



Fund Purpose

This budget is comprised of three separate golf courses (Naga-Waukee, Wanaki, and Moor Downs) that are financed in a manner similar to private business enterprises. The Fund's purpose is to provide complete golfing facilities for the general public at an affordable rate, while not requiring a tax subsidy; to generate adequate income; to develop, maintain, and operate the facilities consistent with industry's standards; and to continue to provide new improvements to the facilities, which will serve to enhance the recreational experience for the golfing public while maintaining a high level of usage at the facility.

Financial Summary	2008 Actual (b)	2009 Adopted Budget	2009 Estimate	2010 Budget	Change From 2009 Adopted Budget	
					\$	%
Revenues						
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$2,909,586	\$3,430,900	\$3,137,200	\$3,365,000	(\$65,900)	-1.9%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue (a)	\$61,632	\$34,000	\$30,000	\$30,000	(\$4,000)	-11.8%
Appr. Fund Balance (b)	\$27,282	\$21,190	\$21,190	\$0	(\$21,190)	-100.0%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources (c)	\$2,998,500	\$3,486,090	\$3,188,390	\$3,395,000	(\$91,090)	-2.6%
Expenditures						
Personnel Costs	\$1,171,795	\$1,267,402	\$1,249,348	\$1,235,523	(\$31,879)	-2.5%
Operating Expenses (c)	\$1,033,691	\$1,186,893	\$1,080,442	\$1,141,819	(\$45,074)	-3.8%
Interdept. Charges	\$1,016,394	\$1,004,216	\$995,760	\$1,003,555	(\$661)	-0.1%
Fixed Assets (Memo) (d)	\$0	\$52,500	\$72,200	\$60,000	\$7,500	14.3%
Total Expenditures (c)(d)	\$3,221,880	\$3,458,511	\$3,325,550	\$3,380,897	(\$77,614)	-2.2%
Operating Inc./Loss (d)	(\$223,380)	\$27,579	(\$137,160)	\$14,103	(\$13,476)	-48.9%
Cash Flow From Operations (c)	(\$90,788)	\$221,932	\$52,895	\$209,002	(\$12,930)	-5.8%

Position Summary (FTE)

Regular Positions	8.60	8.60	8.60	7.60	(1.00)
Extra Help	21.90	21.90	21.90	22.15	0.25
Overtime	0.77	0.77	0.77	0.77	0.00
Total	31.27	31.27	31.27	30.52	(0.75)

- (a) Other Revenue contained in the 2008 Actual includes interest income of \$27,618 and recoveries related to flooding of \$34,014. Other Revenue in the 2009 Budget, the 2009 Estimate and the 2010 Budget consists of interest income. Interest income is budgeted and accounted for only in the Moor Downs Golf Course program area.
- (b) In 2008, Golf Course Fund Balance is used to partially offset the phasing-in of the full-cost of computer ownership charging method, to better reflect technology resources being used by departments, as recommended by Internal Audit, for Wanaki and Moor Downs golf courses. 2009 Fund Balance is appropriated to fund one-time hardware costs associated with the new County cashing system not repeated in the 2010 Budget.
- (c) Cash Flow from operations for the 2008 actual is obtained from the County's 2008 Comprehensive Annual Financial Report (CAFR). Cash flow from operation figures for the 2009 budget, 2009 estimate and 2010 budget consist of estimates based on total operating revenues less expenditures, excluding depreciation expense.
- (d) Total expenditures and net operating income/(loss) exclude capitalized fixed asset purchases to conform with financial accounting standards. Fixed asset purchases will be made from cash generated by operating revenues, and are included in the Department's fixed asset request.

**Golf Course Fund Parks & Land Use Outcome/
Objective/Program**

Major Departmental Strategic Outcomes and Objectives for 2010

County-Wide Key Strategic Outcomes: Cost effective services delivered with competence and skill

Objective: Provide affordable golfing opportunities to the general public, and establish and implement a business plan for the courses that provides for cost-effective investments within golf course facilities.

Key Outcome Indicator: Earnings before interest, taxes, depreciation, and amortization (EBITDA). The National Golf Foundation provides comparisons of other public golf courses within the upper Midwest. A comparison of other public courses provides an indicator for the general financial health of the golf courses, as well as an indicator of systems financial direction and effectiveness of planning.

Performance Measure:	Frost Belt Median 2005	2008 Actual	2009 Target	2009 Estimate	2010 Target
All three courses net operating income - EBITDA	\$158,820	(\$63,506)	\$220,000	\$22,895	\$209,000

Naga-Waukee Golf Course

County-Wide Key Strategic Outcomes: Cost effective services delivered with competence and skill

Program Description

Provides a well-maintained 18-hole golf course and support facilities without Tax Levy funds.

	2008 Actual	2009 Budget (a)	2009 Estimate	2010 Budget	Budget Change
Staffing (FTE)	15.02	15.02	15.02	14.27	(0.75)
Charges for Services	\$1,553,141	\$1,745,000	\$1,625,000	\$1,750,000	\$5,000
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance (a)	\$3,675	\$8,400	\$8,400	\$0	(\$8,400)
County Tax Levy	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$1,556,816	\$1,753,400	\$1,633,400	\$1,750,000	(\$3,400)
Personnel Costs	\$594,777	\$619,900	\$611,867	\$573,869	(\$46,031)
Operating Expenses (excl. depr. Expen.)	\$401,085	\$475,002	\$437,152	\$459,352	(\$15,650)
Depreciation Expense	\$82,495	\$78,906	\$76,805	\$79,406	\$500
Interdept. Charges	\$386,535	\$396,734	\$395,258	\$395,740	(\$994)
Fixed Assets (Memo) (b)	\$0	\$10,000	\$60,000	\$49,500	\$39,500
Total Expenditures (b)	\$1,464,892	\$1,570,542	\$1,521,082	\$1,508,367	(\$62,175)
Operating Inc./(Loss) (b)	\$91,924	\$182,858	\$112,318	\$241,633	\$58,775

(a) 2009 Fund Balance is appropriated to fund one-time hardware costs associated with the new County cashing system.

(b) Total expenditures and net operating income/(loss) exclude capitalized fixed asset purchases to conform with financial accounting standards. Fixed asset purchases will be made from cash generated by operating revenues, and are included in the Department's fixed asset request.

Naga-Waukee Golf Course (cont.)



Program Highlights

Charges for Services revenues from greens fees, cart rentals, I.D. cards, and food/merchandise sales increase \$5,000 or 0.3% from the 2009 Adopted Budget to \$1,750,000 with total 9-hole rounds projected at 78,100 rounds. Fees will be adjusted as necessary to maintain market position; however, fee increases of approximately 1% are anticipated. Other Revenues from investment income are not budgeted for in 2010. Appropriated fund balance is eliminated reflecting the discontinuance of one-time equipment costs associated with cashiering from the operating budget.

Total budgeted expenditures decrease \$62,175 or 4%. Personnel costs decrease \$46,031 or 7.4%, reflecting the unfunding of a 1.00 FTE Park Maintenance Worker partially offset by a 0.25 FTE (520 hours) increase in temporary extra help. The position is unfunded to save costs and extra help is allocated to provide assistance during peak summer months. Operating expenses decrease \$15,650 or 3.3% and include the discontinuation of one-time 2009 exterior clubhouse furniture of \$5,575 and the aforementioned cashiering computer equipment totaling \$8,100. Interdepartmental charges decrease slightly reflecting decreases in End User Technology charges of \$3,392, mostly due to the phasing-in of the full cost of computer ownership charging method, to better reflect technology resources being used by departments, as recommended by Internal Audit. These interdepartmental cost reductions are mostly offset by increases in vehicle operating and replacement costs.

Fixed asset expenditures for 2010 include \$25,000 for irrigation pumping equipment and \$24,500 for a Foley Spin Grinder to be shared with Wanaki Golf Course for the maintenance of mowing equipment.



Activity

	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
9 Hole Rounds	70,526	78,100	73,050	78,100	0
Golf Car Rentals	20,636	23,100	23,100	23,100	0
ID Cards Paying	1,578	2,000	1,900	2,000	0
9 Hole Play	19,293	21,300	20,550	21,300	0
18 Hole Play	25,616	28,400	26,250	28,400	0

Public Mid-Range Frost Belt Courses*		
	National Golf Foundation Median 2005	2008 Data
Gross Revenue	\$1.1 Million	\$1.69 Million
Gross Revenue/Round	\$35	\$37.50
Rounds Played	31,000	44,909
# of Full Time Employees	6.2	4.0

*The National Golf Foundation benchmark comparison for golf courses in the Upper Midwest. Most recent data available is from 2005.

Naga-Waukee Golf Course Revenue				
	2008 Actual	2009 Budget	2009 Estimate	2010 Budget
Green Fees	\$893,165	\$1,030,000	\$959,200	\$1,033,000
Carts	\$318,509	\$331,200	\$308,400	\$332,100
ID Cards	\$31,102	\$40,000	\$37,200	\$40,100
Food	\$171,462	\$177,000	\$164,800	\$177,500
Merchandise	\$90,179	\$118,000	\$109,900	\$118,300
Misc.	\$48,721	\$48,800	\$45,500	\$49,000
Total	\$1,553,141	\$1,745,000	\$1,625,000	\$1,750,000

Wanaki Golf Course

County-Wide Key Strategic Outcomes: Cost effective services delivered with competence and skill

Program Description

Provides a well-maintained 18-hole golf course and support facilities without Tax Levy funds.

	2008 Actual (a)	2009 Budget	2009 Estimate	2010 Budget	Budget Change
Staffing (FTE)	13.78	13.78	13.78	13.78	0.00
Charges for Services	\$1,058,543	\$1,285,000	\$1,185,000	\$1,265,000	(\$20,000)
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue (a)	\$34,014	\$0	\$0	\$0	\$0
Appr. Fund Balance (b)	\$15,351	\$8,250	\$8,250	\$0	(\$8,250)
County Tax Levy	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$1,107,908	\$1,293,250	\$1,193,250	\$1,265,000	(\$28,250)
Personnel Costs	\$470,543	\$534,467	\$525,312	\$546,728	\$12,261
Operating Expenses (excl. depr. Expen.)	\$369,836	\$430,362	\$382,034	\$409,482	(\$20,880)
Depreciation Expense	\$92,763	\$95,061	\$93,461	\$95,392	\$331
Interdept. Charges	\$339,710	\$322,650	\$320,584	\$327,652	\$5,002
Fixed Assets (Memo) (c)	\$0	\$42,500	\$12,200	\$10,500	(\$32,000)
Total Expenditures (b)(c)	\$1,272,852	\$1,382,540	\$1,321,391	\$1,379,254	(\$3,286)
Operating Inc./(Loss) (c)	(\$164,944)	(\$89,290)	(\$128,141)	(\$114,254)	(\$24,964)

- (a) Other Revenues in 2008 includes recoveries income and is no longer budgeted for in 2009 and 2010.
- (b) 2008 Actual includes Golf Course Fund Balance to partially offset the phasing-in of the full cost of computer ownership charging method, to better reflect technology resources being used by departments, as recommended by Internal Audit. 2009 Budget includes Fund Balance budgeted to help implement County-wide cashiering.
- (c) Total expenditures and net operating income/(loss) exclude capitalized fixed asset purchases to conform with financial accounting standards. Fixed Asset purchases will be made from cash generated by operating revenues, and are included in the Department's fixed asset request.



Program Highlights

Charges for services revenue decrease \$20,000 to \$1,265,000 with projected play of 61,630 nine-hole rounds. Greens and other fees will be adjusted as necessary to maintain market position; however, no fee increases at this course are currently anticipated. Appropriated Golf Course fund balance budgeted at \$8,250 in 2009 is eliminated reflecting the discontinuance of one-time estimated equipment costs associated with the new cashiering system from the operating budget.

Total expenditures decrease \$3,286 to \$1,379,254. Personnel costs increase \$12,261 or 2.3%, which includes the cost to continue existing staff. Operating expenses decrease \$20,880 or 4.9%. Operating expense decreases include the discontinuation of the aforementioned cashiering computer equipment totaling \$8,250, \$3,000 in building maintenance costs and \$3,000 in lower contractual services relating to wildlife control. This control effort has been very successful at the course and a move to an on-call service in the late spring fall will be sufficient to control the population. Additional operating reductions include a \$2,300 reallocation of cashiering software expenses to Naga-Waukee based transaction volume and a decrease of \$2,000 in lesson instructor fees based on historical costs. Small equipment expenses also decrease \$1,825 mainly due to fewer total golf cars budgeted for replacement in 2010 reflecting the conversion from a five year to six year golf cart replacement cycle.

Wanaki Golf Course (cont.)

Interdepartmental charges increase \$5,002 or 1.6% including a \$3,400 increase in vehicle replacement charges to better reflect variations in the replacement plan, a \$3,358 increase in workers compensation insurance due to higher claims experience, and vehicle repairs. These increases are partially offset by decreases in End User Technology charges of about \$3,000 to better reflect technology resources being used by the Golf Courses, as recommended by Internal Audit.

Fixed assets include \$10,500 for a Foley Spin Grinder be shared with Naga-Waukeee Golf Course to maintain course mowing equipment. Wanaki is the central site for reel grinding.



Activity

	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
9 Hole Rounds	50,084	63,290	60,550	61,630	(1,660)
Golf Car/Cart Rental	14,147	15,200	14,600	15,200	0
ID Cards Paying	1,198	1,360	1,250	1,360	0
9 Hole Play	23,230	28,410	27,850	27,430	(980)
18 Hole Play	13,427	17,440	16,350	17,100	(340)

Public Mid-Range Frost Belt Courses*

	National Golf Foundation Median	2008 Data
Gross Revenue	\$1.1 Million	\$1.15 Million
Gross Revenue/Round	\$35	\$31.40
Rounds Played	31,000	36,657
# of Full Time Employees	6.2	3.0

*The National Golf Foundation benchmark comparison for golf courses in the Upper Midwest. Most recent data available is from 2005.

Wanaki Golf Course Revenue

	2008 Actual	2009 Budget	2009 Estimate	2010 Budget
Green Fees	\$610,342	\$779,000	\$718,400	\$759,000
Carts	\$130,117	\$160,000	\$147,500	\$160,000
ID Cards	\$22,874	\$26,200	\$24,200	\$26,200
Food	\$147,857	\$165,000	\$152,200	\$165,000
Merchandise	\$132,700	\$140,000	\$129,100	\$140,000
Misc.	\$14,653	\$14,800	\$13,600	\$14,800
Total	\$1,058,543	\$1,285,000	\$1,185,000	\$1,265,000

Moor Downs Golf Course

County-Wide Key Strategic Outcomes: Cost effective services delivered with competence and skill

Program Description

Provides a well-maintained 9-hole golf course and support facilities without Tax Levy funds.

	2008 Actual (b)	2009 Budget (b)	2009 Estimate	2010 Budget	Budget Change
Staffing (FTE)	2.47	2.47	2.47	2.47	0.00
Charges for Services	\$297,902	\$400,900	\$327,200	\$350,000	(\$50,900)
Other Revenue (a)	\$27,618	\$34,000	\$30,000	\$30,000	(\$4,000)
Appr. Fund Balance (b)	\$8,256	\$4,540	\$4,540	\$0	(\$4,540)
County Tax Levy	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$333,776	\$439,440	\$361,740	\$380,000	(\$59,440)
Personnel Costs	\$106,475	\$113,035	\$112,169	\$114,926	\$1,891
Operating Expenses (excl. depr. Expen.)	\$67,243	\$87,176	\$71,201	\$78,086	(\$9,090)
Depreciation Expense	\$20,269	\$20,386	\$19,789	\$20,101	(\$285)
Interdept. Charges	\$290,149	\$284,832	\$279,918	\$280,163	(\$4,669)
Fixed Assets (Memo) (c)	\$0	\$0	\$0	\$0	\$0
Total Expenditures (c)	\$484,136	\$505,429	\$483,077	\$493,276	(\$12,153)
Operating Inc./Loss (c)	(\$150,360)	(\$65,989)	(\$121,337)	(\$113,276)	(\$47,287)

- (a) Other Revenue consists of interest income, which is budgeted and accounted for only in the Moor Downs Golf Course program area.
- (b) 2008 Actual includes Golf Course Fund Balance to partially offset the phasing-in of the full cost of computer ownership charging method, to better reflect technology resources being used by departments, as recommended by Internal Audit. 2009 Budget includes Fund Balance budgeted to help implement County-wide cashiering.
- (c) Total expenditures and net operating income/(loss) exclude capitalized fixed asset purchases to conform with financial accounting standards. Fixed Asset purchases will be made from cash generated by operating revenues, and are included in the Department's fixed asset request.



Program Highlights

Charges for services revenue decrease by \$50,900 to \$350,000 for the 2010 Budget reflecting a decrease in budgeted play to 22,500 nine-hole rounds. Greens and other fees will be adjusted as necessary to maintain market position; however, no fee increases are currently anticipated. Food and merchandise revenue is expected to decrease \$4,100 to \$28,900 to better reflect historical sales (pre-2008) and the maintenance of an inventory of low cost consumable hard goods and apparel. Appropriated fund balance is eliminated reflecting the discontinuance of one-time equipment costs associated with the new cashiering system from the operating budget.

Moor Downs Golf Course (cont.)

Total expenditures decrease \$12,153 to \$493,276. Personnel costs increase \$1,891 or 1.7%, which includes the cost to continue existing staff. Operating expenses decrease \$9,090 or 10.4%. Operating expense decreases include the discontinuation of the aforementioned cashiering computer equipment totaling \$4,800 and \$1,500 associated with merchandise for resale. Additional operating expenditure budget reductions across several supply and maintenance line item accounts total \$3,075. Interdepartmental charges are expected to decrease \$4,669 mostly due to a reduction of \$5,000 for grounds maintenance fees.



Activity

	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
9 Hole Rounds	18,501	24,700	20,350	22,500	(2,200)
Golf Car Rental	5,294	5,200	5,200	5,500	300
ID Cards paying	772	1,050	893	900	(150)
9 Hole Play	18,251	24,620	20,200	22,000	(2,620)
18 Hole Play	125	40	75	100	60

Public Mid-Range Frost Belt Courses*

	National Golf Foundation Median	2007 Data
Gross Revenue	\$1.1 Million	0.35 Million
Gross Revenue/Round	\$35	\$19
Rounds Played	31,000	18,376
# of Full Time Employees	6.2	1.0

*The National Golf Foundation benchmark comparison for golf courses in the Upper Midwest. Most recent data available is from 2005.

Moor Downs Golf Course Revenue

	2008 Actual	2009 Budget	2009 Estimate	2010 Budget
Green Fees	\$213,843	\$297,000	\$238,500	\$259,300
Carts	\$35,962	\$40,000	\$32,100	\$34,900
ID Cards	\$14,271	\$20,900	\$16,800	\$18,200
Food	\$20,329	\$24,000	\$23,900	\$21,000
Merchandise	\$8,226	\$9,000	\$9,700	\$7,900
Misc.	\$5,271	\$10,000	\$6,200	\$8,700
Total	\$297,902	\$400,900	\$327,200	\$350,000