

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

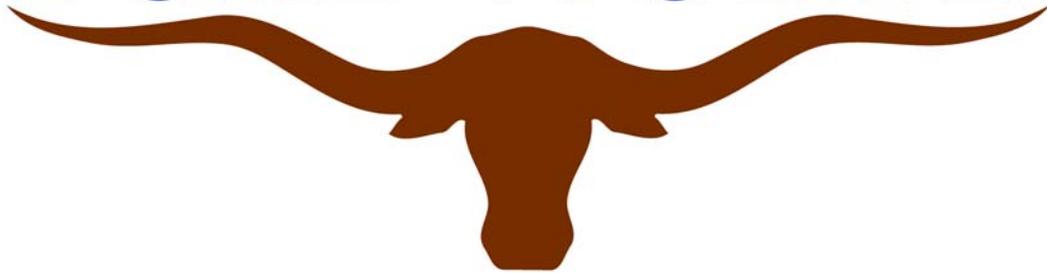
In FY1982, the City Council approved the recommendation by staff to operate the golf program as an Enterprise Fund. This action represented a significant policy commitment to the concept of a self-supporting golf program. The establishment of a Municipal Golf Fund offered all citizens of Fort Worth enjoyable, 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  
FISCAL YEAR  
2010**

**REVENUES:**

Taxable Revenue	\$2,784,954
Non-Taxable Revenue	2,871,788
Miscellaneous Revenue	<u>69,504</u>

<b>TOTAL REVENUE</b>	<b>\$5,726,246</b>
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Uses/(Source) of Fund Balance	<u>\$0</u>
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<b>TOTAL REVENUE SOURCES</b>	<b>\$5,726,246</b>
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**EXPENDITURES:**

Personal Services	\$2,847,679
Supplies	760,203
Contractual Services	<u>1,799,675</u>

<b>TOTAL RECURRING EXPENSES</b>	<b>\$5,407,557</b>
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**DEBT SERVICE AND CAPITAL OUTLAY:**

Debt Service	<u>\$318,689</u>
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<b>TOTAL DEBT SERVICE AND CAPITAL OUTLAY</b>	<b>\$318,689</b>
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<b>TOTAL EXPENDITURES</b>	<b>\$5,726,246</b>
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**FORT WORTH**



**PROJECTED  
FY2009-10 CASH FLOW  
MUNICIPAL GOLF FUND**

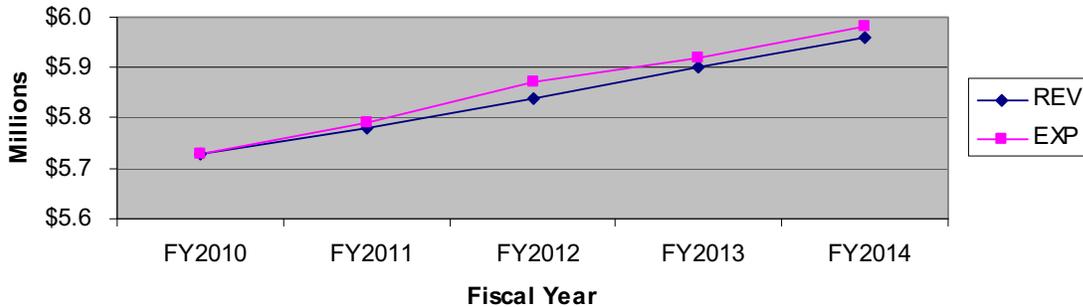
Cash Balance as of 9/30/09 *	<b>(\$4,298,677)</b>
Plus: Projected Revenues	\$5,726,246
Less: Projected Expenditures	<b>(\$5,726,246)</b>
Estimated Available Cash as of 9/30/10	<b>(\$4,298,677)</b>

\* Preliminary cash balance due to pending audit of actual ending balances.

**MUNICIPAL GOLF FUND FIVE YEAR FORECAST  
FISCAL YEAR 2010 THROUGH 2014**

	<b>FY2009-10 Adopted</b>	<b>FY2010-11 Projected</b>	<b>FY2011-12 Projected</b>	<b>FY2012-13 Projected</b>	<b>FY2013-14 Projected</b>
<b>Beginning Cash Balance</b>	(\$4,298,677)	(\$4,298,677)	(\$4,311,888)	(\$4,335,769)	(\$4,356,997)
<b>Revenues*</b>					
Non-taxable	\$2,871,788	\$2,900,506	\$2,929,511	\$2,958,806	\$2,988,394
Taxable	\$2,784,954	\$2,812,804	\$2,840,932	\$2,869,341	\$2,898,034
Miscellaneous Revenue	\$69,504	\$70,199	\$70,901	\$71,610	\$72,326
Other Revenue	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
<b>Total Revenue</b>	<b>\$5,726,246</b>	<b>\$5,783,508</b>	<b>\$5,841,344</b>	<b>\$5,899,757</b>	<b>\$5,958,755</b>
<b>Total Resources</b>	<b>\$1,427,569</b>	<b>\$1,484,832</b>	<b>\$1,529,455</b>	<b>\$1,563,988</b>	<b>\$1,601,758</b>
<b>Expenditures</b>					
Personnel Services	\$2,847,679	\$2,892,554	\$2,935,203	\$2,964,852	\$2,996,272
Supplies	\$760,203	\$767,805	\$775,483	\$783,238	\$791,070
Contractual	\$1,799,675	\$1,817,672	\$1,835,848	\$1,854,207	\$1,872,749
Capital	\$0	\$0	\$0	\$0	\$0
Debt Service	<u>\$318,689</u>	<u>\$318,689</u>	<u>\$318,689</u>	<u>\$318,689</u>	<u>\$318,689</u>
<b>Total Expenditures</b>	<b>\$5,726,246</b>	<b>\$5,796,720</b>	<b>\$5,865,224</b>	<b>\$5,920,985</b>	<b>\$5,978,780</b>
Projected Variance	\$0	(\$13,211)	(\$23,880)	(\$21,228)	(\$20,026)
Projected Cash Balance	(\$4,298,677)	(\$4,311,888)	(\$4,335,769)	(\$4,356,997)	(\$4,377,023)
Reserve Requirement (20%)	\$1,081,511	\$1,095,606	\$1,109,307	\$1,120,459	\$1,132,018
Excess/(Deficit)	(\$5,380,188)	(\$5,407,494)	(\$5,445,076)	(\$5,477,456)	(\$5,509,041)

**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**

	<b>ACTUAL 2006-07</b>	<b>ACTUAL 2007-08</b>	<b>BUDGET 2008-09</b>	<b>RE-ESTIMATE 2008-09</b>	<b>ADOPTED 2009-10</b>
Golf Course Management	\$650,656	\$489,902	\$589,368	\$592,248	\$880,323
Non-Departmental	859,719	383,336	349,442	351,149	338,103
Pecan Valley Greens Maint.	609,032	629,729	666,164	669,418	689,789
Pecan Valley Pro Shop	434,303	431,283	479,393	481,735	482,551
Pecan Valley Snack Shop	159,263	279,180	178,347	179,218	196,792
Z. Boaz Greens Maint.	323,072	377,081	390,857	392,766	401,721
Z. Boaz Pro Shop	324,497	290,093	310,105	311,620	318,311
Z. Boaz Snack Shop	29,918	23,601	36,638	36,816	36,613
Meadowbrook Greens Maint.	426,735	478,880	443,505	445,672	468,263
Meadowbrook Pro Shop	389,182	351,360	401,023	402,984	388,154
Meadowbrook Snack Shop	120,272	116,475	141,809	142,502	148,754
Rockwood Greens Maint.	373,720	414,776	458,995	461,237	454,038
Rockwood Pro Shop	407,117	398,709	313,686	315,218	330,278
Rockwood Snack Shop	99,373	105,997	125,380	125,992	132,003
Sycamore Creek Greens Maint.	204,890	226,380	246,828	248,035	256,167
Sycamore Creek Pro Shop	199,964	200,733	186,111	187,020	189,625
Sycamore Creek Snack Shop	<u>18,993</u>	<u>19,154</u>	<u>14,346</u>	<u>14,416</u>	<u>14,761</u>
<b>TOTAL</b>	<b>\$5,630,706</b>	<b>\$5,216,669</b>	<b>\$5,331,997</b>	<b>\$5,358,046</b>	<b>\$5,726,246</b>

**FORT WORTH**



**COMPARISON OF MUNICIPAL GOLF FUND  
REVENUES**

	<b>ACTUAL 2006-07</b>	<b>ACTUAL 2007-08</b>	<b>BUDGET 2008-09</b>	<b>RE-ESTIMATE 2008-09</b>	<b>ADOPTED 2009-10</b>
Pecan Valley Golf Course	\$1,642,694	\$2,013,172	\$1,976,843	\$2,090,787	\$2,143,644
Z. Boaz Golf Course	668,913	787,504	750,300	761,527	729,486
Meadowbrook Golf Course	1,029,123	1,201,568	1,304,415	1,199,500	1,341,160
Rockwood Golf Course	786,925	977,760	1,029,171	1,081,695	1,155,056
Sycamore Creek Golf Course	249,855	286,167	259,618	285,150	291,250
Other Income	<u>4,761</u>	<u>5,531</u>	<u>11,650</u>	<u>12,114</u>	<u>65,650</u>
<b>TOTAL</b>	\$4,382,271	\$5,271,702	\$5,331,997	\$5,430,773	\$5,726,246

**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.

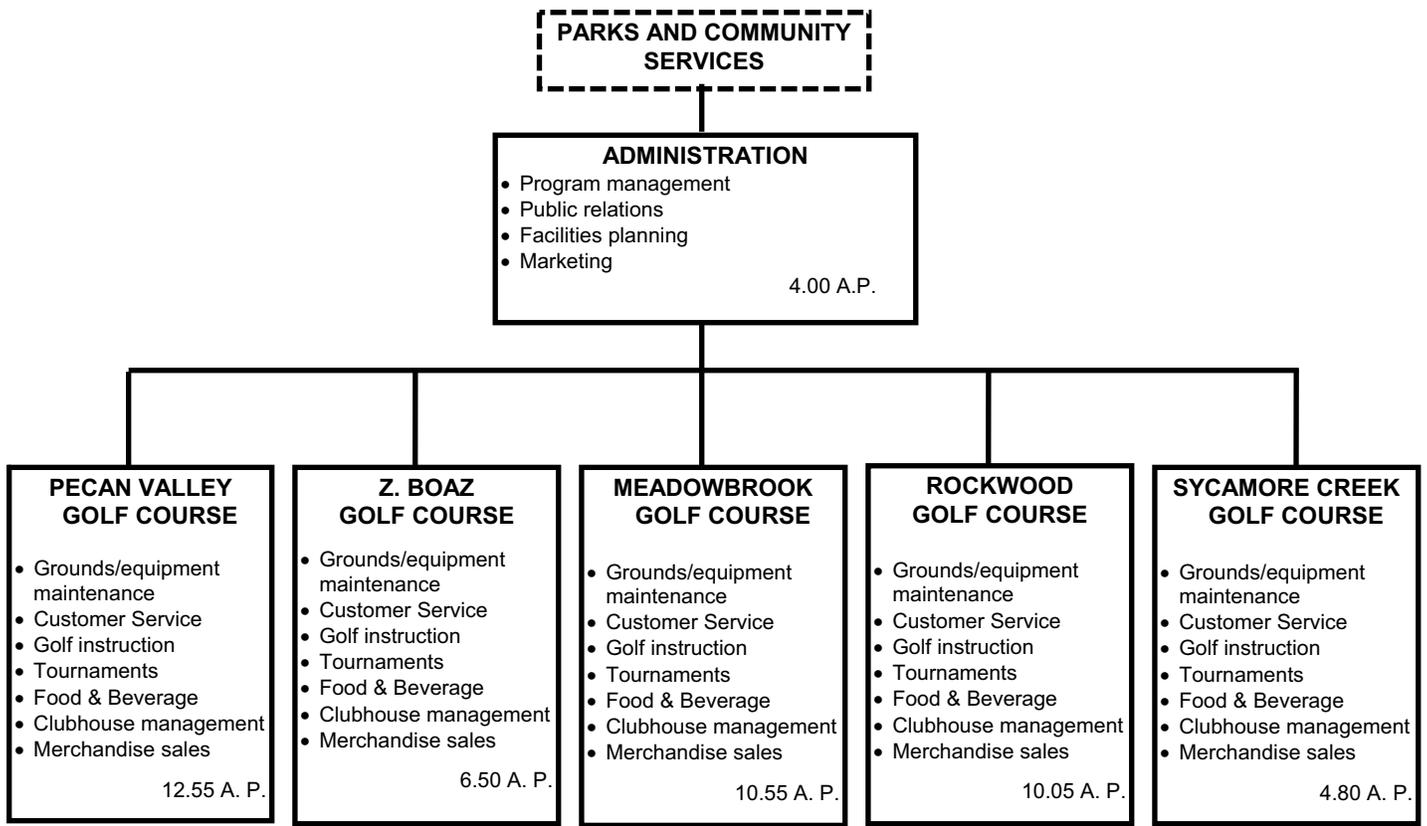
Rockwood Golf Course is a 18-hole facility with a driving range, operating in partnership with The First Tee of Fort Worth, and also has pro and snack shops. It is located in the near northwest part of the city.

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 FY2008</b>	<b>Adopted FY2009</b>	<b>Proposed Budget FY2010</b>	<b>Adopted Budget FY2010</b>
<b>Personnel Services</b>	\$ 2,670,743	\$ 2,781,911	\$ 2,847,679	\$ 2,847,679
<b>Supplies</b>	938,534	749,215	760,203	760,203
<b>Contractual</b>	1,242,816	1,469,026	1,799,675	1,799,675
<b>Capital Outlay</b>	2,035	0	0	0
<b>Debt Service</b>	362,541	331,845	318,689	318,689
<b>Total Expenditures</b>	\$ 5,216,668	\$ 5,331,997	\$ 5,726,246	\$ 5,726,246
<b>Authorized Positions</b>	48.25	48.45	48.45	48.45

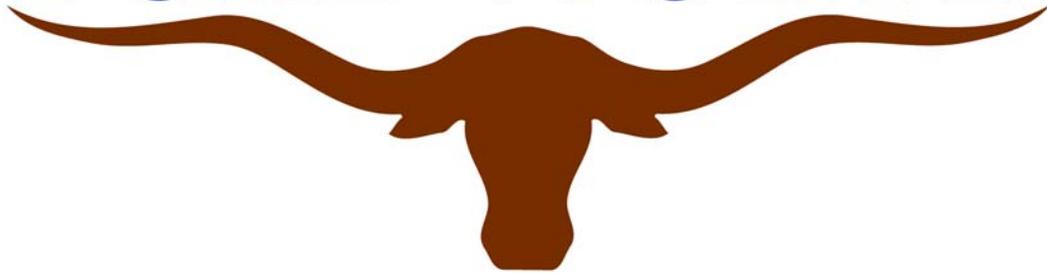
# MUNICIPAL GOLF FUND - 48.45 A. P.



**SIGNIFICANT BUDGET CHANGES**

<b>DEPARTMENT:</b>		<b>FUND/CENTER</b>	
MUNICIPAL GOLF FUND		PE39/0804005:0804530	
<b>CHANGES FROM 2008-09 ADOPTED TO 2009-10 ADOPTED</b>			
<b>2008-09 ADOPTED:</b>	\$5,331,997	<b>A.P.</b>	48.45
<b>2009-10 ADOPTED:</b>	\$5,726,246	<b>A.P.</b>	48.45
<p>A) The adopted budget increases by a \$324,516 for the re-instatement of the Administrative Services Charge.</p> <p>B) The adopted budget decreases by (\$56,544) for the implementation of eight mandatory furlough days city wide. Staff will not work on those specific days and will not be paid.</p> <p>C) The adopted budget increases by \$50,512 for lease purchase for items such as beverage carts, new contract for golf carts, greens mowers, and utility golf carts.</p> <p>D) The adopted budget increases by \$37,293 for increases to the Worker's Compensation contribution.</p> <p>E) The adopted budget increases by \$35,392 for an additional contribution to Retiree Healthcare costs.</p> <p>F) The adopted budget increases by \$30,614 for group health based on plan migration, turnover, and a 12% increase.</p> <p>G) The adopted budget decreases by (\$12,299) for IT Solutions charges based on the allocation to this fund.</p>			

**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.

**FY2009-10 DEPARTMENTAL OBJECTIVES**

To continue to maintain and grow the market share successfully 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 the Business Plan and the Pro Forma in all categories enabling the Fund to maintain a positive net revenue flow and to dissolve the negative balance in the Golf Enterprise Fund.

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, and to make further improvements at Pecan Valley Golf Course by the end of 2010.

To authorize for construction drawings for renovation at Rockwood Golf Course, preparing the course for improvements once gas royalties/bonuses are secured for cash financing of project.

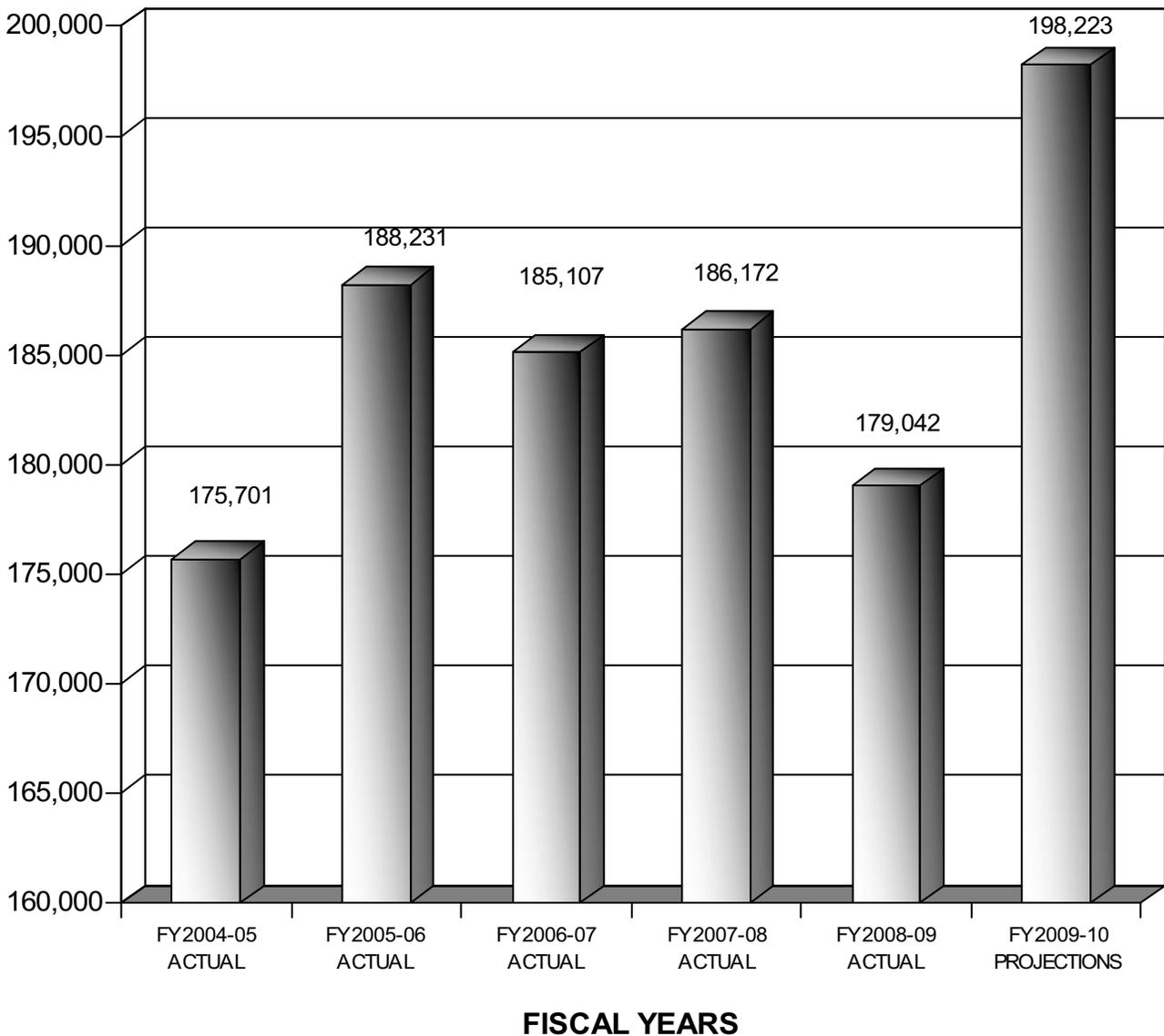
DEPARTMENTAL MEASURES	ACTUAL FY2008	ESTIMATED FY2009	PROJECTED FY2010
Total annual round of golf	186,172	187,747	198,223
Revenue per round	\$27.84	\$28.33	\$28.85
Expenditures per round	\$28.11	\$28.48	\$28.57
Number of City Championships	11	11	11
Number of Junior Golf Participants	2,300	2,400	2,500
Number of Outside Events	165	170	175

**FORT WORTH**



# PARKS AND COMMUNITY SERVICES GOLF DIVISION

## NUMBER OF 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 FY2008	Adopted Budget FY2009	Proposed Budget FY2010	Adopted Budget FY2010	Adopted Budget FY2008	Adopted Budget FY2009	Proposed Budget FY2010	Adopted Budget FY2010
Center	Center Description								
	<u>GOLF &amp; TENNIS</u>								
0804005	GOLF COURSE MANAGEMENT	\$ 489,902	\$ 589,368	\$ 880,323	\$ 880,323	4.00	4.00	4.00	4.00
0804090	NON-DEPARTMENTAL	383,336	349,442	338,103	338,103	0.00	0.00	0.00	0.00
	Sub-Total	<u>\$ 873,238</u>	<u>\$ 938,810</u>	<u>\$ 1,218,426</u>	<u>\$ 1,218,426</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	\$ 629,729	\$ 666,164	\$ 689,789	\$ 689,789	8.00	8.00	8.00	8.00
0804120	PRO SHOP	431,283	479,393	482,551	482,551	3.00	3.00	3.00	3.00
0804130	SNACK BAR	279,180	178,347	196,792	196,792	1.55	1.55	1.55	1.55
	Sub-Total	<u>\$ 1,340,191</u>	<u>\$ 1,323,904</u>	<u>\$ 1,369,132</u>	<u>\$ 1,369,132</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	\$ 377,081	\$ 390,857	\$ 401,721	\$ 401,721	3.50	3.50	3.50	3.50
0804220	PRO SHOP	290,093	310,105	318,311	318,311	3.00	3.00	3.00	3.00
0804230	ZBOAZ SNACK BAR	23,601	36,638	36,613	36,613	0.00	0.00	0.00	0.00
	Sub-Total	<u>\$ 690,775</u>	<u>\$ 737,600</u>	<u>\$ 756,645</u>	<u>\$ 756,645</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 FY2008	Adopted Budget FY2009	Proposed Budget FY2010	Adopted Budget FY2010	Adopted Budget FY2008	Adopted Budget FY2009	Proposed Budget FY2010	Adopted Budget FY2010
Center	Center Description								
0804310	GREENS MAINTENANCE	\$ 478,880	\$ 443,505	\$ 468,263	\$ 468,263	4.80	4.80	5.00	5.00
0804320	PRO SHOP	351,360	401,023	388,154	388,154	3.60	3.80	3.80	3.80
0804330	SNACK SHOP	116,475	141,809	148,754	148,754	1.55	1.55	1.75	1.75
	Sub-Total	<u>\$ 946,715</u>	<u>\$ 986,337</u>	<u>\$ 1,005,171</u>	<u>\$ 1,005,171</u>	<u>9.95</u>	<u>10.15</u>	<u>10.55</u>	<u>10.55</u>
	<u>ROCKWOOD GOLF COURSE</u>								
0804410	GREENS MAINTENANCE	\$ 414,776	\$ 458,995	\$ 454,038	\$ 454,038	5.90	5.90	5.50	5.50
0804420	PRO SHOP	398,709	313,686	330,278	330,278	3.00	3.00	3.00	3.00
0804430	SNACKSHOP	105,997	125,380	132,003	132,003	1.55	1.55	1.55	1.55
	Sub-Total	<u>\$ 919,483</u>	<u>\$ 898,061</u>	<u>\$ 916,319</u>	<u>\$ 916,319</u>	<u>10.45</u>	<u>10.45</u>	<u>10.05</u>	<u>10.05</u>
	<u>SYCAMORE GOLF COURSE</u>								
0804510	GREENS MAINTENANCE	\$ 226,380	\$ 246,828	\$ 256,167	\$ 256,167	2.80	2.80	2.80	2.80
0804520	PRO SHOP	200,733	186,111	189,625	189,625	2.00	2.00	2.00	2.00
0804530	SNACK SHOP	19,154	14,346	14,761	14,761	0.00	0.00	0.00	0.00
	Sub-Total	<u>\$ 446,267</u>	<u>\$ 447,285</u>	<u>\$ 460,553</u>	<u>\$ 460,553</u>	<u>4.80</u>	<u>4.80</u>	<u>4.80</u>	<u>4.80</u>
	<b>TOTAL</b>	\$ 5,216,668	\$ 5,331,997	\$ 5,726,246	\$ 5,726,246	48.25	48.45	48.45	48.45