

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

In FY1981-82, 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 (a 27-hole course 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, lease, 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 FY2005-06 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  
2007-08**

**REVENUES:**

Taxable Revenue	\$2,467,632
Non-Taxable Revenue	2,647,918
Miscellaneous Revenue	<u>5,250</u>

<b>TOTAL REVENUE</b>	<b>\$5,120,800</b>
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<b>TOTAL REVENUE SOURCES</b>	<b>\$5,120,800</b>
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**EXPENDITURES:**

Personal Services	\$2,691,254
Supplies	719,875
Contractual Services	<u>1,351,944</u>

<b>TOTAL RECURRING EXPENSES</b>	<b>\$4,763,073</b>
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**DEBT SERVICE AND CAPITAL OUTLAY:**

Debt Service	\$357,727
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<b>TOTAL DEBT SERVICE AND CAPITAL OUTLAY</b>	<b>\$357,727</b>
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<b>TOTAL EXPENDITURES</b>	<b>\$5,120,800</b>
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**PROJECTED  
FY2007-08 CASH FLOW  
MUNICIPAL GOLF FUND**

Cash Balance as of 9/30/07*	<b>(\$488,299)</b>
Plus: Projected Revenues	\$5,120,800
Less: Projected Expenditures	<b>(\$5,120,800)</b>
Estimated cash balance as of 9/30/08	<b>(\$488,299)</b>

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

**COMPARISON OF MUNICIPAL GOLF FUND  
EXPENDITURES**

	<b>ACTUAL 2004-05</b>	<b>ACTUAL 2005-06</b>	<b>BUDGET 2006-07</b>	<b>RE-ESTIMATE 2006-07</b>	<b>ADOPTED 2007-08</b>
Golf Course Management	\$598,305	\$393,745	\$472,551	\$426,067	\$559,687
Non-Departmental	695,618	431,314	412,373	412,372	378,522
Pecan Valley Greens Maint.	558,099	609,072	622,083	542,554	612,889
Pecan Valley Pro Shop	443,672	484,192	417,155	426,042	438,882
Pecan Valley Snack Shop	4	163,515	209,009	142,929	157,629
Z. Boaz Greens Maint.	330,825	388,456	350,411	319,833	377,046
Z. Boaz Pro Shop	313,115	273,988	302,997	289,033	314,275
Z. Boaz Snack Shop	0	31,055	38,190	28,221	36,940
Meadowbrook Greens Maint.	354,615	443,770	384,246	402,537	421,294
Meadowbrook Pro Shop	333,165	382,662	354,478	370,913	385,138
Meadowbrook Snack Shop	200	126,805	122,028	115,498	123,207
Rockwood Greens Maint.	414,878	403,976	376,746	365,939	425,356
Rockwood Pro Shop	378,827	364,427	350,738	382,535	366,043
Rockwood Snack Shop	200	104,572	101,423	91,867	104,047
Sycamore Creek Greens Maintenance	191,963	207,062	212,325	188,664	227,973
Sycamore Creek Pro Shop	203,584	182,153	175,696	169,732	177,807
Sycamore Creek Snack Shop	<u>0</u>	<u>16,289</u>	<u>20,448</u>	<u>18,775</u>	<u>14,065</u>
<b>TOTAL</b>	<b>\$4,817,070</b>	<b>\$5,007,053</b>	<b>\$4,922,897</b>	<b>\$4,693,511</b>	<b>\$5,120,800</b>

**FORT WORTH**



**COMPARISON OF MUNICIPAL GOLF FUND  
REVENUES**

	<b>ACTUAL 2004-05</b>	<b>ACTUAL 2005-06</b>	<b>BUDGET 2006-07</b>	<b>RE-ESTIMATE 2006-07</b>	<b>ADOPTED 2007-08</b>
Pecan Valley Golf Course	\$1,525,555	\$1,886,678	\$1,894,272	\$1,701,334	\$1,890,186
Z. Boaz Golf Course	574,935	\$610,370	674,663	653,040	677,125
Meadowbrook Golf Course	500,066	\$1,014,773	1,138,711	1,030,479	1,295,551
Rockwood Golf Course	773,446	\$786,443	931,003	748,068	1,061,359
Sycamore Creek Golf Course	270,465	\$278,411	283,998	254,468	196,329
Other Income	<u>13,629</u>	<u>\$31,499</u>	<u>250</u>	<u>1,650</u>	<u>250</u>
<b>TOTAL</b>	<b>\$3,658,096</b>	<b>\$4,608,174</b>	<b>\$4,922,897</b>	<b>\$4,389,039</b>	<b>\$5,120,800</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, through the Golf Division of the Parks and Community Services Department, provides for 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 FY1999-00 and FY2000-01, the "River" course at Pecan Valley was closed for extensive renovations; however, it became fully operational beginning in FY2001-02.

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.

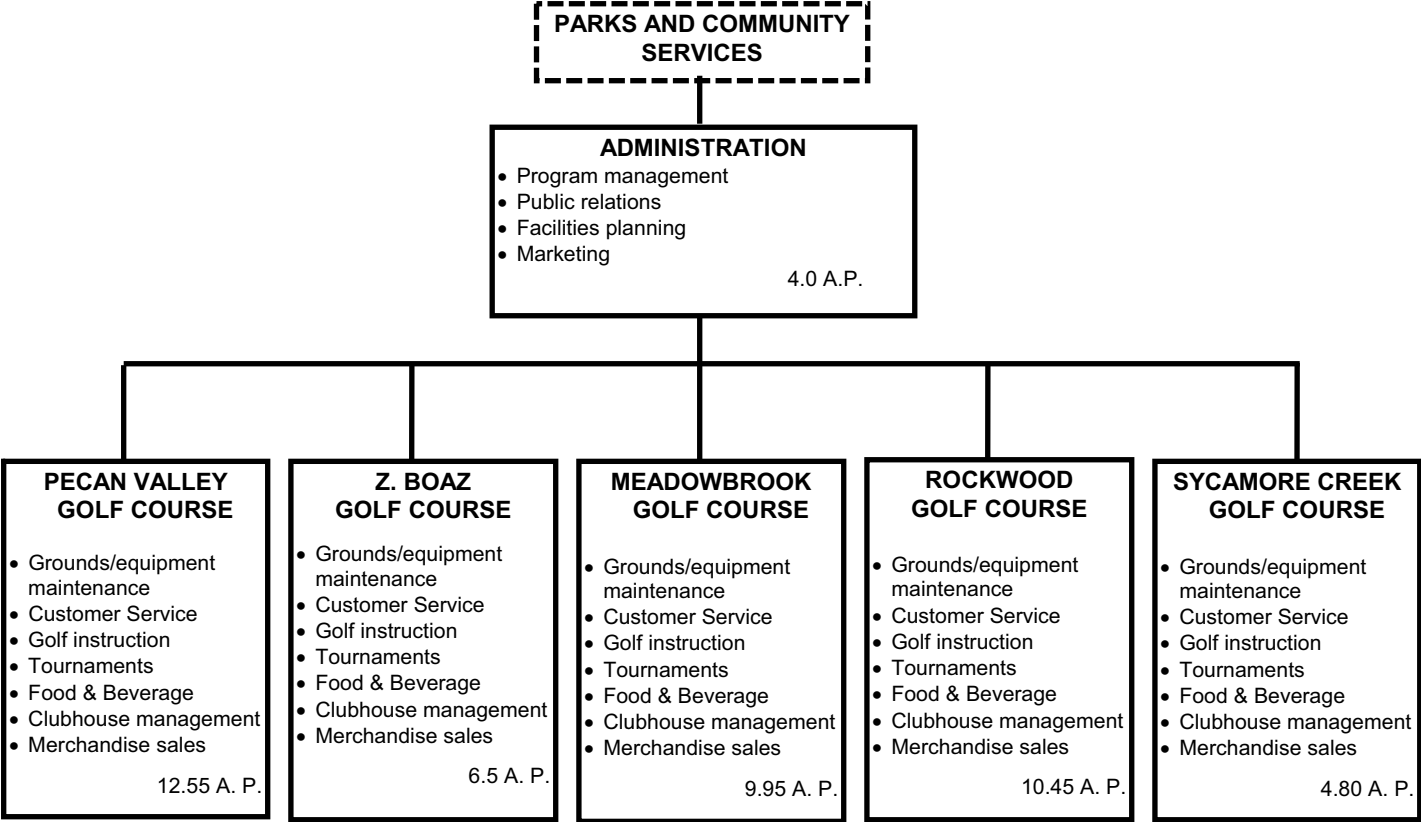
Rockwood Golf Course is a 27-hole facility with pro and snack shops, which is located in the near northwest part of the city.

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 FY1992-93.

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 2005-06	Adopted 2006-07	Proposed Budget 2007-08	Adopted Budget 2007-08
<b>Personal Services</b>	\$ 2,343,234	\$ 2,570,090	\$ 2,698,196	\$ 2,691,254
<b>Supplies</b>	898,029	730,994	719,875	719,875
<b>Contractual</b>	1,354,303	1,229,267	1,351,944	1,351,944
<b>Debt Service</b>	411,487	392,546	357,727	357,727
<b>Total Expenditures</b>	\$ 5,007,053	\$ 4,922,897	\$ 5,127,742	\$ 5,120,800
<b>Authorized Positions</b>	40.00	40.00	48.25	48.25

# MUNICIPAL GOLF FUND - 48.25 A. P.



**SIGNIFICANT BUDGET CHANGES**

<b>DEPARTMENT:</b>	<b>FUND/CENTER</b>		
GOLF FUND	PE39/0804005:0804530		
<b>CHANGES FROM 2006-07 ADOPTED TO 2007-08 ADOPTED</b>			
<b>2006-07 ADOPTED:</b>	\$4,922,897	<b>A.P.</b>	40.00
<b>2007-08 ADOPTED:</b>	\$5,120,800	<b>A.P.</b>	48.25
<p>A) The adopted budget increases by \$247,342 for Salaries of Regular Employees to convert 9.25 Temporary S01 positions to regular part-time and full-time. This account is off-set by a reduction of funds in the scheduled temporaries account.</p> <p>B) The adopted budget decreases by (\$39,036) in salaries and related benefits for the elimination of a Food and Beverage Operator position.</p> <p>C) The adopted budget decreases by (\$194,183) for Scheduled Temporaries to off-set the increase in regular salaries due to the conversion of temporary positions to regular status.</p> <p>D)The adopted budget increases by \$114,449 for Retirement based on the five percent increase in the City's contribution to employee retirement.</p> <p>E) The adopted budget decreases by (\$104,460) for budgeted Salary Savings, based on anticipated vacancies.</p> <p>F) The adopted budget increases by \$84,122 for Other Contractual Services.</p> <p>G) The adopted budget increases by \$60,941 for Group Health Insurance benefits for the new regular employees.</p> <p>H) The adopted budget increases by \$35,874 for Water and Sewer Utilities based on prior year expenditures.</p> <p>I) The adopted budget decreases by (\$34,819) for Principal and Interest payments on general obligation bonds based on the payment schedule.</p> <p>J) The adopted budget increases by \$31,082 for Electric Utilities based on prior year expenditures.</p> <p>K) The adopted budget decreases by (\$21,769) for Minor Equipment.</p> <p>L) The adopted budget increases by \$17,773 for Motor Vehicle fuel.</p>			

**FORT WORTH**



## DEPARTMENTAL OBJECTIVES AND MEASURES

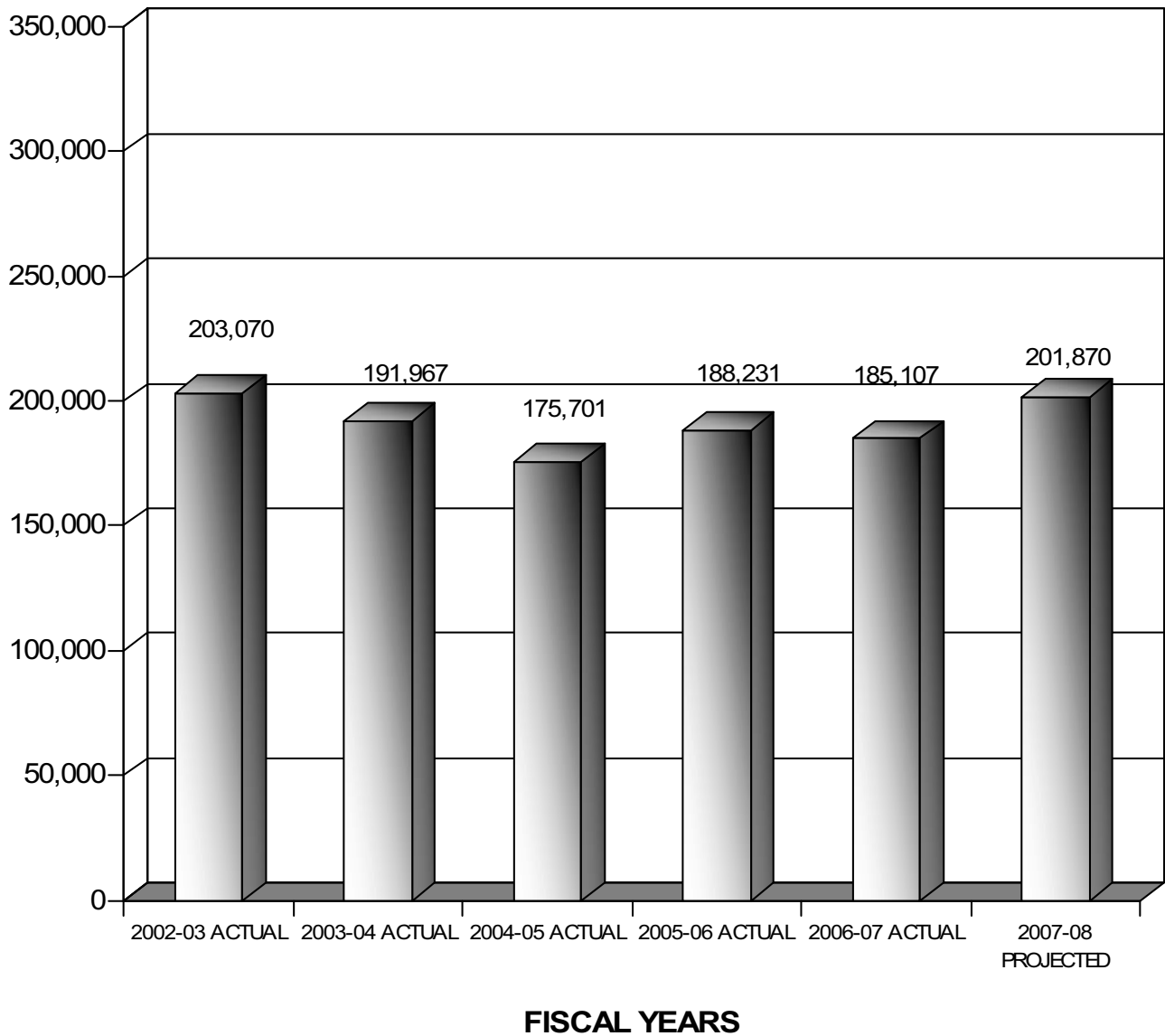
<b>DEPARTMENT:</b>			
<b>MUNICIPAL GOLF FUND</b>			
<b>DEPARTMENT PURPOSE</b>			
Fort Worth Golf to provide an affordable and accessible golf experience to all levels of golfers.			
<b>FY2007-08 DEPARTMENTAL OBJECTIVES</b>			
To succeed in regaining a market share in a highly competitive industry by providing quality playing conditions, 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 by year 2009.			
To maintain a positive net revenue from year 2009 and thereafter; dissolving 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 of 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 2008.			
<b>DEPARTMENTAL MEASURES</b>	<b>ACTUAL 2005-06</b>	<b>ESTIMATED 2006-07</b>	<b>PROJECTED 2007-08</b>
Total annual rounds of golf	180,239	184,107	201,870
Revenues per round	\$25.13	\$27.41	\$24.68
Expenditures per round	\$27.56	\$23.28	\$25.05
Number of City Championships	9	10	12
Number of Outside Events	130	150	175
Number of Junior Golf Participants	1700	1750	1755

**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 2005-06	Adopted Budget 2006-07	Proposed Budget 2007-08	Adopted Budget 2007-08	Adopted Budget 2005-06	Adopted Budget 2006-07	Proposed Budget 2007-08	Adopted Budget 2007-08
Center	Center Description								
	<u>GOLF &amp; TENNIS</u>								
0804005	GOLF COURSE MANAGEMENT	\$ 393,745	\$ 472,551	\$ 666,165	\$ 559,687	4.00	4.00	4.00	4.00
0804090	NON-DEPARTMENTAL	431,314	412,373	378,522	378,522	0.00	0.00	0.00	0.00
	Sub-Total	<u>\$ 825,059</u>	<u>\$ 884,924</u>	<u>\$ 1,044,687</u>	<u>\$ 938,209</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	\$ 609,072	\$ 622,083	\$ 595,181	\$ 612,889	7.00	7.00	8.00	8.00
0804120	PRO SHOP	484,192	417,155	429,323	438,882	4.00	3.00	3.00	3.00
0804130	SNACK BAR	163,515	209,009	156,093	157,629	0.00	1.00	1.55	1.55
	Sub-Total	<u>\$ 1,256,779</u>	<u>\$ 1,248,247</u>	<u>\$ 1,180,597</u>	<u>\$ 1,209,400</u>	<u>11.00</u>	<u>11.00</u>	<u>12.55</u>	<u>12.55</u>
	<u>Z. BOAZ GOLF COURSE</u>								
0804210	GREENS MAINTENANCE	\$ 388,456	\$ 350,411	\$ 366,822	\$ 377,046	3.50	3.50	3.50	3.50
0804220	PRO SHOP	273,988	302,997	305,365	314,275	3.00	3.00	3.00	3.00
0804230	ZBOAZ SNACK BAR	31,055	38,190	36,940	36,940	0.00	0.00	0.00	0.00
	Sub-Total	<u>\$ 693,500</u>	<u>\$ 691,598</u>	<u>\$ 709,127</u>	<u>\$ 728,261</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 2005-06	Adopted Budget 2006-07	Proposed Budget 2007-08	Adopted Budget 2007-08	Adopted Budget 2005-06	Adopted Budget 2006-07	Proposed Budget 2007-08	Adopted Budget 2007-08
Center	Center Description								
0804310	GREENS MAINTENANCE	\$ 443,770	\$ 384,246	\$ 409,487	\$ 421,294	4.00	4.00	4.80	4.80
0804320	PRO SHOP	382,662	354,478	376,149	385,138	3.00	3.00	3.60	3.60
0804330	SNACK SHOP	126,805	122,028	123,207	123,207	0.00	0.00	1.55	1.55
	Sub-Total	<u>\$ 953,237</u>	<u>\$ 860,752</u>	<u>\$ 908,843</u>	<u>\$ 929,639</u>	<u>7.00</u>	<u>7.00</u>	<u>9.95</u>	<u>9.95</u>
	<u>ROCKWOOD GOLF COURSE</u>								
0804410	GREENS MAINTENANCE	\$ 403,976	\$ 376,746	\$ 413,190	\$ 425,356	4.50	4.50	5.90	5.90
0804420	PRO SHOP	364,427	350,738	356,871	366,043	3.00	3.00	3.00	3.00
0804430	SNACKSHOP	104,572	101,423	104,047	104,047	0.00	0.00	1.55	1.55
	Sub-Total	<u>\$ 872,975</u>	<u>\$ 828,907</u>	<u>\$ 874,108</u>	<u>\$ 895,446</u>	<u>7.50</u>	<u>7.50</u>	<u>10.45</u>	<u>10.45</u>
	<u>SYCAMORE GOLF COURSE</u>								
0804510	GREENS MAINTENANCE	\$ 207,062	\$ 212,325	\$ 223,794	\$ 227,973	2.00	2.00	2.80	2.80
0804520	PRO SHOP	182,153	175,696	172,521	177,807	2.00	2.00	2.00	2.00
0804530	SNACK SHOP	16,289	20,448	14,065	14,065	0.00	0.00	0.00	0.00
	Sub-Total	<u>\$ 405,504</u>	<u>\$ 408,469</u>	<u>\$ 410,380</u>	<u>\$ 419,845</u>	<u>4.00</u>	<u>4.00</u>	<u>4.80</u>	<u>4.80</u>
	<b>TOTAL</b>	<b>\$ 5,007,053</b>	<b>\$ 4,922,897</b>	<b>\$ 5,127,742</b>	<b>\$ 5,120,800</b>	<b>40.00</b>	<b>40.00</b>	<b>48.25</b>	<b>48.25</b>