



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	2009	2010	2010	2011	Change From 2010	
	Actual	Adopted Budget (d)	Estimate (d)	Budget (d)	Adopted Budget	
					\$	%
Revenues						
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$2,932,420	\$3,365,000	\$3,092,000	\$3,300,000	(\$65,000)	-1.9%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue (a)	\$29,616	\$30,000	\$30,000	\$30,000	\$0	0.0%
Appr. Fund Balance	\$21,190	\$0	\$214	\$0	\$0	N/A
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$2,983,226	\$3,395,000	\$3,122,214	\$3,330,000	(\$65,000)	-1.9%
Expenditures						
Personnel Costs (d)	\$1,209,852	\$1,388,081	\$1,357,018	\$1,387,290	(\$791)	-0.1%
Operating Expenses (b)	\$1,004,630	\$1,148,506	\$1,072,320	\$1,137,333	(\$11,173)	-1.0%
Interdept. Charges (d)	\$889,986	\$844,310	\$823,664	\$861,243	\$16,933	2.0%
Fixed Assets (Memo) (c)	\$0	\$60,000	\$0	\$71,500	\$11,500	19.2%
Total Expenditures (b)(c)	\$3,104,468	\$3,380,897	\$3,253,002	\$3,385,866	\$4,969	0.1%
Operating Inc./Loss (b)	(\$121,242)	\$14,103	(\$130,788)	(\$55,866)	(\$69,969)	-496.1%
Cash Flow From Operations (b)	\$8,328	\$209,002	\$59,479	\$142,598	(\$66,404)	-31.8%

Position Summary (FTE)

Regular Positions	8.60	9.00	8.85	8.85	(0.15)
Extra Help	21.90	23.83	23.83	23.13	(0.70)
Overtime	0.77	0.92	0.92	0.92	0.00
Total	31.27	33.75	33.60	32.90	(0.85)

- (a) Other Revenue contained in the 2009 Actual includes interest income of \$29,616. Interest income is budgeted and accounted for by management only in the Moor Downs Golf Course program area.
- (b) Cash Flow from operations for the 2009 actual is obtained from the County's 2009 Comprehensive Annual Financial Report (CAFR). Cash flow from operation figures for the 2010 budget, 2010 estimate and 2011 budget consist of estimates based on total operating revenues less expenditures, excluding depreciation expense.
- (c) Total expenditures and net operating income/(loss) exclude capitalized fixed asset purchases to conform to 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.
- (d) For comparative purposes, the 2010 Budget and 2010 Estimate are restated to reflect the elimination of an interdepartmental cross-charge from the Parks & Land Use - General County Grounds Maintenance program areas for grounds maintenance services. Instead, these expenditures will now be budgeted directly in the personnel costs appropriation unit in the Moor Downs Golf Course budget.

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

Major Departmental Strategic Outcomes and Objectives for 2011

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

Objective 1: 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	2009 Actual	2010 Target	2010 Estimate	2011 Target
All three courses net operating income - EBITDA	\$158,820	\$8,328	\$209,000	\$64,265	\$141,803

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

Objective 2: With the Department of Administration Divisions of Business Services and Information Technology, evaluate alternatives to existing cashiering, inventory and tee-time reservation systems to reduce the current \$25,000 operating costs and address system performance issues.

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.

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Staffing (FTE)	15.02	14.27	14.27	13.93	(0.34)
Charges for Services	\$1,559,134	\$1,750,000	\$1,640,000	\$1,745,000	(\$5,000)
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$8,400	\$0	\$214	\$0	\$0
County Tax Levy	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$1,567,534	\$1,750,000	\$1,640,214	\$1,745,000	(\$5,000)
Personnel Costs	\$588,253	\$573,869	\$562,886	\$575,317	\$1,448
Operating Expenses (excl. Depr. Expense)	\$383,729	\$459,352	\$411,047	\$453,655	(\$5,697)
Depreciation Expense	\$75,605	\$79,406	\$79,406	\$84,706	\$5,300
Interdept. Charges	\$349,638	\$395,740	\$389,553	\$404,069	\$8,329
Fixed Assets (Memo)(a)	\$0	\$49,500	\$0	\$60,000	\$10,500
Total Expenditures (a)	\$1,397,225	\$1,508,367	\$1,442,892	\$1,517,747	\$9,380
Operating Inc./(Loss)	\$170,309	\$241,633	\$197,322	\$227,253	(\$14,380)

(a) Total expenditures and net operating income/(loss) exclude capitalized fixed asset purchases to conform to 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 revenue from greens fees, cart rental, food/merchandise and discount card sales decrease \$5,000 to \$1.7 million. Budgeted revenue recognizes a decrease in 9-hole rounds of 1,500 offset by an overall weighted average fee increase of 1.5%. Fees will be adjusted as necessary to maintain market position; however, fees are expected to increase approximately \$0.50 and \$0.25 per 18-hole and 9-hole round respectively.

Total budgeted expenditures increase \$9,380 or less than 1%. Personnel costs increase \$1,448 or 0.25%, which includes the cost to continue 3.27 FTE existing regular full time staff and a 0.34 FTE reduction from 10.59 FTE to 10.25 FTE in temporary extra help.

Operating expenses (excluding depreciation) decrease \$5,697 or 1.2%. Operating decreases include reduced electricity expenditures of \$6,000 based on recent history and a transfer of T-1 communication line expenditures totaling \$5,700 to the interdepartmental charge appropriation unit reflecting incorporation of these lines in the County’s master contract with AT&T. Operating cost reductions also include \$5,000 in lower fertilizer and chemical expenditures. These operating expense reductions are partially offset by increases in small equipment expenditures of \$5,445 mainly relating to expected price increases for gas powered cart replacements and increases of \$3,440 for lumber, signage and golf supply expenses to maintain course signage and golfer amenities. Depreciation expenses increase \$5,300 to \$84,706 based on estimated depreciation expenses relating to patio and pavement management projects.

Interdepartmental charges increase \$8,329 or 2.1% reflecting budgeting of the aforementioned lower T-1 communication line costs at \$3,500 and a \$3,450 increase, to \$21,798, in End User Technology fund costs associated with the continued implementation of the full cost of computer ownership methodology recommended by Internal Audit. Interdepartmental charges also reflect a \$2,692 increase, to \$111,168, for Park Management Services cross charges and an increase of \$1,630, to \$88,735, for vehicle replacement expenditures.

Fixed assets expenditures are budgeted at \$60,000 for the replacement of clubhouse cart storage/patio decking to eliminate water infiltration in the cart storage area and mechanical room.



Activity

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
9 Hole Rounds	71,413	78,100	73,400	76,600	(1,500)
Golf Car Rentals	24,996	23,100	25,000	23,100	0
ID Cards Paying	1,482	2,000	1,600	1,600	(400)
9 Hole Play	19,401	21,300	19,600	21,200	(100)
18 Hole Play	26,006	28,400	26,900	27,700	(700)

Public Mid-Range Frost Belt Courses*		
	National Golf Foundation Median 2005	2009 Data
Gross Revenue	\$1.1 Million	\$1.69 Million
Gross Revenue/Round	\$35	\$37.27
Rounds Played	31,000	45,407
# 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 (cont.)

Naga-Waukee Golf Course Revenue				
	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Green Fees	\$904,482	\$1,033,000	\$968,000	\$1,033,000
Carts	\$321,483	\$332,100	\$321,100	\$332,100
ID Cards	\$29,065	\$40,100	\$35,000	\$38,000
Food	\$164,584	\$177,500	\$175,000	\$177,500
Merchandise	\$95,737	\$118,300	\$96,000	\$115,400
Misc. Revenue	\$43,783	\$49,000	\$45,000	\$49,000
Total Revenue	\$1,559,140	\$1,750,000	\$1,640,000	\$1,745,000

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.

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Staffing (FTE)	13.78	13.78	13.78	13.44	(0.34)
Charges for Services	\$1,067,927	\$1,265,000	\$1,130,000	\$1,215,000	(\$50,000)
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$8,250	\$0	\$0	\$0	\$0
County Tax Levy	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$1,076,177	\$1,265,000	\$1,130,000	\$1,215,000	(\$50,000)
Personnel Costs	\$509,415	\$546,728	\$539,232	\$551,166	\$4,438
Operating Expenses (excl. Depr. Expense)	\$367,988	\$409,482	\$392,317	\$399,236	(\$10,246)
Depreciation Expense	\$92,314	\$95,392	\$90,760	\$93,757	(\$1,635)
Interdept. Charges	\$299,981	\$327,652	\$318,917	\$336,762	\$9,110
Fixed Assets (Memo) (a)	\$0	\$10,500	\$0	\$11,500	\$1,000
Total Expenditures (a)	\$1,269,698	\$1,379,254	\$1,341,226	\$1,380,921	\$1,667
Operating Inc./(Loss) (a)	(\$193,521)	(\$114,254)	(\$211,226)	(\$165,921)	(\$51,667)

(a) Total expenditures and net operating income/(loss) exclude capitalized fixed asset purchases to conform to 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 from greens fees, cart rental, food /merchandise and discount card sales decrease \$50,000 to \$1.2 million. Total rounds are also budgeted to decrease 1,780 rounds to 59,850 (9-hole) rounds. Fees will be adjusted as necessary to maintain market position, however, greens fees are expected to increase a weighted average of 1.1% or \$0.50 and \$0.25 per 18-hole and 9-hole round respectively for mid season rates.

Wanaki Golf Course (cont.)

Total budgeted expenditures increase \$1,667 or 0.12%. Personnel costs increase \$4,438 or less than 1.0%, which includes the cost to continue 3.25 FTE regular full time staff and a 0.34 FTE reduction from 10.17 FTE to 9.83 FTE in temporary extra help.

Operating expenses (excluding depreciation) decrease \$10,246 or 2.5%. Operating expense reductions include a transfer of lower cost T-1 communication line expenses of \$5,700 shifted to the interdepartmental charge appropriation unit reflecting incorporation of these lines in the County's master contract with AT&T. Operating decreases also include \$4,250 in lower fertilizer and chemical expenditures.

Interdepartmental expenses increase \$9,110 or 2.8% reflecting budgeting of the aforementioned lower cost of T-1 communication lines at \$3,000. End User Technology fund costs associated with the continued implementation of the full cost of computer ownership methodology recommended by Internal Audit increase by \$3,050 to \$18,800. Interdepartmental charges also increase \$1,614 for Park Management Services cross charges and \$1,542 for vehicle replacement expenses.

Fixed Asset expenses include \$11,500 for door and window repairs/replacements to the grounds maintenance building.



Activity

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
9 Hole Rounds	52,976	61,630	54,100	59,850	(1,780)
Golf Car/Cart Rental	14,441	15,200	14,800	14,800	(400)
ID Cards Paying	1,124	1,360	1,200	1,200	(160)
9 Hole Play	24,558	27,430	25,100	27,250	(180)
18 Hole Play	14,209	17,100	14,500	16,300	(800)

Public Mid-Range Frost Belt Courses*

	National Golf Foundation Median	2009 Data
Gross Revenue	\$1.1 Million	\$1.1 Million
Gross Revenue/Round	\$35	\$27.54
Rounds Played	31,000	38,767
# 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

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Green Fees	\$631,614	\$759,000	\$660,000	\$727,200
Carts	\$126,780	\$160,000	\$135,000	\$152,800
ID Cards	\$22,140	\$26,200	\$23,000	\$23,000
Food	\$138,601	\$165,000	\$157,000	\$157,000
Merchandise	\$128,797	\$140,000	\$136,000	\$136,000
Misc.	\$19,995	\$14,800	\$19,000	\$19,000
Total	\$1,067,927	\$1,265,000	\$1,130,000	\$1,215,000

Moor Downs 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.

	2009 Actual	2010 Budget (c)	2010 Estimate (c)	2011 Budget (c)	Budget Change
Staffing (FTE)	2.47	5.70	5.55	5.53	(0.17)
Charges for Services	\$305,359	\$350,000	\$322,000	\$340,000	(\$10,000)
Other Revenue (a)	\$29,616	\$30,000	\$30,000	\$30,000	\$0
Appr. Fund Balance	\$4,540	\$0	\$0	\$0	\$0
County Tax Levy	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$339,515	\$380,000	\$352,000	\$370,000	(\$10,000)
Personnel Costs (c)	\$112,184	\$267,484	\$254,900	\$260,807	(\$6,677)
Operating Expenses (excl. Depr. Expense)	\$64,858	\$84,773	\$78,689	\$85,978	\$1,205
Depreciation Expense	\$20,136	\$20,101	\$20,101	\$20,001	(\$100)
Interdept. Charges (c)	\$240,367	\$120,918	\$115,194	\$120,412	(\$506)
Fixed Assets (Memo) (b)	\$0	\$0	\$0	\$0	\$0
Total Expenditures (b)	\$437,545	\$493,276	\$468,884	\$487,198	(\$6,078)
Operating Inc./(Loss) (b)	(\$98,030)	(\$113,276)	(\$116,884)	(\$117,198)	(\$3,922)

- (a) Other Revenue consists of interest income at \$30,000, which is budgeted and accounted for by management only in the Moor Downs Golf Course program area.
- (b) Total expenditures and net operating income/(loss) exclude capitalized fixed asset purchases to conform to 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.
- (c) For comparative purposes, the 2010 Budget and 2010 Estimate are restated to reflect the elimination of an interdepartmental cross-charge from the Parks & Land Use - General County Grounds Maintenance program areas for grounds maintenance services. Instead, these expenditures will now be budgeted directly in the personnel costs appropriation unit in the Moor Downs Golf Course budget.



Program Highlights

Charges for Services revenue from greens fees, cart rental, food /merchandise and discount card sales decrease \$10,000 to \$340,000. Fees will be adjusted as necessary to maintain market position; however, fees are expected to increase a weighted average of less than 1% mainly reflecting early and late season motorized golf carts fee increases.

Total budgeted expenditures decrease \$6,078. Personnel costs decrease \$6,667 to \$260,807 and reflect the cost to continue for 2.33 FTE regular full time employees, a 0.02 FTE reduction from 3.07 FTE to 3.05 FTE in temporary extra help, and a transfer out of 0.15 FTE (about 310 hours) of a golf course superintendant to the Parks & Land Use - General County Grounds Maintenance program. Operating expenses (excluding depreciation) increase \$1,205 or 1.4%. Operating expenses increases include contractual service expenditures of \$3,000 for goose control services and \$3,500 for municipal water. These increases are partially offset by reductions in a number of course maintenance and supply items.

Moor Downs Golf Course (cont.)



Activity

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
9 Hole Rounds	20,109	22,200	20,400	21,440	(760)
Golf Car Rental	5,937	5,500	5,900	5,550	50
ID Cards paying	729	900	770	820	(80)
9 Hole Play	19,863	22,000	20,160	21,200	(800)
18 Hole Play	123	100	120	120	20

Public Mid-Range Frost Belt Courses*		
	National Golf Foundation Median	2009 Data
Gross Revenue	\$1.1 Million	\$331,740
Gross Revenue/Round	\$35	16.59
Rounds Played	31,000	19,986
# 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*				
	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Green Fees	\$214,081	\$259,300	\$235,500	\$255,500
Carts	\$40,241	\$34,900	\$40,200	\$40,000
ID Cards	\$11,873	\$18,200	\$11,800	\$11,500
Food	\$21,944	\$21,000	\$21,000	\$21,000
Merchandise	\$8,054	\$7,900	\$8,500	\$7,900
Misc. Revenues	\$9,165	\$8,700	\$5,000	\$4,100
Total Revenue	\$305,358	\$350,000	\$322,000	\$340,000

*Excludes Investment Income