

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 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
FY2011**

REVENUES:

Taxable Revenue	\$2,906,739
Non-Taxable Revenue	2,728,170
Miscellaneous Revenue	<u>52,764</u>

TOTAL REVENUE	\$5,687,673
----------------------	--------------------

Uses/(Source) of Fund Balance	<u>\$0</u>
-------------------------------	------------

TOTAL REVENUE SOURCES	\$5,687,673
------------------------------	--------------------

EXPENDITURES:

Personal Services	\$3,041,202
Supplies	798,659
Contractual Services	<u>1,847,812</u>

TOTAL RECURRING EXPENSES	\$5,687,673
---------------------------------	--------------------

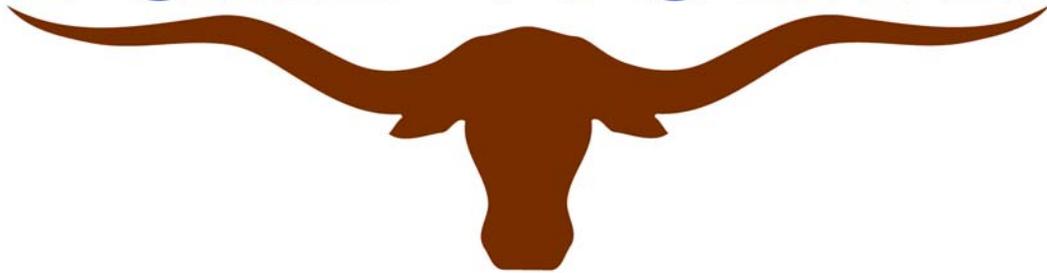
DEBT SERVICE AND CAPITAL OUTLAY:

Debt Service	<u>\$0</u>
--------------	------------

TOTAL DEBT SERVICE AND CAPITAL OUTLAY	\$0
--	------------

TOTAL EXPENDITURES	\$5,687,673
---------------------------	--------------------

FORT WORTH



**PROJECTED
FY2011 CASH FLOW
MUNICIPAL GOLF FUND**

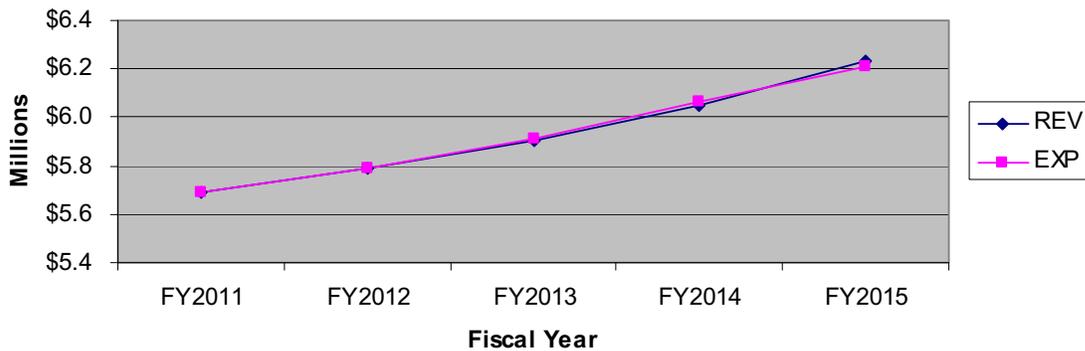
Cash Balance as of 9/30/10 *	(\$869,834)
Plus: Projected Revenues	\$5,687,673
Less: Projected Expenditures	(\$5,687,673)
Estimated Available Cash as of 9/30/11	(\$869,834)

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

**MUNICIPAL GOLF FUND FIVE YEAR FORECAST
FISCAL YEAR 2011 THROUGH 2015**

	FY2011 Adopted	FY2012 Projected	FY2013 Projected	FY2014 Projected	FY2015 Projected
Beginning Cash Balance	(\$869,834)	(\$869,834)	(\$872,633)	(\$878,104)	(\$892,456)
Revenues*					
Non-taxable	\$2,906,739	\$2,957,607	\$3,016,759	\$3,092,178	\$3,184,943
Taxable	\$2,728,170	\$2,775,913	\$2,831,431	\$2,902,217	\$2,989,284
Miscellaneous Revenue	\$52,764	\$53,687	\$54,761	\$56,130	\$57,814
Other Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$5,687,673	\$5,787,207	\$5,902,951	\$6,050,525	\$6,232,041
Total Resources	\$4,817,839	\$4,917,373	\$5,030,318	\$5,172,421	\$5,339,585
Expenditures					
Personnel Services	\$3,041,202	\$3,097,222	\$3,161,782	\$3,249,571	\$3,311,504
Supplies	\$798,659	\$812,636	\$828,888	\$849,610	\$875,099
Contractual	\$1,847,812	\$1,880,149	\$1,917,752	\$1,965,695	\$2,024,666
Capital	\$0	\$0	\$0	\$0	\$0
Debt Service	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$5,687,673	\$5,790,006	\$5,908,422	\$6,064,877	\$6,211,269
Projected Variance	\$0	(\$2,799)	(\$5,471)	(\$14,352)	\$20,772
Projected Cash Balance	(\$869,834)	(\$872,633)	(\$878,104)	(\$892,456)	(\$871,684)
Reserve Requirement (20%)	\$1,137,535	\$1,158,001	\$1,181,684	\$1,212,975	\$1,242,254
Excess/(Deficit)	(\$2,007,369)	(\$2,030,634)	(\$2,059,788)	(\$2,105,432)	(\$2,113,938)

**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 FY2008	ACTUAL FY2009	BUDGET FY2010	RE-ESTIMATE FY2010	ADOPTED FY2011
Golf Course Management	\$1,474,165	\$1,028,665	\$880,323	\$643,990	\$776,925
Non-Departmental	1,058,590	863,561	338,103	\$578,217	258,162
Pecan Valley Greens Maint.	645,306	724,666	689,789	\$628,065	735,522
Pecan Valley Pro Shop	435,843	468,789	482,551	\$417,385	525,757
Pecan Valley Snack Shop	281,656	206,246	196,792	\$224,349	200,620
Z. Boaz Greens Maint.	385,173	408,098	401,721	\$364,154	404,444
Z. Boaz Pro Shop	293,292	368,028	318,311	\$305,187	316,258
Z. Boaz Snack Shop	23,636	24,196	36,613	\$22,165	33,763
Meadowbrook Greens Maint.	486,456	495,036	468,263	\$451,524	431,874
Meadowbrook Pro Shop	358,003	400,768	388,154	\$348,769	398,112
Meadowbrook Snack Shop	118,976	113,955	148,754	\$106,856	154,410
Rockwood Greens Maint.	418,867	469,578	454,038	\$410,096	502,142
Rockwood Pro Shop	416,864	406,363	330,278	\$373,331	340,339
Rockwood Snack Shop	102,158	182,130	132,003	\$133,248	130,952
Sycamore Creek Greens Maint.	230,313	244,522	256,167	\$218,326	270,426
Sycamore Creek Pro Shop	211,173	207,276	189,625	\$180,389	191,715
Sycamore Creek Snack Shop	<u>19,154</u>	<u>17,806</u>	<u>14,761</u>	<u>17,139</u>	<u>16,252</u>
TOTAL	\$6,959,625	\$6,629,683	\$5,726,246	\$5,423,188	\$5,687,673

FORT WORTH



**COMPARISON OF MUNICIPAL GOLF FUND
REVENUES**

	ACTUAL FY2008	ACTUAL FY2009	BUDGET FY2010	RE-ESTIMATE FY2010	ADOPTED FY2011
Pecan Valley Golf Course	\$2,015,046	\$1,952,518	\$2,143,644	\$1,724,084	\$2,177,794
Z. Boaz Golf Course	787,988	658,512	729,486	628,264	730,986
Meadowbrook Golf Course	1,204,219	1,146,099	1,341,160	1,020,515	1,349,810
Rockwood Golf Course	978,984	1,005,886	1,155,056	862,498	1,079,829
Sycamore Creek Golf Course	286,943	277,858	291,250	245,240	297,254
Other Income	<u>761,378</u>	<u>104,663</u>	<u>65,650</u>	<u>72,753</u>	<u>52,000</u>
TOTAL	\$6,034,558	\$5,145,536	\$5,726,246	\$4,553,354	\$5,687,673

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 south-east 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.

Allocations	Actual FY2009	Adopted FY2010	Proposed Budget FY2011	Adopted Budget FY2011
Personnel Services	\$ 3,363,771	\$ 2,847,679	\$ 3,021,546	\$ 3,041,202
Supplies	951,686	760,203	798,659	798,659
Contractual	1,846,441	1,799,675	1,847,812	1,847,812
Capital Outlay	70,848	0	0	0
Debt Service	396,937	318,689	0	0
Total Expenditures	\$ 6,629,683	\$ 5,726,246	\$ 5,668,017	\$ 5,687,673
Authorized Positions	48.45	48.45	47.65	47.65

MUNICIPAL GOLF FUND - 47.65 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

12.55 A. P.

MEADOWBROOK GOLF COURSE

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

10.55 A. P.

SYCAMORE CREEK GOLF COURSE

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

4.00 A. P.

Z. BOAZ GOLF COURSE

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

6.50 A. P.

ROCKWOOD GOLF COURSE

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

10.05 A. P.

SIGNIFICANT BUDGET CHANGES

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

CHANGES FROM FY2010 ADOPTED TO FY2011 ADOPTED

FY2010 ADOPTED:	\$5,726,246	A.P.	48.45
FY2011 ADOPTED:	\$5,687,673	A.P.	47.65

- A) The adopted budget decreases by 0.80 authorized positions for the deletion of one part-time maintenance worker position. This is offset by an increase to temporary labor, and the net financial impact is \$0.
- B) The adopted budget increases by \$236,672 for financing ERP-Phase II costs.
- C) The adopted budget decreases by (\$207,466) for principal payments and (\$111,223) for interest payments based on early retirement of debt in FY2010.
- D) The adopted budget decreases by (\$168,544) for the elimination of an additional contribution to Retiree Healthcare. The FY2011 additional contribution of \$5M to the Retiree Healthcare Trust for all City Funds will be funded through General Fund savings rolled over from FY2010.
- E) The adopted budget decreases by (\$132,827) for a reduction in the administrative fee charged to the Golf Fund.
- F) The adopted budget increases by \$102,200 for terminal leave for retirements likely to occur in FY2011.
- G) The adopted budget increases by \$56,904 as a result of the elimination of eight mandatory furlough days.
- H) The adopted budget increases by \$46,321 for the City's contribution to retirement to 19.74% of salary for General Employees and to 20.46% of salary to Police Civil Service.
- I) The adopted budget increases by a net of \$35,196 for group health based on plan migration, turnover, and a 15% increase in the city's contribution to group health.
- J) The adopted budget increases by \$19,656 for the continuation of Vacation Buy Back program in FY2011.

FORT WORTH



DEPARTMENTAL OBJECTIVES AND MEASURES

DEPARTMENT:

MUNICIPAL GOLF FUND

DEPARTMENT PURPOSE

The purpose of Fort Worth Golf is to provide an affordable and accessible golf experience to all levels of golfers.

FY2011 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.

To meet the goals outlined in our Business Plan and the Pro Forma in all categories in order to attain a positive net revenue base in FY2011.

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

To complete improvements at Meadowbrook Golf Course included in the revenue bond program.

To complete construction of the first tee of Fort Worth building at Rockwood Golf Course.

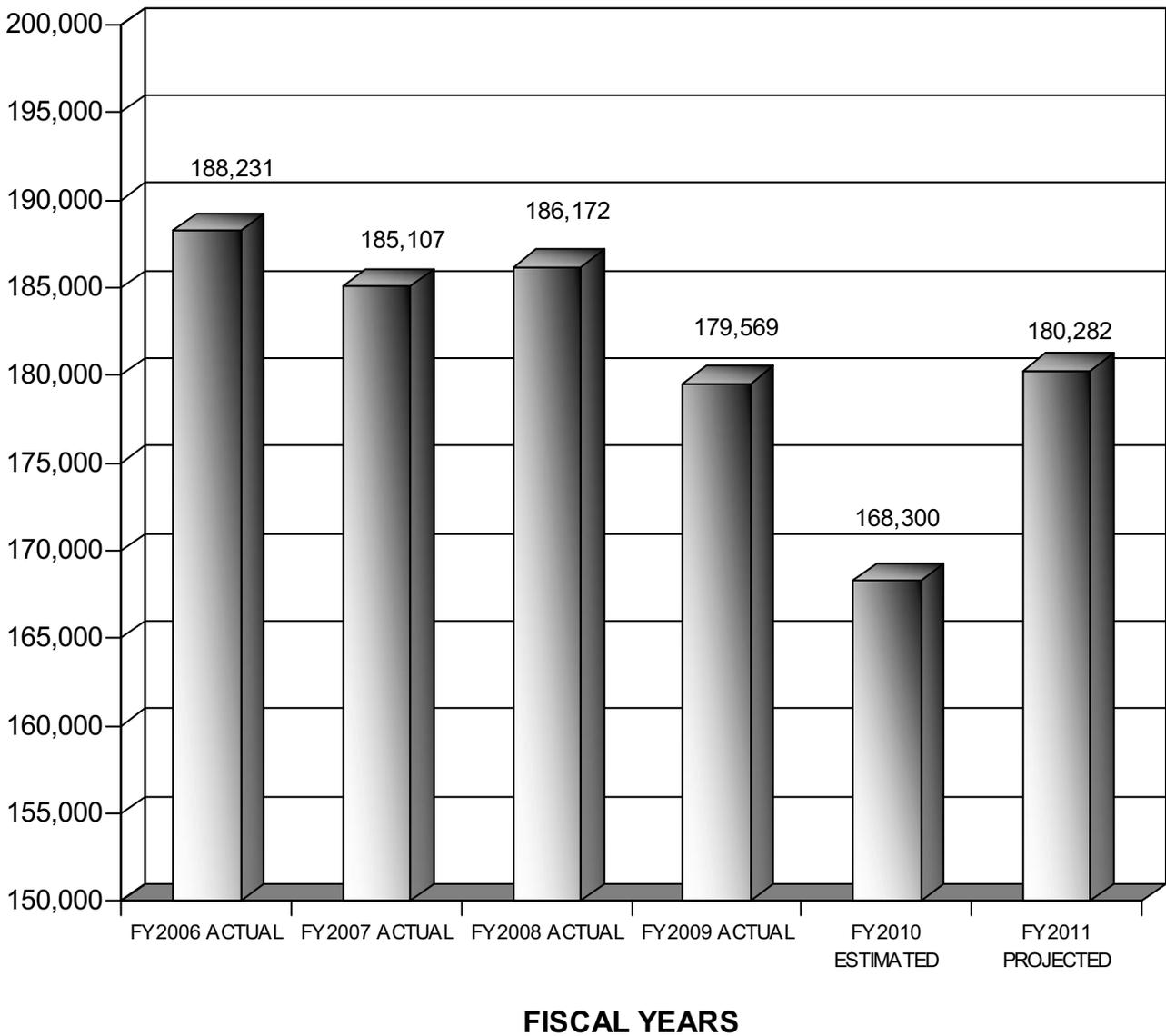
DEPARTMENTAL MEASURES	ACTUAL FY2009	ESTIMATED FY2010	PROJECTED FY2011
Total annual round of golf	179,569	168,300	180,282
Revenue per round	\$28.25	\$28.64	\$30.08
Expenditures per round	\$30.63	\$33.41	\$30.08
Number of City Championships	11	11	11
Number of Junior Golf Participants	1,700	2,000	2,500
Number of Outside Events	130	170	175

FORT WORTH



PARKS AND COMMUNITY SERVICES GOLF DIVISION

NUMBER OF ROUNDS PLAYED



FORT WORTH



DEPARTMENTAL SUMMARY BY CENTER

DEPARTMENT PARKS & COMMUNITY SERVICES		ALLOCATIONS				AUTHORIZED POSITIONS			
FUND PE39 MUNICIPAL GOLF FUND		Actual Expenditures FY2009	Adopted Budget FY2010	Proposed Budget FY2011	Adopted Budget FY2011	Adopted Budget FY2009	Adopted Budget FY2010	Proposed Budget FY2011	Adopted Budget FY2011
Center	Center Description								
	<u>GOLF & TENNIS</u>								
0804005	GOLF COURSE MANAGEMENT	\$ 1,028,665	\$ 880,323	\$ 775,429	\$ 776,925	4.00	4.00	4.00	4.00
0804090	NON-DEPARTMENTAL	863,561	338,103	258,162	258,162	0.00	0.00	0.00	0.00
	Sub-Total	<u>\$ 1,892,226</u>	<u>\$ 1,218,426</u>	<u>\$ 1,033,591</u>	<u>\$ 1,035,087</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	\$ 724,666	\$ 689,789	\$ 727,875	\$ 735,522	8.00	8.00	8.00	8.00
0804120	PRO SHOP	468,789	482,551	523,796	525,757	3.00	3.00	3.00	3.00
0804130	SNACK BAR	206,246	196,792	200,620	200,620	1.55	1.55	1.55	1.55
	Sub-Total	<u>\$ 1,399,701</u>	<u>\$ 1,369,132</u>	<u>\$ 1,452,291</u>	<u>\$ 1,461,899</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	\$ 408,098	\$ 401,721	\$ 402,460	\$ 404,444	3.50	3.50	3.50	3.50
0804220	PRO SHOP	368,028	318,311	315,709	316,258	3.00	3.00	3.00	3.00
0804230	ZBOAZ SNACK BAR	24,196	36,613	33,763	33,763	0.00	0.00	0.00	0.00
	Sub-Total	<u>\$ 800,322</u>	<u>\$ 756,645</u>	<u>\$ 751,932</u>	<u>\$ 754,465</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 PARKS & COMMUNITY SERVICES		ALLOCATIONS				AUTHORIZED POSITIONS			
FUND PE39 MUNICIPAL GOLF FUND		Actual Expenditures FY2009	Adopted Budget FY2010	Proposed Budget FY2011	Adopted Budget FY2011	Adopted Budget FY2009	Adopted Budget FY2010	Proposed Budget FY2011	Adopted Budget FY2011
Center	Center Description								
0804310	GREENS MAINTENANCE	\$ 495,036	\$ 468,263	\$ 429,613	\$ 431,874	4.80	5.00	5.00	5.00
0804320	PRO SHOP	400,768	388,154	396,330	398,112	3.80	3.80	3.80	3.80
0804330	SNACK SHOP	113,955	148,754	153,958	154,410	1.55	1.75	1.75	1.75
	Sub-Total	<u>\$ 1,009,759</u>	<u>\$ 1,005,171</u>	<u>\$ 979,901</u>	<u>\$ 984,396</u>	<u>10.15</u>	<u>10.55</u>	<u>10.55</u>	<u>10.55</u>
	<u>ROCKWOOD GOLF COURSE</u>								
0804410	GREENS MAINTENANCE	\$ 469,578	\$ 454,038	\$ 502,142	\$ 502,142	5.90	5.50	5.50	5.50
0804420	PRO SHOP	406,363	330,278	338,815	340,339	3.00	3.00	3.00	3.00
0804430	SNACKSHOP	182,130	132,003	130,952	130,952	1.55	1.55	1.55	1.55
	Sub-Total	<u>\$ 1,058,071</u>	<u>\$ 916,319</u>	<u>\$ 971,909</u>	<u>\$ 973,433</u>	<u>10.45</u>	<u>10.05</u>	<u>10.05</u>	<u>10.05</u>
	<u>SYCAMORE GOLF COURSE</u>								
0804510	GREENS MAINTENANCE	\$ 244,522	\$ 256,167	\$ 270,426	\$ 270,426	2.80	2.80	2.00	2.00
0804520	PRO SHOP	207,276	189,625	191,715	191,715	2.00	2.00	2.00	2.00
0804530	SNACK SHOP	17,806	14,761	16,252	16,252	0.00	0.00	0.00	0.00
	Sub-Total	<u>\$ 469,604</u>	<u>\$ 460,553</u>	<u>\$ 478,393</u>	<u>\$ 478,393</u>	<u>4.80</u>	<u>4.80</u>	<u>4.00</u>	<u>4.00</u>
	TOTAL	\$ 6,629,683	\$ 5,726,246	\$ 5,668,017	\$ 5,687,673	48.45	48.45	47.65	47.65