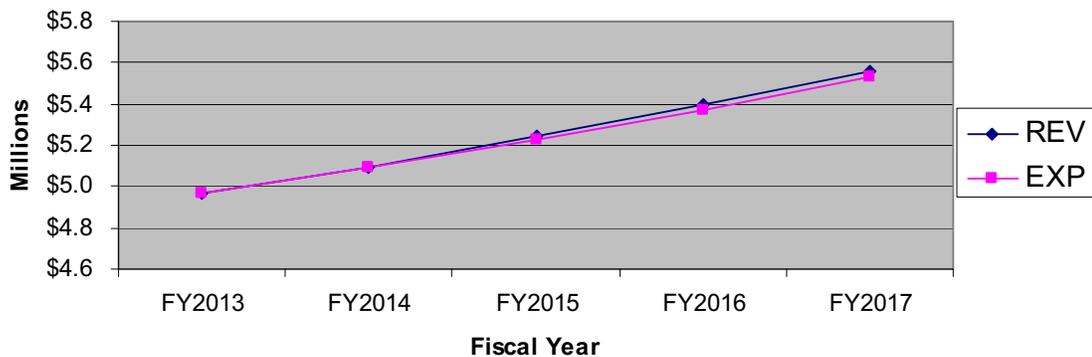
Cash Balance as of 9/30/12 *	<b>(\$7,255,197)</b>
Plus: Projected Revenues	\$4,965,011
Less: Projected Expenditures	<b>(\$4,965,011)</b>
Estimated Available Cash as of 9/30/13	<b>(\$7,255,197)</b>

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

### MUNICIPAL GOLF FUND FIVE YEAR FORECAST FISCAL YEAR 2013 THROUGH 2017

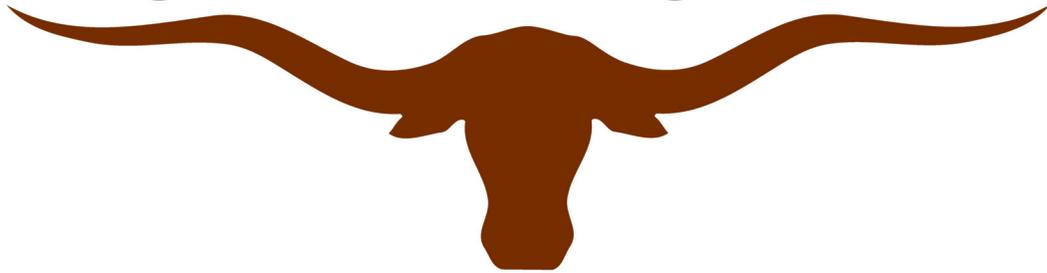
	FY2013 Adopted	FY2014 Projected	FY2015 Projected	FY2016 Projected	FY2017 Projected
<b>Beginning Cash Balance</b>	(\$7,255,197)	(\$7,255,197)	(\$7,254,381)	(\$7,237,686)	(\$7,205,737)
<b>Revenues*</b>					
Non-taxable	\$2,580,153	\$2,644,657	\$2,723,997	\$2,805,716	\$2,889,888
Taxable	\$2,374,858	\$2,434,229	\$2,507,256	\$2,582,474	\$2,659,948
Lease Revenue	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	<u>\$10,000</u>	<u>\$10,250</u>	<u>\$10,558</u>	<u>\$10,874</u>	<u>\$11,200</u>
<b>Total Revenue</b>	<b>\$4,965,011</b>	<b>\$5,089,136</b>	<b>\$5,241,810</b>	<b>\$5,399,065</b>	<b>\$5,561,037</b>
<b>Total Resources</b>	<b>(\$2,290,186)</b>	<b>(\$2,166,061)</b>	<b>(\$2,012,570)</b>	<b>(\$1,838,621)</b>	<b>(\$1,644,701)</b>
<b>Expenditures</b>					
Personnel Services	\$2,611,355	\$2,677,538	\$2,749,270	\$2,824,088	\$2,914,807
Supplies	\$733,812	\$752,157	\$774,722	\$797,964	\$821,903
Contractual	\$1,387,344	\$1,422,028	\$1,464,688	\$1,508,629	\$1,553,888
Capital	\$0	\$0	\$0	\$0	\$0
Debt Service	<u>\$232,500</u>	<u>\$236,597</u>	<u>\$236,435</u>	<u>\$236,435</u>	<u>\$236,435</u>
<b>Total Expenditures</b>	<b>\$4,965,011</b>	<b>\$5,088,320</b>	<b>\$5,225,116</b>	<b>\$5,367,116</b>	<b>\$5,527,033</b>
Projected Variance	\$0	\$816	\$16,695	\$31,949	\$34,004
Projected Cash Balance	(\$7,255,197)	(\$7,254,381)	(\$7,237,686)	(\$7,205,737)	(\$7,171,734)
Reserve Requirement (20%)	\$946,502	\$970,345	\$997,736	\$1,026,136	\$1,058,120
Excess/(Deficit)	(\$8,201,699)	(\$8,224,725)	(\$8,235,422)	(\$8,231,874)	(\$8,229,853)

### MUNICIPAL GOLF FUND PROJECTED REVENUES AND EXPENDITURES



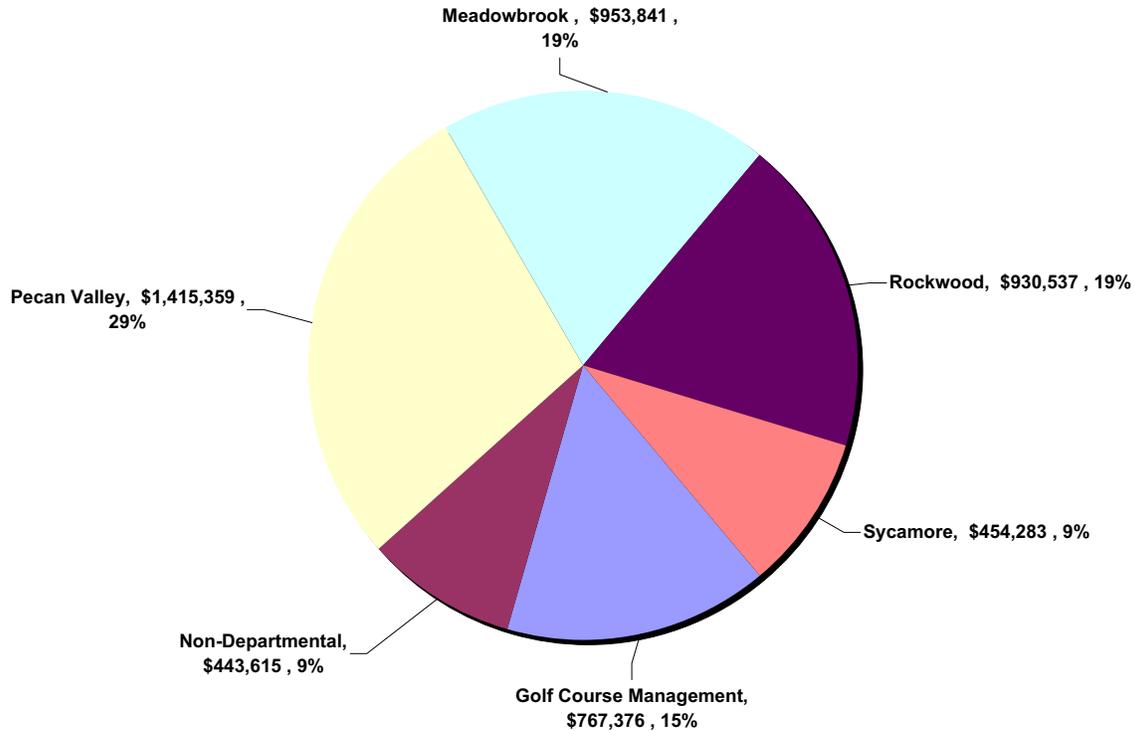
\* This model does **not** reflect any rate increases for the next five years

**FORT WORTH**

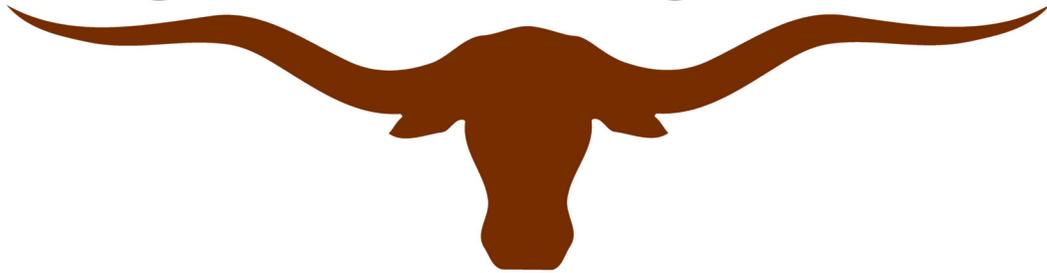


**COMPARISON OF MUNICIPAL GOLF FUND  
EXPENDITURES**

	<b>ACTUAL FY2010</b>	<b>ACTUAL FY2011</b>	<b>BUDGET FY2012</b>	<b>REVISED BUDGET FY2012</b>	<b>RE-ESTIMATE FY2012</b>	<b>ADOPTED FY2013</b>
Golf Course Management	\$834,052	\$1,250,121	\$800,455	\$800,455	\$736,083	\$767,376
Non-Departmental	567,845	478,611	313,919	550,286	506,032	443,615
Pecan Valley Greens Maint.	621,882	727,905	774,619	774,619	712,325	781,146
Pecan Valley Pro Shop	465,789	521,984	455,765	455,765	419,113	449,069
Pecan Valley Snack Shop	173,337	157,883	202,311	202,311	186,041	185,144
Z. Boaz Greens Maint.	411,514	427,201	420,588	420,588	386,765	0
Z. Boaz Pro Shop	302,612	325,460	338,928	338,928	311,672	0
Z. Boaz Snack Shop	4,092	20,646	36,362	36,362	33,438	0
Meadowbrook Greens Maint.	424,918	812,551	453,177	453,177	416,733	433,013
Meadowbrook Pro Shop	357,298	367,546	391,941	391,941	360,421	376,281
Meadowbrook Snack Shop	163,909	157,278	159,854	159,854	146,999	144,547
Rockwood Greens Maint.	384,548	484,646	479,160	479,160	440,626	472,767
Rockwood Pro Shop	354,777	335,480	339,241	339,241	311,959	336,912
Rockwood Snack Shop	142,913	131,765	129,016	129,016	118,641	120,858
Sycamore Creek Greens Maint.	218,348	203,860	253,712	253,712	233,309	269,280
Sycamore Creek Pro Shop	189,197	163,279	170,618	170,618	156,897	164,876
Sycamore Creek Snack Shop	<u>17,550</u>	<u>13,219</u>	<u>12,916</u>	<u>12,916</u>	<u>11,877</u>	<u>20,127</u>
<b>TOTAL</b>	<b>\$5,634,581</b>	<b>\$6,579,435</b>	<b>\$5,732,582</b>	<b>\$5,968,949</b>	<b>\$5,488,930</b>	<b>\$4,965,011</b>

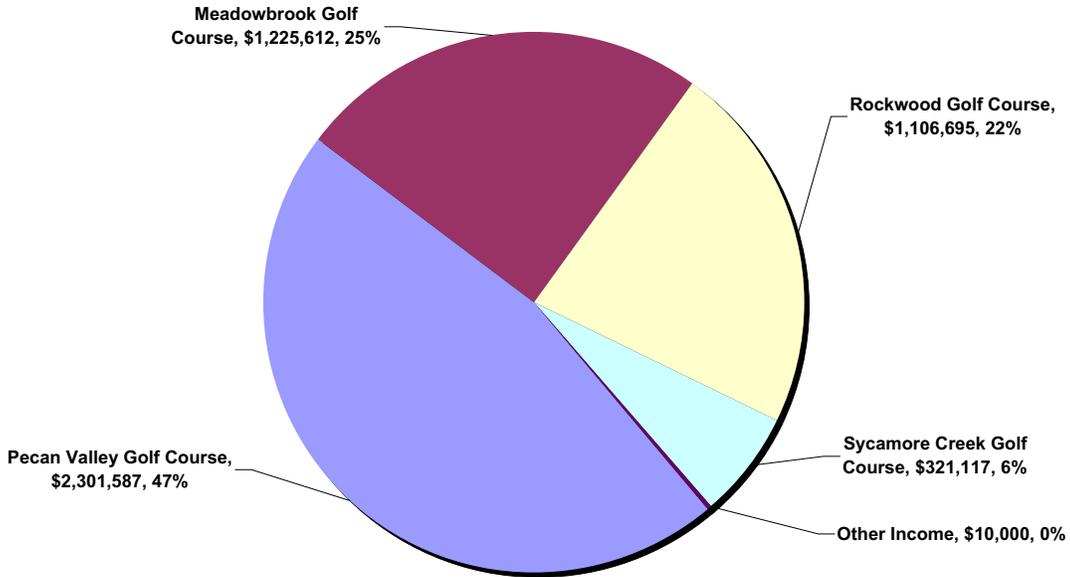


**FORT WORTH**

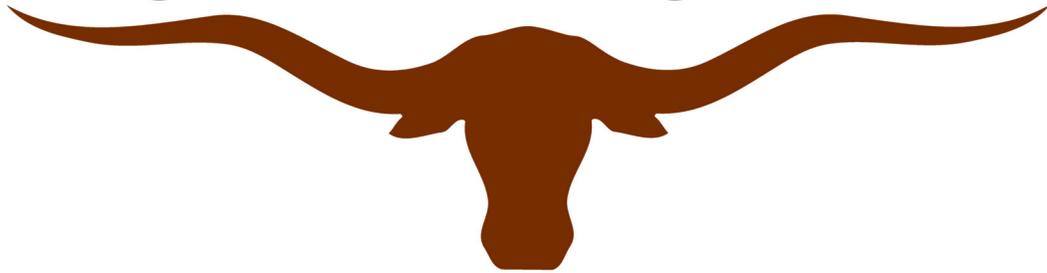


**COMPARISON OF MUNICIPAL GOLF FUND REVENUES**

	<b>ACTUAL FY2010</b>	<b>ACTUAL FY2011</b>	<b>BUDGET FY2012</b>	<b>REVISED BUDGET FY2012</b>	<b>RE-ESTIMATE FY2012</b>	<b>ADOPTED FY2013</b>
Pecan Valley Golf Course	\$1,740,028	\$1,746,781	\$2,245,301	\$2,245,301	\$2,031,907	\$2,301,587
Z. Boaz Golf Course	534,195	511,772	753,518	753,518	435,341	0
Meadowbrook Golf Course	991,043	920,102	1,314,953	1,314,953	981,271	1,225,612
Rockwood Golf Course	836,178	793,004	1,093,261	1,093,261	814,000	1,106,695
Sycamore Creek Golf Course	243,443	234,947	282,815	282,815	171,694	321,117
Other Income	<u>47,224</u>	<u>52,739</u>	<u>42,734</u>	<u>42,734</u>	<u>72,221</u>	<u>10,000</u>
<b>TOTAL</b>	<b>\$4,392,111</b>	<b>\$4,259,345</b>	<b>\$5,732,582</b>	<b>\$5,732,582</b>	<b>\$4,506,434</b>	<b>\$4,965,011</b>



**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 four municipally-owned golf courses: Pecan Valley, 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.

Meadowbrook Golf Course is an 18-hole facility located on the east side of the City. It has fully equipped pro and snack shops and 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. Current renovations at Rockwood include opening a new short course to attract additional players to the game of golf.

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. Current renovations at Sycamore Creek Golf Course are inclusive of new grass on the greens as well as lining the #3 pond enhancing the playability of the golf course and making the course more attractive for all golfers.

On April 3, 2012 the City Council adopted Resolution No. 4080-04-2012 authorizing the City Manager to develop and implement a plan to close the Z. Boaz golf course by September 30, 2012. The Resolution also directed that the park property be re-purposed for use as a community park.

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 FY2011</b>	<b>Adopted FY2012</b>	<b>Proposed Budget FY2013</b>	<b>Adopted Budget FY2013</b>
<b>Personnel Services</b>	\$ 3,465,182	\$ 3,051,588	\$ 2,611,355	\$ 2,611,355
<b>Supplies</b>	799,669	801,330	733,812	733,812
<b>Contractual</b>	1,984,246	1,879,664	1,387,344	1,387,344
<b>Capital Outlay</b>	329,687	0	0	0
<b>Debt Service</b>	651	0	232,500	232,500
<b>Total Expenditures</b>	\$ 6,579,435	\$ 5,732,582	\$ 4,965,011	\$ 4,965,011
<b>Authorized Positions</b>	47.65	45.65	38.00	38.00

**MUNICIPAL GOLF FUND – 38.00 A.P.**

**PARKS AND COMMUNITY SERVICES**

**ADMINISTRATION**

- Program management
- Public relations
- Facilities planning
- Marketing

4.00 A.P.

**PECAN VALLEY GOLF COURSE**

- Grounds/equip maintenance
- Customer Service
- Golf instruction
- Tournaments
- Food & Beverage
- Clubhouse management
- Merchandise sales

12.00 A. P.

**MEADOWBROOK GOLF COURSE**

- Grounds/equipment maintenance
- Customer Service
- Golf instruction
- Tournaments
- Food & Beverage
- Clubhouse management
- Merchandise sales

8.00 A. P.

**SYCAMORE CREEK GOLF COURSE**

- Grounds/equipment maintenance
- Customer Service
- Golf instruction
- Tournaments
- Food & Beverage
- Clubhouse management
- Merchandise sales

4.00 A. P.

**ROCKWOOD GOLF COURSE**

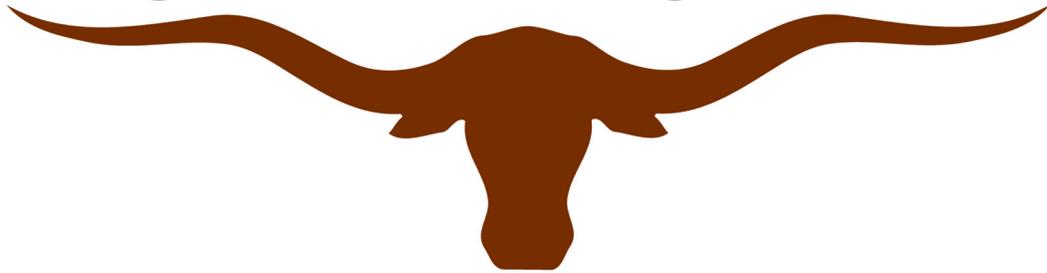
- Grounds/equipment maintenance
- Customer Service
- Golf instruction
- Tournaments
- Food & Beverage
- Clubhouse management
- Merchandise sales

10.00 A. P.

**SIGNIFICANT BUDGET CHANGES**

<b>DEPARTMENT:</b>		<b>FUND/CENTER</b>	
MUNICIPAL GOLF FUND		PE39/0804005:0804530	
<b>CHANGES FROM FY2012 ADOPTED TO FY2013 ADOPTED</b>			
<b>FY2012 ADOPTED:</b>	\$5,732,582	<b>A.P.</b>	45.65
<b>FY2013 ADOPTED:</b>	\$4,965,011	<b>A.P.</b>	38.00
<p>A) The adopted budget decreases by (\$725,588) and 6.00 authorized positions for the closing of the Z Boaz golf course. The closing of the golf course will help the department become more financially solvent in this declining market.</p> <p>B) The adopted budget decreases by (\$57,324) and 1.65 authorized positions (3 @ 0.55 positions) to shift hours to temporary positions and increase the efficiency of the full time workers.</p> <p>C) The adopted budget increases by \$232,500 for repayment of debt associated with ERP II.</p> <p>D) The adopted budget increases by \$36,693 for the addition of a Client Tracking System. The addition of this system will improve the customer service at the courses.</p> <p>E) The adopted budget increases by a net of \$19,044 for group health based on plan migration, turnover, and an 8% increase in the City's contribution to group health.</p>			

**FORT WORTH**



## DEPARTMENTAL OBJECTIVES AND MEASURES

**DEPARTMENT:**

### MUNICIPAL GOLF FUND

**DEPARTMENT PURPOSE**

To provide an affordable and accessible golf experience to all levels of golfers.

**FY2013 DEPARTMENTAL OBJECTIVES**

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.

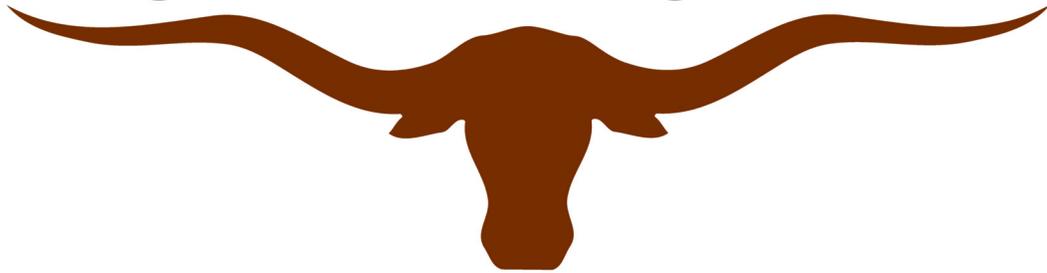
Implementation of the new Player Development Program creating a minimum of 500 new loyal golfers for the City of Fort Worth municipal golf courses.

To enhance the facility conditions through quarterly inspections and completion of special projects, this will increase golfer enjoyment in the game.

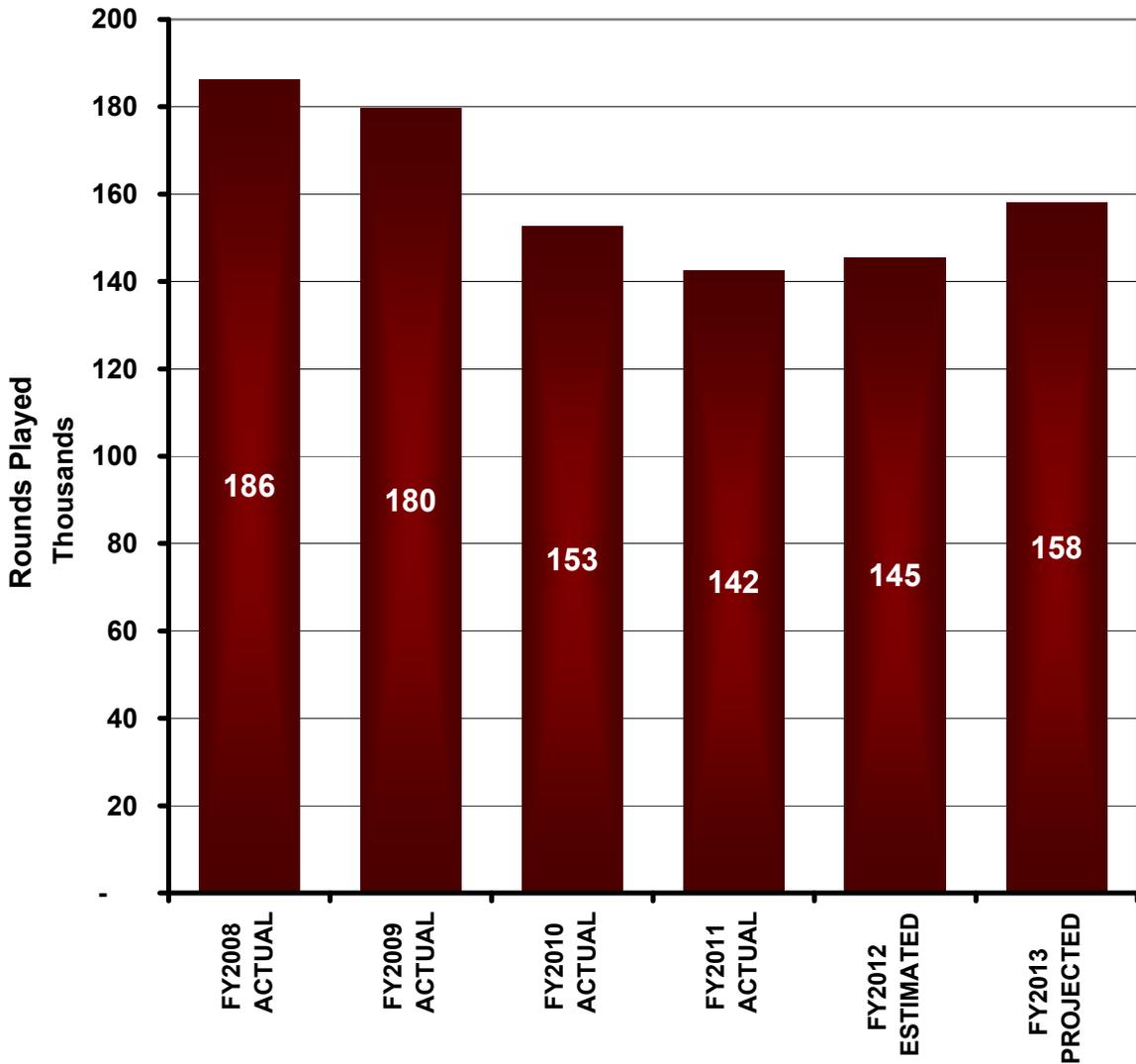
Completion of new pavilion at Pecan Valley and complete clubhouse renovations at Pecan Valley and Rockwood Golf Courses. Projects funded with Gas Well Revenues.

DEPARTMENTAL MEASURES	ACTUAL FY2011	ESTIMATED FY2012	PROJECTED FY2013
Number of paid rounds played	142,422	145,314	157,980
Revenue per round	\$29.58	\$30.56	\$31.64
Expenditures per round	\$37.48	\$38.75	\$31.64
Number of City Championships	11	11	11
Number of First Tee Junior Participants	2,500	2,800	3,200
Number of Golfers in Player Development Program	N/A	N/A	500

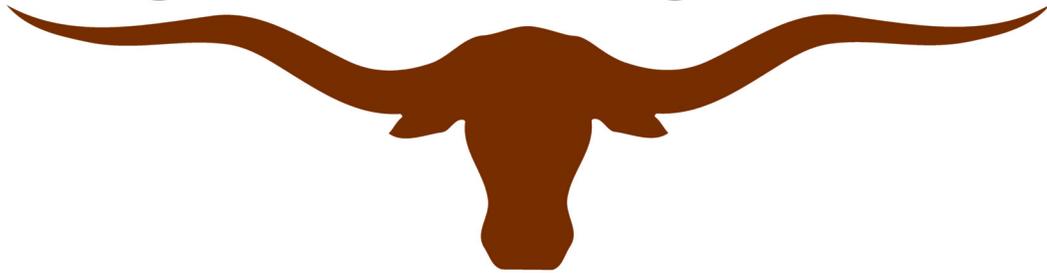
**FORT WORTH**



# 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 FY2011	Adopted Budget FY2012	Proposed Budget FY2013	Adopted Budget FY2013	Adopted Budget FY2011	Adopted Budget FY2012	Proposed Budget FY2013	Adopted Budget FY2013
Center	Center Description								
	<u>GOLF &amp; TENNIS</u>								
0804005	GOLF COURSE MANAGEMENT	\$ 1,250,121	\$ 800,455	\$ 767,376	\$ 767,376	4.00	4.00	4.00	4.00
0804090	NON-DEPARTMENTAL	478,611	313,919	443,615	443,615	0.00	0.00	0.00	0.00
	Sub-Total	<u>\$ 1,728,732</u>	<u>\$ 1,114,374</u>	<u>\$ 1,210,991</u>	<u>\$ 1,210,991</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	\$ 727,905	\$ 774,619	\$ 781,146	\$ 781,146	8.00	8.00	8.00	8.00
0804120	PRO SHOP	521,984	455,765	449,069	449,069	3.00	3.00	3.00	3.00
0804130	SNACK BAR	157,883	202,311	185,144	185,144	1.55	1.55	1.00	1.00
	Sub-Total	<u>\$ 1,407,772</u>	<u>\$ 1,432,695</u>	<u>\$ 1,415,359</u>	<u>\$ 1,415,359</u>	<u>12.55</u>	<u>12.55</u>	<u>12.00</u>	<u>12.00</u>
	<u>Z. BOAZ GOLF COURSE</u>								
0804210	GREENS MAINTENANCE	\$ 427,201	\$ 420,588	\$ 0	\$ 0	3.50	3.50	0.00	0.00
0804220	PRO SHOP	325,460	338,928	0	0	3.00	3.00	0.00	0.00
0804230	ZBOAZ SNACK BAR	20,646	36,362	0	0	0.00	0.00	0.00	0.00
	Sub-Total	<u>\$ 773,307</u>	<u>\$ 795,878</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>6.50</u>	<u>6.50</u>	<u>0.00</u>	<u>0.00</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 FY2011	Adopted Budget FY2012	Proposed Budget FY2013	Adopted Budget FY2013	Adopted Budget FY2011	Adopted Budget FY2012	Proposed Budget FY2013	Adopted Budget FY2013
Center	Center Description								
0804310	GREENS MAINTENANCE	\$ 812,551	\$ 453,177	\$ 433,013	\$ 433,013	5.00	4.00	4.00	4.00
0804320	PRO SHOP	367,546	391,941	376,281	376,281	3.80	3.00	3.00	3.00
0804330	SNACK SHOP	157,278	159,854	144,547	144,547	1.75	1.55	1.00	1.00
	Sub-Total	<u>\$ 1,337,375</u>	<u>\$ 1,004,972</u>	<u>\$ 953,841</u>	<u>\$ 953,841</u>	<u>10.55</u>	<u>8.55</u>	<u>8.00</u>	<u>8.00</u>
	<u>ROCKWOOD GOLF COURSE</u>								
0804410	GREENS MAINTENANCE	\$ 484,646	\$ 479,160	\$ 472,767	\$ 472,767	5.50	5.50	6.00	6.00
0804420	PRO SHOP	335,480	339,241	336,912	336,912	3.00	3.00	3.00	3.00
0804430	SNACKSHOP	131,765	129,016	120,858	120,858	1.55	1.55	1.00	1.00
	Sub-Total	<u>\$ 951,891</u>	<u>\$ 947,417</u>	<u>\$ 930,537</u>	<u>\$ 930,537</u>	<u>10.05</u>	<u>10.05</u>	<u>10.00</u>	<u>10.00</u>
	<u>SYCAMORE GOLF COURSE</u>								
0804510	GREENS MAINTENANCE	\$ 203,860	\$ 253,712	\$ 269,280	\$ 269,280	2.00	2.00	2.00	2.00
0804520	PRO SHOP	163,279	170,618	164,876	164,876	2.00	2.00	2.00	2.00
0804530	SNACK SHOP	13,219	12,916	20,127	20,127	0.00	0.00	0.00	0.00
	Sub-Total	<u>\$ 380,358</u>	<u>\$ 437,246</u>	<u>\$ 454,283</u>	<u>\$ 454,283</u>	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>
	<b>TOTAL</b>	<b>\$ 6,579,435</b>	<b>\$ 5,732,582</b>	<b>\$ 4,965,011</b>	<b>\$ 4,965,011</b>	<b>47.65</b>	<b>45.65</b>	<b>38.00</b>	<b>38.00</b>