

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 continue to provide improvements to existing facilities; 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	2007	2008	2008	2009	Change From 2008	
	Actual (b)	Adopted Budget	Estimate	Budget	Adopted Budget	
					\$	%
Revenues						
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$3,071,237	\$3,420,000	\$2,908,000	\$3,430,900	\$10,900	0.3%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue (a)	\$0	\$0	\$15,000	\$34,000	\$34,000	N/A
Appr. Fund Balance (b)	\$52,017	\$23,607	\$27,282	\$21,190	(\$2,417)	-10.2%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources (c)	\$3,123,254	\$3,443,607	\$2,950,282	\$3,486,090	\$42,483	1.2%
Expenditures						
Personnel Costs	\$1,149,199	\$1,228,982	\$1,185,280	\$1,267,402	\$38,420	3.1%
Operating Expenses (c)	\$1,106,000	\$1,130,725	\$1,093,287	\$1,186,893	\$56,168	5.0%
Interdept. Charges	\$907,201	\$1,017,816	\$1,017,711	\$1,004,216	(\$13,600)	-1.3%
Fixed Assets (Memo) (d)	\$0	\$92,500	\$73,000	\$52,500	(\$40,000)	-43.2%
Total Expenditures (c)(d)	\$3,162,400	\$3,377,523	\$3,296,278	\$3,458,511	\$80,988	2.4%
Operating Inc./(Loss) (d)	(\$39,146)	\$66,084	(\$345,996)	\$27,579	(\$38,505)	-58.3%
Cash Flow From Operations (c)	\$166,778	\$271,530	(\$147,756)	\$221,932	(\$49,598)	-18.3%
Position Summary (FTE)						
Regular Positions	8.58	8.60	8.60	8.60	0.00	
Extra Help	22.21	21.90	21.90	21.90	0.00	
Overtime	0.77	0.77	0.77	0.77	0.00	
Total	31.56	31.27	31.27	31.27	0.00	

(a) Other Revenue contained in the 2008 Estimate and 2009 Budget consists of interest income.

(b) The 2007 Actual use of Fund Balance reflects carryover and appropriations to purchase golf carts. 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 county cashing.

(c) Cash Flow from operations displays 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 2009

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	2007 Actual	2008 Target	2008 Estimate	2009 Target
All three courses net operating income - EBITDA	\$158,820	\$166,778	\$300,000	(\$147,750)	\$250,000

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.

	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
Staffing (FTE)	15.31	15.02	15.02	15.02	0.00
Charges for Services	\$1,604,243	\$1,735,000	\$1,550,000	\$1,745,000	\$10,000
Other Revenue	(\$3,823)	\$0	\$0	\$0	\$0
Appr. Fund Balance (a)	\$31,000	\$0	\$3,675	\$8,400	\$8,400
County Tax Levy	\$0	\$0	\$0	\$0	\$0
Total Revenues (b)	\$1,631,420	\$1,735,000	\$1,553,675	\$1,753,400	\$18,400
Personnel Costs	\$576,006	\$600,016	\$583,436	\$619,900	\$19,884
Operating Expenses (excl. depr. Expen.) (b)	\$424,755	\$452,203	\$431,006	\$475,002	\$22,799
Depreciation Expense (b)	\$89,081	\$87,021	\$83,619	\$78,906	(\$8,115)
Interdept. Charges	\$355,626	\$401,852	\$401,361	\$396,734	(\$5,118)
Fixed Assets (Memo) (c)	\$0	\$65,000	\$60,000	\$10,000	(\$55,000)
Total Expenditures (b)(c)	\$1,445,468	\$1,541,092	\$1,499,422	\$1,570,542	\$29,450
Operating Inc./(Loss) (c)	\$185,952	\$193,908	\$54,253	\$182,858	(\$11,050)
Cash Flow From Operations (b)	\$275,033	\$280,929	\$137,872	\$261,764	(\$19,165)

- (a) 2008 Estimated Golf Course Fund Balance reflects carryover of 2007 expenditure authority. 2009 Fund Balance is appropriated to fund one-time hardware costs associated with County cashing.
- (b) Cash Flow from operations displays total operating revenues less expenditures, excluding depreciation expense.
- (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.

Naga-Waukee Golf Course (cont.)



Program Highlights

Charges for Services revenue increase by \$10,000 or 0.6% to \$1,745,000, recognizing a trend toward decreasing play, with total 9-hole rounds projected at 78,100. Greens fees and other fees will be adjusted as necessary to maintain market position, however, fee increases of around 1.2% are anticipated.

Total expenditures increase \$29,450 or less than 2%. Personnel costs increase by \$19,884 to \$619,900, mostly due to the cost to continue existing staff. Operating expenses (excluding depreciation expense, which decreases by \$8,115 to \$78,906) increases by \$22,799 to \$475,002. Operating expense increases include a \$5,700 increase in fertilizer/chemical expenses, \$3,500 for inflationary impacts related to food and merchandise for resale, \$3,400 for continued replacement of exterior clubhouse furniture, \$2,517 for increased armored car expenses and \$2,000 in pass through expenses related to the cost of providing golf lessons. Operating expenses also include \$8,400 budgeted for one-time computer hardware replacement to help implement the County-wide cashiering capital project. This one-time cost associated with cashiering is funded through \$8,400 of appropriated Golf Course Fund Balance.

Interdepartmental charges decrease \$5,118 reflecting a \$15,065 decrease in End User Technology charges, 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. This decrease is partially offset by increases in vehicle related costs, including vehicle maintenance by \$4,416, vehicle replacement by \$4,165 and fuel by \$1,037. Parks administrative management services charges increase \$3,656 to \$108,476 and countywide indirect costs decrease \$1,490 to \$80,010.

Fixed Asset expenditures include \$10,000 for cart path improvements.



Activity

	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
9 Hole Rounds	73,732	80,500	70,900	78,100	(2,400)
Golf Car Rentals	23,418	22,400	22,400	23,100	700
ID Cards Paying	1,830	2,000	1,800	2,000	0
9 Hole Play	20,474	21,800	19,700	21,300	(500)
18 Hole Play	26,629	29,350	25,600	28,400	(950)

Public Mid-Range Frost Belt Courses		
	National Golf Foundation Median 2005	2007 Data
Gross Revenue	\$1.1 Million	\$1.74 Million
Gross Revenue/Round	\$35	\$37
Rounds Played	31,000	47,103
# of Full Time Employees	6.2	4.0

Naga-Waukee Golf Course (cont.)

Naga-Waukee Golf Course Revenue				
	2007 Actual	2008 Budget	2008 Estimate	2009 Budget
Green Fees	\$936,187	\$1,048,400	\$910,000	\$1,030,000
Carts	\$324,203	\$320,000	\$310,000	\$331,200
ID Cards	\$34,077	\$40,000	\$34,000	\$40,000
Food	\$175,749	\$170,800	\$165,000	\$177,000
Merchandise	\$100,894	\$115,000	\$105,000	\$118,000
Misc.	\$29,310	\$40,800	\$26,000	\$48,800
Total	\$1,600,420	\$1,735,000	\$1,550,000	\$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.

	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
Staffing (FTE)	13.78	13.78	13.78	13.78	0.00
Charges for Services	\$1,146,887	\$1,280,000	\$1,053,000	\$1,285,000	\$5,000
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$3,823	\$0	\$0	\$0	\$0
Appr. Fund Balance (a)	\$15,600	\$15,351	\$15,351	\$8,250	(\$7,101)
County Tax Levy	\$0	\$0	\$0	\$0	\$0
Total Revenues (b)	\$1,166,310	\$1,295,351	\$1,068,351	\$1,293,250	(\$2,101)
Personnel Costs	\$464,753	\$518,203	\$492,482	\$534,467	\$16,264
Operating Expenses (excl. depr. Expen.) (b)	\$384,159	\$398,479	\$389,105	\$430,362	\$31,883
Depreciation Expense	\$95,268	\$97,656	\$94,227	\$95,061	(\$2,595)
Interdept. Charges	\$270,749	\$328,133	\$328,277	\$322,650	(\$5,483)
Fixed Assets (Memo) (c)	\$0	\$22,500	\$8,000	\$42,500	\$20,000
Total Expenditures (b)(c)	\$1,214,929	\$1,342,471	\$1,304,091	\$1,382,540	\$40,069
Operating Inc./(Loss) (c)	(\$48,619)	(\$47,120)	(\$235,740)	(\$89,290)	(\$42,170)
Cash Flow From Operations (b)	\$46,649	\$50,536	(\$141,513)	\$5,771	(\$44,765)

(a) 2008 Budget and Estimate include 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 cashing.

(b) Cash Flow from operations displays total operating revenues less expenditures, excluding depreciation expense.

(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.

Wanaki Golf Course (cont.)



Program Highlights

Charges for Services revenue increase by \$5,000 or 0.4% to \$1,285,000, recognizing a trend toward decreasing play, with total 9-hole rounds projected at 63,290. Greens fees and other fees will be adjusted as necessary to maintain market position, however, fee increases of less than 0.5% are anticipated.

Total expenditures increase by \$40,069 or 3% to \$1,382,540. Personnel costs increase by \$16,264, which includes the cost to continue existing staff. Operating expenses (excluding depreciation expense, which declines by \$2,595 to \$95,061) increases \$31,883. Operating expense increases include, a \$7,000 increase related to food and merchandise for resale, a \$5,380 increase in fertilizer/chemical expenses, and a \$2,217 increase in armored car expenses. Operating expenses also include an increase of \$8,000 in contracted services to help control the number of migrating geese occupying the course in the spring and fall, as well as decrease the number of resident geese on the course. The number of geese on the course have been detracting from the playability of the course and causing course damage. Operating expenses also include \$8,250 in one-time computer hardware replacement to help implement the County-wide cashiering capital project. This one-time cost associated with cashiering is funded through \$8,250 of appropriated Golf Course Fund Balance.

Interdepartmental charges decrease \$5,483 reflecting a \$13,504 decrease in End User Technology charges, 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. This decrease is partially offset by increases in vehicle related costs, including vehicle maintenance of \$3,638, vehicle replacement of \$2,144 and fuel of \$974. Parks administrative management services charges increase \$2,101 to \$64,066 and countywide indirect costs decrease \$1,200 to \$64,000.

Fixed Asset expenditures include \$32,500 for clubhouse carpet and tile replacements and \$10,000 for cart path improvements.



Activity

	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
9 Hole Rounds	56,999	63,600	51,700	63,290	(310)
Golf Car/Cart Rental	14,745	15,100	13,900	15,200	100
ID Cards Paying	1,373	1,400	1,260	1,360	(40)
9 Hole Play	27,615	28,600	24,940	28,410	(190)
18 Hole Play	14,692	17,500	13,380	17,440	(60)

Public Mid-Range Frost Belt Courses		
	National Golf Foundation Median	2007 Data
Gross Revenue	\$1.1 Million	\$1.2 Million
Gross Revenue/Round	\$35	\$29
Rounds Played	31,000	42,307
# of Full Time Employees	6.2	3.0

Wanaki Golf Course (cont.)

Wanaki Golf Course Revenue				
	2007 Actual	2008 Budget	2008 Estimate	2009 Budget
Green Fees	\$688,445	\$785,200	\$617,200	\$779,000
Carts	\$137,521	\$154,900	\$130,000	\$160,000
ID Cards	\$25,244	\$27,000	\$24,000	\$26,200
Food	\$156,989	\$161,300	\$140,000	\$165,000
Merchandise	\$133,352	\$137,600	\$132,000	\$140,000
Misc.	\$5,336	\$14,000	\$9,800	\$14,800
Total	\$1,146,887	\$1,280,000	\$1,053,000	\$1,285,000

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.

	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
Staffing (FTE)	2.47	2.47	2.47	2.47	0.00
Charges for Services	\$320,107	\$405,000	\$305,000	\$400,900	(\$4,100)
Other Revenue	\$0	\$0	\$15,000	\$34,000	\$34,000
Appr. Fund Balance (a)	\$5,417	\$8,256	\$8,256	\$4,540	(\$3,716)
County Tax Levy	\$0	\$0	\$0	\$0	\$0
Total Revenues (b)	\$325,524	\$413,256	\$328,256	\$439,440	\$26,184
Personnel Costs	\$108,440	\$110,763	\$109,362	\$113,035	\$2,272
Operating Expenses (excl. depr. Expen.) (b)	\$91,162	\$74,597	\$74,936	\$87,176	\$12,579
Depreciation Expense (b)	\$21,575	\$20,769	\$20,394	\$20,386	(\$383)
Interdept. Charges	\$280,826	\$287,831	\$288,073	\$284,832	(\$2,999)
Fixed Assets (Memo) (c)	\$0	\$5,000	\$5,000	\$0	(\$5,000)
Total Expenditures (b)(c)	\$502,003	\$493,960	\$492,765	\$505,429	\$11,469
Operating Inc./Loss (c)	(\$176,479)	(\$80,704)	(\$164,509)	(\$65,989)	\$14,715
Cash Flow From Operations (b)	(\$154,904)	(\$59,935)	(\$144,115)	(\$45,603)	\$2,272

(a) 2008 Budget and Estimate include 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.

(b) Cash Flow from operations displays total operating revenues less expenditures, excluding depreciation expense.

(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.

Moor Downs Golf Course (cont.)



Program Highlights

Charges for Services revenue decrease by \$4,100 or 1% to \$400,900, based on an estimated 24,700 9-hole rounds projected. Greens fees and other fees will be adjusted as necessary to maintain market position, however, fee increases of less than 0.5% are anticipated. Other Revenue includes \$34,000 of interest income.

Total expenditures increase \$11,469 or 2.3% to \$505,429. Personnel costs increase by \$2,272 to \$113,035, which is mostly due to the cost to continue existing staff. Operating expenses (excluding depreciation expense, which decreases by \$383 to \$20,386) increase by \$12,579. Operating expenses increases include a \$7,350 increase in fertilizer/chemical expenses and a \$1,400 increase in pass through expenses related to the cost of providing golf lessons. Operating expenses also include \$4,540 in one-time computer hardware replacement to help implement the County-wide cashiering capital project. This one-time cost associated with cashiering is funded through \$4,540 of appropriated Golf Course Fund Balance.

Interdepartmental charges decrease by \$2,999, reflecting a \$10,716 decrease in End User Technology charges, 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. Decreases also include Facility maintenance charges, which decrease by \$3,050. These decreases are partially offset by increases in Parks Ground maintenance charges of \$7,000 and vehicle replacement and maintenance charges by a total of \$2,005. Parks administrative management service charges increase by \$1,290 to \$37,914 and countywide indirect costs decrease by \$310 to \$15,990.



Activity

	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
9 Hole Rounds	20,187	24,700	19,040	24,700	0
Golf Car Rental	6,359	5,200	5,100	5,200	0
ID Cards paying	998	1,050	999	1,050	0
9 Hole Play	20,165	24,620	19,000	24,620	0
18 Hole Play	11	40	20	40	0

Public Mid-Range Frost Belt Courses

	National Golf Foundation Median	2007 Data
Gross Revenue	\$1.1 Million	0.35 Million
Gross Revenue/Round	\$35	\$17
Rounds Played	31,000	20,176
# of Full Time Employees	6.2	1.0

Moor Downs Golf Course Revenue

	2007 Actual	2008 Budget	2008 Estimate	2009 Budget
Green Fees	\$232,709	\$297,000	\$225,700	\$297,000
Carts	\$35,733	\$38,000	\$33,300	\$40,000
ID Cards	\$16,691	\$28,000	\$17,000	\$20,900
Food	\$20,991	\$24,000	\$16,000	\$24,000
Merchandise	\$7,335	\$9,000	\$7,000	\$9,000
Misc.	\$6,648	\$9,000	\$6,000	\$10,000
Total	\$320,107	\$405,000	\$305,000	\$400,900