

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 6 hole practice course and a driving range facility, in partnership with the First Tee of Fort Worth, is located 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 to address these issues.

FORT WORTH



**MUNICIPAL GOLF FUND BUDGET SUMMARY
FY2014**

REVENUES:

Non-taxable	\$2,597,536
Taxable	2,380,828
Lease Revenue	0
Miscellaneous Revenue	<u>10,000</u>

TOTAL REVENUE **\$4,988,364**

Uses/(Source) of Fund Balance \$0

TOTAL REVENUE SOURCES **\$4,988,364**

EXPENDITURES:

Personnel Services	\$2,593,368
Supplies	823,760
Contractual Services	<u>1,335,986</u>

TOTAL RECURRING EXPENSES **\$4,753,114**

DEBT SERVICE AND CAPITAL OUTLAY:

Debt Service \$235,250

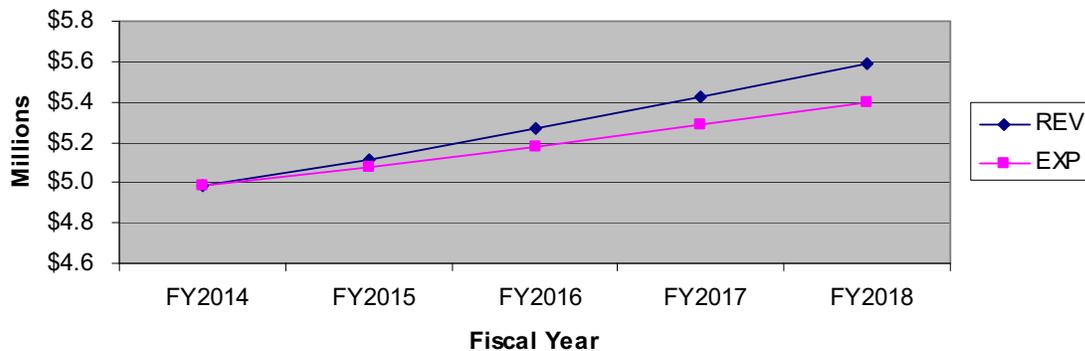
TOTAL DEBT SERVICE AND CAPITAL OUTLAY **\$235,250**

TOTAL EXPENDITURES **\$4,988,364**

**MUNICIPAL GOLF FUND FIVE YEAR FORECAST
FISCAL YEAR 2014 THROUGH 2018**

	FY2014 Adopted	FY2015 Projected	FY2016 Projected	FY2017 Projected	FY2018 Projected
Beginning Cash Balance	(\$8,053,567)	(\$8,053,567)	(\$8,015,493)	(\$7,929,085)	(\$7,793,590)
Revenues*					
Non-taxable	\$2,597,536	\$2,662,474	\$2,742,349	\$2,824,619	\$2,909,358
Taxable	\$2,380,828	\$2,440,349	\$2,513,559	\$2,588,966	\$2,666,635
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>
Total Revenue	\$4,988,364	\$5,113,073	\$5,266,465	\$5,424,459	\$5,587,193
Total Resources	(\$3,065,203)	(\$2,940,494)	(\$2,749,028)	(\$2,504,626)	(\$2,206,397)
Expenditures					
Personnel Services	\$2,593,368	\$2,627,085	\$2,665,455	\$2,705,833	\$2,748,339
Supplies	\$823,760	\$844,354	\$869,685	\$895,775	\$922,648
Contractual	\$1,335,986	\$1,369,386	\$1,410,467	\$1,452,781	\$1,496,365
Capital	\$0	\$0	\$0	\$0	\$0
Debt Service	<u>\$235,250</u>	<u>\$234,175</u>	<u>\$234,450</u>	<u>\$234,575</u>	<u>\$233,700</u>
Total Expenditures	\$4,988,364	\$5,075,000	\$5,180,057	\$5,288,964	\$5,401,052
Projected Variance	\$0	\$38,074	\$86,408	\$135,495	\$186,141
Projected Cash Balance	(\$8,053,567)	(\$8,015,493)	(\$7,929,085)	(\$7,793,590)	(\$7,607,449)
Reserve Requirement (20%)	\$950,623	\$968,165	\$989,121	\$1,010,878	\$1,033,470
Excess/(Deficit)	(\$9,004,190)	(\$8,983,658)	(\$8,918,206)	(\$8,804,468)	(\$8,640,920)

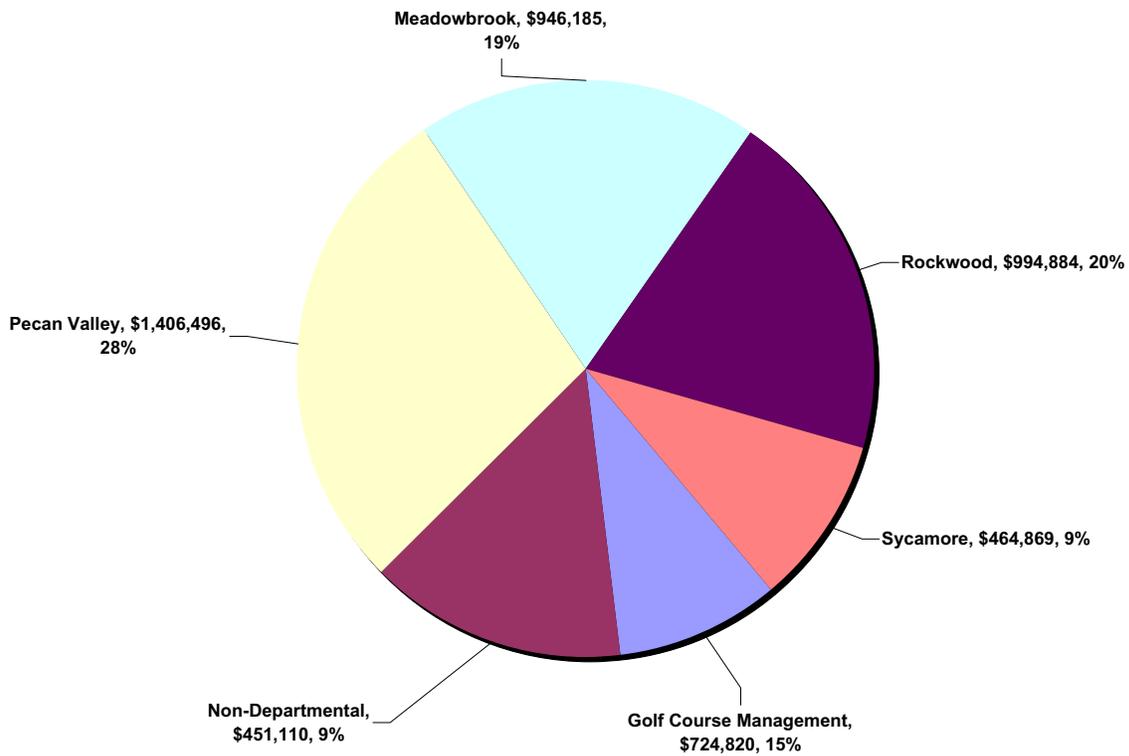
**MUNICIPAL GOLF FUND
PROJECTED REVENUES AND EXPENDITURES**



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

**COMPARISON OF MUNICIPAL GOLF FUND
EXPENDITURES**

	ACTUAL FY2011	ACTUAL FY2012	BUDGET FY2013	REVISED BUDGET FY2013	ADOPTED FY2014
Golf Course Management	\$1,114,741	\$829,689	\$767,376	\$767,376	\$724,820
Meadowbrook Golf Course	1,339,167	1,129,829	953,841	953,841	946,185
Non-Departmental	484,058	79,874	443,615	443,615	451,110
Pecan Valley Golf Course	1,405,394	1,482,470	1,415,359	1,415,359	1,406,496
Rockwood Golf Course	948,761	969,581	930,537	930,537	994,884
Sycamore Creek Golf Course	380,054	446,784	454,283	454,283	464,869
Z. Boaz Golf Course	<u>772,264</u>	<u>581,444</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	\$6,444,439	\$5,519,671	\$4,965,011	\$4,965,011	\$4,988,364

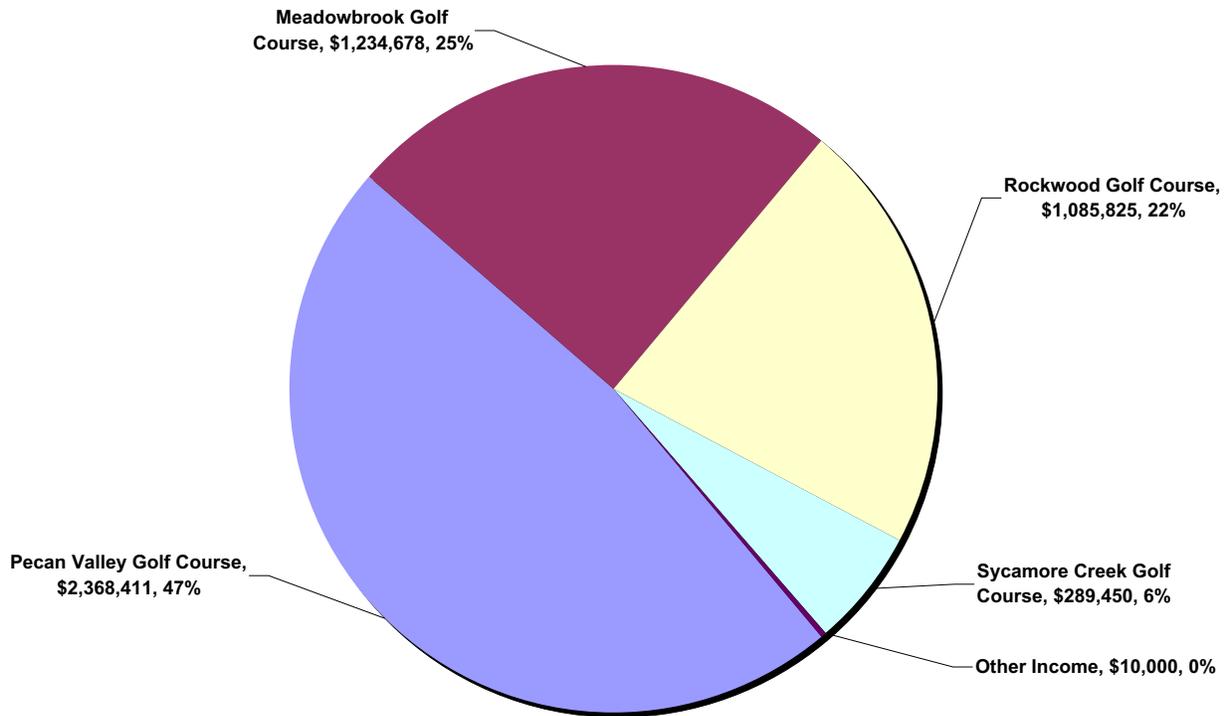


FORT WORTH



COMPARISON OF MUNICIPAL GOLF FUND REVENUES

	ACTUAL FY2011	ACTUAL FY2012	BUDGET FY2013	REVISED BUDGET FY2013	ADOPTED FY2014
Meadowbrook Golf Course	\$920,102	\$983,715	\$1,225,612	\$1,225,612	\$1,234,678
Other Income	52,739	70,840	10,000	10,000	10,000
Pecan Valley Golf Course	1,746,781	1,913,511	2,301,587	2,301,587	2,368,411
Rockwood Golf Course	793,004	791,208	1,106,695	1,106,695	1,085,825
Sycamore Creek Golf Course	234,947	156,730	321,117	321,117	289,450
Z. Boaz Golf Course	<u>511,772</u>	<u>502,132</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	\$4,259,345	\$4,418,136	\$4,965,011	\$4,965,011	\$4,988,364



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, "The River's Edge," to attract additional players to the game of golf.

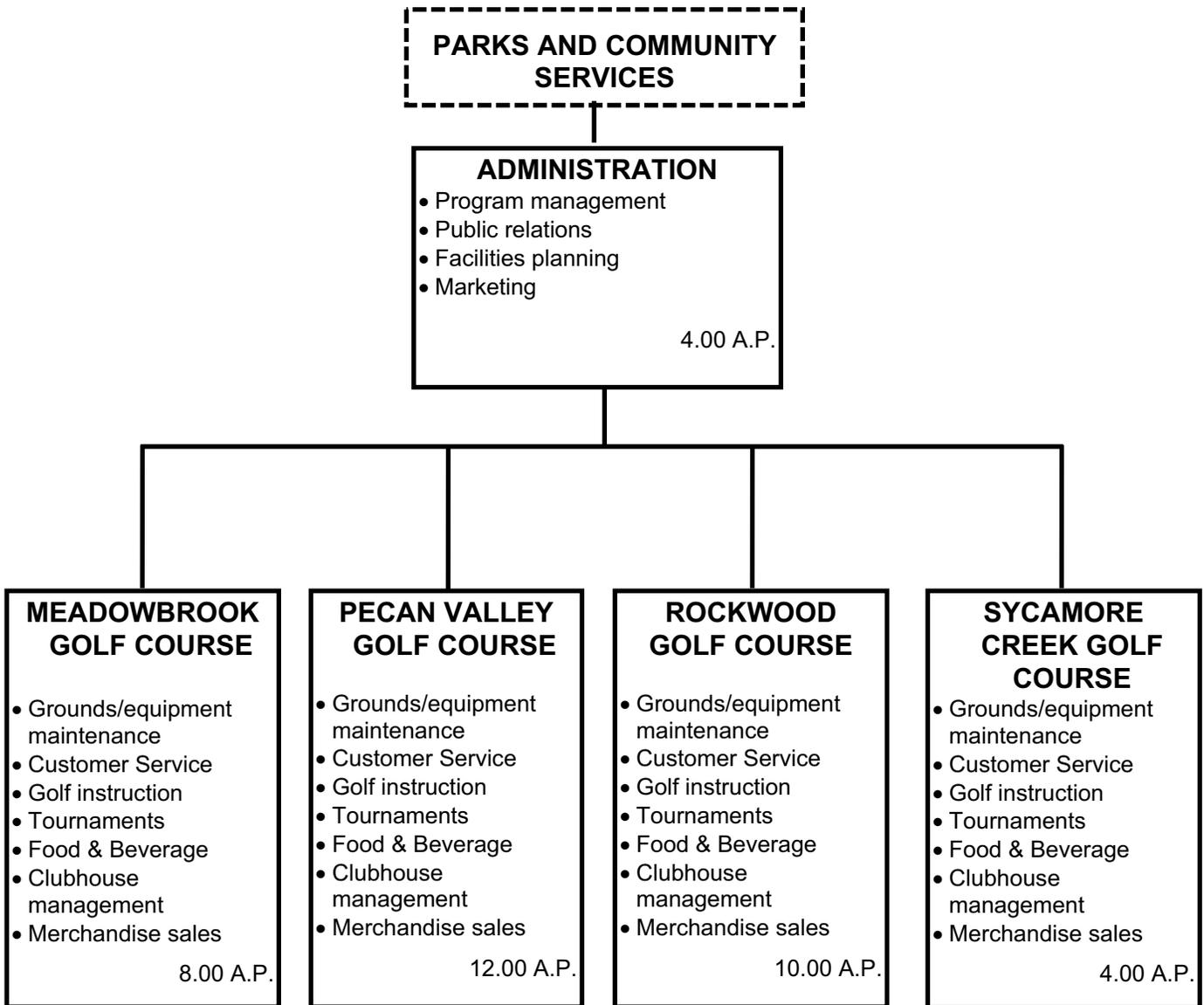
The Sycamore Creek Golf Course is a nine-hole course with pro and snack shops that is located in the near southeast part of the city. Current renovations at Sycamore Creek Golf Course are inclusive of new grass on the greens as well as lining the #3 pond enhancing the playability of the golf course and making the course more attractive for all golfers.

On September 30, 2012, Z. Boaz Golf Course was closed and re-purposed for use as North Z. Boaz Community Park in accordance with the City Council Resolution No. 4080-04-2012 adopted on April 3, 2012.

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.

Allocations	Actual FY2012	Adopted FY2013	Proposed Budget FY2014	Adopted Budget FY2014
Personnel Services	\$ 2,932,730	\$ 2,611,355	\$ 2,593,368	\$ 2,593,368
Supplies	975,598	733,812	823,760	823,760
Contractual	1,607,690	1,387,344	1,335,986	1,335,986
Capital Outlay	0	0	0	0
Debt Service	3,653	232,500	235,250	235,250
Total Expenditures	\$ 5,519,671	\$ 4,965,011	\$ 4,988,364	\$ 4,988,364
Authorized Positions	45.65	38.00	38.00	38.00

MUNICIPAL GOLF FUND – 38.00 A.P.



SIGNIFICANT BUDGET CHANGES

DEPARTMENT:	FUND/CENTER
MUNICIPAL GOLF FUND	PE39/0804005:0804530

CHANGES FROM FY2013 ADOPTED TO FY2014 ADOPTED

FY2013 ADOPTED:	\$4,965,011	A.P.	38.00
FY2014 ADOPTED:	\$4,988,364	A.P.	38.00

A) The adopted budget increases by \$52,150 for purchase for resale to provide golf shop merchandise and food/non-alcoholic beverages in the Golf shops. The budgeted merchandise purchases are tied directly to retail sales as a designated cost of goods sold of 61% for golf shop merchandise and 40% in food/non-alcoholic beverages. If budgeted revenue sales are not achieved the expenditures will be less than projected.

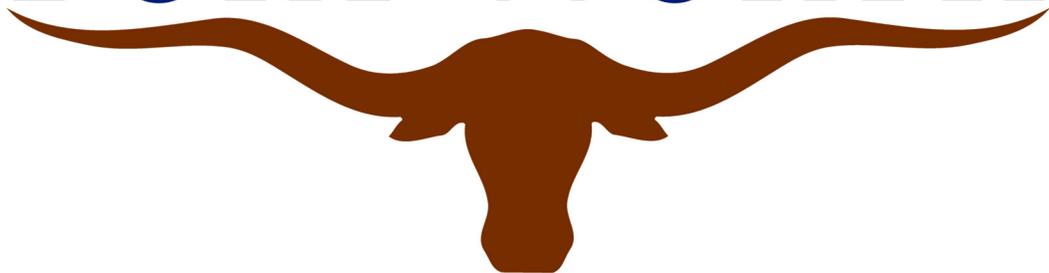
B) The adopted budget decreases by (\$38,839) for other contractual services for client system tracking, security monitoring and other services.

C) The adopted budget decreases by (\$26,760) for salaries of regular employees due to current salary requirements calculated through Salaries/Benefits Forecasting System (SBFS) clean-up.

D) The adopted budget decreases by (\$25,404) for risk management related to commercial and self-insured programs.

E) The adopted budget increases by \$19,463 for Administrative Service charges based on Table 9 of the Administrative Services Charge Table.

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.

FY2014 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.

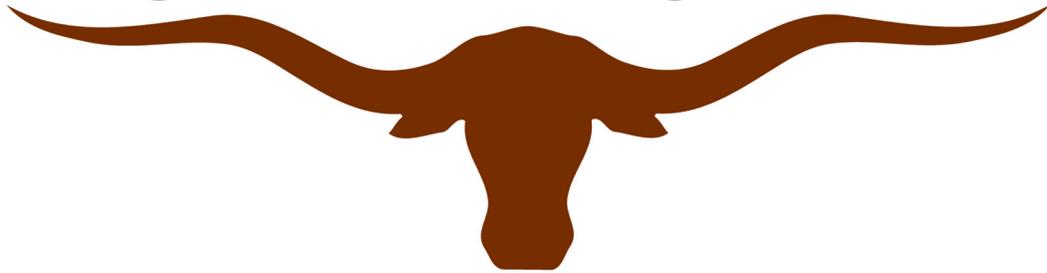
Continuation and expected growth of Fort Worth Junior Golf Tour resulting in 250 tour members and 12 competitive events resulting in 840 total rounds of golf.

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

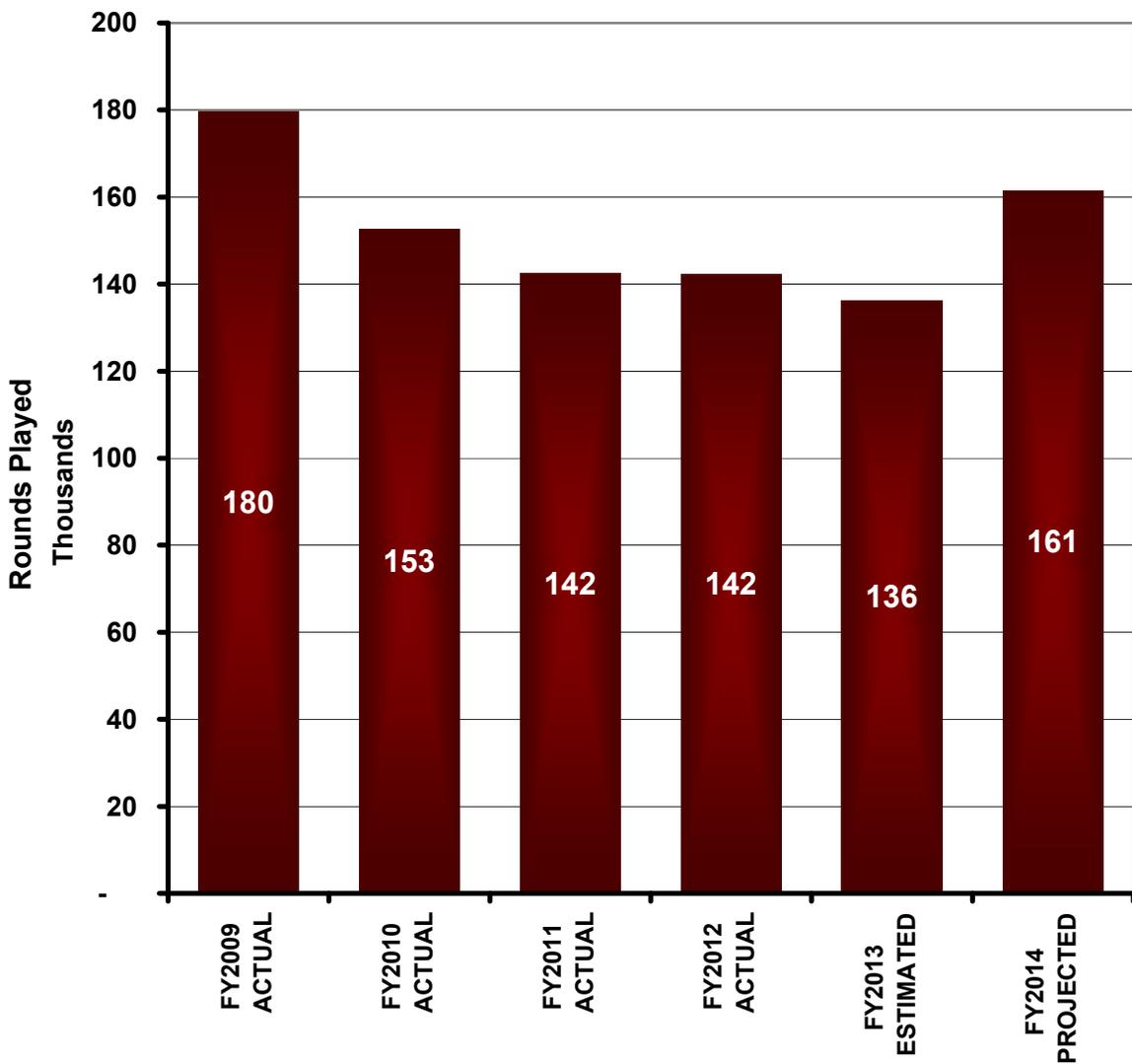
Completion of clubhouse renovations at Rockwood Golf Course. Projects funded with Gas Well Revenues.

DEPARTMENTAL MEASURES	ACTUAL 2012	ESTIMATED 2013	PROJECTED 2014
Total Rounds	142,313	146,210	161,423
Revenue per round	\$30.92	\$30.39	\$30.90
Expenditures per round	\$36.29	\$35.60	\$30.90
Number of City Championships	11	10	10
Number of First Tee Junior Participants	3,000	3,000	3,200
Number of Golfers in Fort Worth Junior Golf Tour	52	225	250

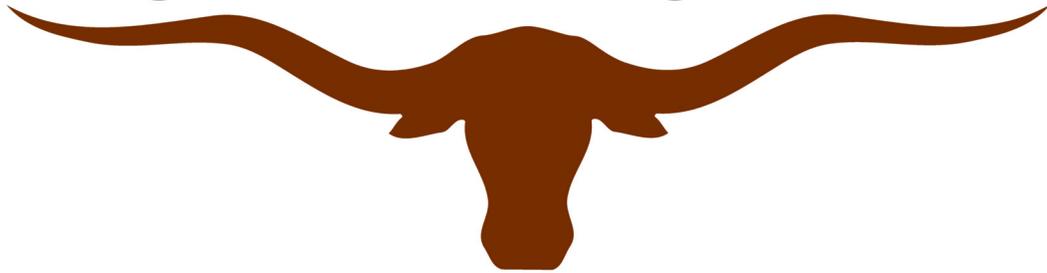
FORT WORTH



Parks and Community Services Golf Division Number of Paid Rounds Played



FORT WORTH



DEPARTMENTAL SUMMARY BY CENTER

DEPARTMENT PARKS & COMMUNITY SERVICES		ALLOCATIONS				AUTHORIZED POSITIONS			
FUND PE39 MUNICIPAL GOLF FUND		Actual Expenditures FY2012	Adopted Budget FY2013	Proposed Budget FY2014	Adopted Budget FY2014	Adopted Budget FY2012	Adopted Budget FY2013	Proposed Budget FY2014	Adopted Budget FY2014
Center	Center Description								
	<u>GOLF & TENNIS</u>								
0804005	GOLF COURSE MAN- AGEMENT	\$ 829,689	\$ 767,376	\$ 724,820	\$ 724,820	4.00	4.00	4.00	4.00
0804090	NON-DEPARTMENTAL	79,874	443,615	451,110	451,110	0.00	0.00	0.00	0.00
	Sub-Total	<u>\$ 909,563</u>	<u>\$ 1,210,991</u>	<u>\$ 1,175,930</u>	<u>\$ 1,175,930</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	\$ 830,364	\$ 781,146	\$ 742,995	\$ 742,995	8.00	8.00	8.00	8.00
0804120	PRO SHOP	477,938	449,069	471,783	471,783	3.00	3.00	3.00	3.00
0804130	SNACK BAR	174,168	185,144	191,718	191,718	1.55	1.00	1.00	1.00
	Sub-Total	<u>\$ 1,482,470</u>	<u>\$ 1,415,359</u>	<u>\$ 1,406,496</u>	<u>\$ 1,406,496</u>	<u>12.55</u>	<u>12.00</u>	<u>12.00</u>	<u>12.00</u>
	<u>Z. BOAZ GOLF COURSE</u>								
0804210	GREENS MAINTENANCE	\$ 371,487	\$ 0	\$ 0	\$ 0	3.50	0.00	0.00	0.00
0804220	PRO SHOP	187,693	0	0	0	3.00	0.00	0.00	0.00
0804230	ZBOAZ SNACK BAR	22,264	0	0	0	0.00	0.00	0.00	0.00
	Sub-Total	<u>\$ 581,444</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>6.50</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
	<u>MEADOWBROOK GOLF COURSE</u>								

DEPARTMENTAL SUMMARY BY CENTER

DEPARTMENT PARKS & COMMUNITY SERVICES		ALLOCATIONS				AUTHORIZED POSITIONS			
FUND PE39 MUNICIPAL GOLF FUND		Actual Expenditures FY2012	Adopted Budget FY2013	Proposed Budget FY2014	Adopted Budget FY2014	Adopted Budget FY2012	Adopted Budget FY2013	Proposed Budget FY2014	Adopted Budget FY2014
Center	Center Description								
0804310	GREENS MAINTENANCE	\$ 595,631	\$ 433,013	\$ 417,895	\$ 417,895	4.00	4.00	4.00	4.00
0804320	PRO SHOP	368,189	376,281	381,954	381,954	3.00	3.00	3.00	3.00
0804330	SNACK SHOP	166,009	144,547	146,336	146,336	1.55	1.00	1.00	1.00
	Sub-Total	<u>\$ 1,129,829</u>	<u>\$ 953,841</u>	<u>\$ 946,185</u>	<u>\$ 946,185</u>	<u>8.55</u>	<u>8.00</u>	<u>8.00</u>	<u>8.00</u>
	<u>ROCKWOOD GOLF COURSE</u>								
0804410	GREENS MAINTENANCE	\$ 474,868	\$ 472,767	\$ 499,752	\$ 499,752	5.50	6.00	6.00	6.00
0804420	PRO SHOP	353,891	336,912	347,681	347,681	3.00	3.00	3.00	3.00
0804430	SNACKSHOP	140,822	120,858	147,451	147,451	1.55	1.00	1.00	1.00
	Sub-Total	<u>\$ 969,581</u>	<u>\$ 930,537</u>	<u>\$ 994,884</u>	<u>\$ 994,884</u>	<u>10.05</u>	<u>10.00</u>	<u>10.00</u>	<u>10.00</u>
	<u>SYCAMORE GOLF COURSE</u>								
0804510	GREENS MAINTENANCE	\$ 253,315	\$ 269,280	\$ 269,910	\$ 269,910	2.00	2.00	2.00	2.00
0804520	PRO SHOP	175,389	164,876	174,381	174,381	2.00	2.00	2.00	2.00
0804530	SNACK SHOP	18,080	20,127	20,578	20,578	0.00	0.00	0.00	0.00
	Sub-Total	<u>\$ 446,784</u>	<u>\$ 454,283</u>	<u>\$ 464,869</u>	<u>\$ 464,869</u>	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>
	TOTAL	\$ 5,519,671	\$ 4,965,011	\$ 4,988,364	\$ 4,988,364	45.65	38.00	38.00	38.00