

**CITY OF SARASOTA, FLORIDA
BOBBY JONES GOLF CLUB**

	Actual 2008-09	Budget 2009-10	Amended Budget 2009-10	Estimated 2009-10	Budget 2010-11
Available Fund Balance	\$ 1,979,926	\$ 1,944,600	\$ 1,979,459	\$ 1,979,459	\$ 1,725,694
<u>Revenues</u>					
Green fees	1,444,369	1,550,000	1,550,000	1,200,000	1,325,000
Cart rental	1,143,419	1,350,000	1,350,000	1,100,000	1,210,000
Annual green fees	174,272	150,000	150,000	146,000	125,000
Restaurant lease	12,600	13,230	13,230	9,500	10,600
Pro shop	156,617	137,500	137,500	151,000	161,000
Range Fees	37,490	36,500	36,500	36,500	36,500
Tournament Fees	8,868	8,100	8,100	8,100	8,100
Utilities	26,588	26,000	26,000	26,000	26,000
Equipment rental	23,631	18,500	18,500	25,000	25,000
Other fees	5,017	11,650	11,650	11,650	12,550
Investment Income	71,161	70,000	70,000	40,000	40,000
Miscellaneous revenue	24,271	36,454	36,454	9,845	30,518
Total Revenue	3,128,303	3,407,934	3,407,934	2,763,595	3,010,268
Estimated Funds Available	5,108,229	5,352,534	5,387,393	4,743,054	4,735,962
<u>Expenditures</u>					
Personnel	788,905	845,719	845,729	755,977	797,867
Operating	1,967,285	2,020,575	2,026,096	1,870,638	1,899,906
Merchandise for resale	89,559	107,500	107,500	92,500	107,500
Capital	118,021	165,000	483,113	161,570	137,000
Return on investment	165,000	178,000	178,000	136,675	51,250
Total Expenditures	3,128,770	3,316,794	3,640,438	3,017,360	2,993,523
Projected Ending Balance	\$ 1,979,459	\$ 2,035,740	\$ 1,746,955	\$ 1,725,694	\$ 1,742,439
<u>Recap of Fund Balance</u>					
Reserved for Capital Improvements including Clubhouse					1,177,317
Unreserved Fund Balance					565,122
Total					<u>\$ 1,742,439</u>

BOBBY JONES GOLF CLUB

Mission Statement

To provide an enjoyable golfing experience on well-maintained courses in a price range that is affordable to all residents and visitors of the City of Sarasota and is a financially self sustaining enterprise account operation.

Description of Operations

Bobby Jones Golf Club (BJGC) is Sarasota's own piece of paradise in paradise. The 45-hole, 324 acre green space is the only golf course located entirely within the City limits of Sarasota. Patrons are able to practice on driving and putting ranges, golf on a choice of two regulation 18-hole courses or a 9-hole executive length course, purchase clothing, golf necessities and souvenirs in the quaint Pro Shop, and enjoy refreshing beverages and delicious meals at the on-site restaurant all at budget conscious prices.

Over 130,000 golfers annually escape to our paradise and come along with numerous species of animals, birds, reptiles, fish, trees and plants while playing the ever-popular and always humbling game of golf. The loyal and satisfied golfers again voted BJGC 1st Place for the Herald Tribune Readers' Choice Award for Best Public/Semi Private Golf Course, the fifteenth 1st Place award since 1994.

Moderate fee increases were in the budget for FY 2010 but never reached the highest rate because of a combination of a historical wet and cold winter, limited discretionary golfer dollars and fierce competition from area golf courses offering reduced rates. As a result, play through April, 2010 was down 14,814 rounds (-15.8%) and revenues were down \$414,513 (-16.8%) compared to the same period last fiscal year. Reduced play/revenues this year is not unique to BJGC. According to National Golf Foundation and Golf Datatech, rounds in the South Atlantic Region (W. Virginia to Florida) are down 14.6% with some other areas of the country down almost 25%. From October through April (212 days), there were 126 days or 54% with unfavorable golf weather. The majority of those days were during what is considered the 100 days of busy winter season. From Christmas to Easter (101 days) there were 53 days below 50 degrees and 38 days with precipitation (11 days had both). That's 80% of the days and related revenue lost or hampered by poor weather.

On a positive note, expenses are on track to be down \$189,654 (-5.9%) for FY 2010. Without great volunteers this would not be the case. During FY 2010, volunteers, on average, logged 750 hours a month and Community Service workers put in 700 hours a month. Together, that is 1,450/month (17,400/year) of non-paid labor.

BJGC partners with contracted vendors for the course restaurant and maintenance of the courses which continue to be beneficial both financially and operationally. These positive working relationships are reflected in the service to the customer and quality of the product. The current restaurant vendor celebrated their 2nd anniversary in November, 2009 and their business continues to expand as word gets out about great food, service and value.

The course maintenance vendor completed the second renewal of a 15-year contract. To assure activation of the third optional five-year extension, the vendor proposed a 5% reduction in the annual fee with no increase for the first two years, a savings to BJGC of \$70,080 per year. In years three through five, the increase is to be the Consumer Price Index (CPI) up to 3%, which is 1% less than the previous agreement. In addition, the mole cricket control program was replaced with a more cost effective insecticide, reducing BJGC's cost another \$17,000 per year. That is \$435,400 less over the next five years. To everyone's delight, the City Commission voted unanimously to renew the contract.

The proposed CIP plan for FY 2011 follows the strategy of recent years by rigorously scrutinizing suggested improvements on the basis of critical need and cost. On the near horizon are mostly routine renovations and equipment replacement such as drainage, annual golf cart replacement and Executive Course irrigation system renovations.

The BJGC Clubhouse Rebuild project has been put on temporary hold because of the current economic atmosphere. Presently, only urgent repairs are being done to sustain the clubhouse until it is feasible to renovate or replace. Over the winter, approximately \$38,000 in much needed repairs were done in the restaurant including resealing the roof to stop persistent leaks, installing three air conditioning/heat pump units to supplement the aging system and upgrading electrical service to handle the demand of the AC and kitchen equipment.

In an effort to attract golfers and add variety, special rates, discounts and promotions were offered. A "Turkey Shoot" on Thanksgiving Day and "Reindeer Games" on Christmas day were popular. Both were non-competitive and fun shotgun starts including 18-holes of golf with cart at a reduced rate plus a delicious breakfast buffet in the course restaurant. During winter months, the "Twilight Special" returned with reduced late afternoon rates. As of May 1, the Bobby Jones Summer Card is back in use as well as the "Some Like It Hot" special of ½ price golf with cart from 11 a.m. to 3 p.m.

BOBBY JONES GOLF CLUB

Promoting youth golf at BJGC continues to be a high priority. This often overlooked age is the future of golf. Local school and college golf teams use the BJGC facility as their home course as fees are waived for match play and practice. The Florida Junior Golf Association holds tournaments at BJGC and the BJGC Junior tournament is held annually in October.

The future brings uncertainty and optimism. Predictions are that the economy and weather will be better in 2011. As local and visiting golfers return to the sport they love, and become more willing to spend money on entertainment, BJGC's bottom line will also improve. Continued attention to reduced spending, creative marketing, and re-establishing a teaching pro, BJGC will flourish in FY 2011. BJGC staff, volunteers and vendors will continue offering the best golfing and recreational value in the area while maintaining self-sufficiency and avoiding a General Fund subsidy.

CITYWIDE PRIORITIES

PRIORITY - OPERATIONAL FOCUS

Strategy

To make repairs and improvements to the Golf Club that are environmentally sustainable and positively impacts both the quality of the operation and overall revenues.

Objective

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- Complete all scheduled capital improvements in each year of the long term Capital Improvement Plan.
 - Modify and update the Capital Improvement Plan (CIP) annually to maximize fund usage and ensure environmental sustainability.

PERFORMANCE MEASURES

Description	Unit	FY 2008	FY 2009	FY 2010	FY 2011
Effectiveness Measure					
Completion of CIP projects	Percent	60%	83%	100%	100%

PRIORITY - OPERATIONAL FOCUS

Strategy

To generate sufficient revenue to cover all expenses including the requirements of the Capital Improvement Plan (CIP), OPEB, return on investment to the General Fund and cost allocation.

Objective

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- To maintain a 1 to 9.0 ratio of annual fee play to daily fee play throughout FY 2011.
 - To maintain a 1 to 3.0 ratio of walkers to cart users for FY 2011.
 - To continually assess the rate structure for possible increases/decreases that will keep the facility competitive in the local market yet absorb necessary cost increases of the ongoing operation.
 - To increase the May through October volume of play by attracting additional play from leagues, groups, tournaments, privilege cards and specials.
 - To increase pro shop, practice range and rental equipment gross sales by 10%.
 - To utilize a minimum of 6,000 community service worker and volunteer hours annually for ongoing services and customer relations.

BOBBY JONES GOLF CLUB

PERFORMANCE MEASURES

Description	Unit	FY 2008	FY 2009	FY 2010	FY 2011
Output Measure					
Annual fee holders	Number	163	141	114	95
Annual fee holder rounds-British/America	Number	13,735	12,112	9,400	8,300
Daily fee rounds-British/American	Number	70,856	73,558	47,000	57,000
Greens fee - discount cards and specials	Number	18,857	23,556	38,000	46,000
Annual fee holder rounds - Executive	Number	3,684	3,577	4,000	4,000
Daily fee rounds - Executive	Number	21,872	20,737	18,000	18,000
Community service hours completed	Number	6,000	6,000	6,000	6,000
Effectiveness Measure					
Ratio of annual fee play to daily play	Ratio	1 to 6.5	1 to 8.0	1 to 8.5	1 to 9.0
Ratio of walking players to cart users	Ratio	1 to 3.2	1 to 3.0	1 to 3.0	1 to 3.0

Cost Center Expenditures By Category

	FY 2009 Actual	FY 2010 Budget	FY 2011 Continuation	FY 2011 Issues	FY 2011 Totals
Personnel	788,904	845,719	797,867	0	797,867
Operating Expenditures	1,899,872	1,967,061	1,843,338	0	1,843,338
Capital Expenditures	118,021	165,000	137,000	0	137,000
Transfer Expenditures	321,973	339,014	215,318	0	215,318
Totals	3,128,770	3,316,794	2,993,523	0	2,993,523

Personnel Summary

Actual Positions	8.50	7.80	0.00	7.80
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Revenue Summary

	FY 2009 Actual	FY 2010 Budget	FY 2011 Continuation	FY 2011 Issues	FY 2011 Totals
Charges for Services	3,040,801	3,337,880	2,970,118	0	2,970,118
Interest	71,161	70,000	40,000	0	40,000
Other Miscellaneous Revenues	16,339	54	150	0	150
	3,128,301	3,407,934	3,010,268	0	3,010,268

BOBBY JONES GOLF COMPLEX

**Capital Improvement Plan
(All figures are in thousands)**

<u>ACCT #</u>	<u>PROJECT</u>	<u>Budget</u> <u>10/11</u>	<u>Budget</u> <u>11/12</u>	<u>Budget</u> <u>12/13</u>	<u>Budget</u> <u>13/14</u>	<u>Budget</u> <u>14/15</u>	<u>Five Year</u> <u>Total</u>
000672-000553	Renovate Course Restrooms	0	3	3	3	3	12
000672-000555	Replace Course Benches	0	2	2	2	2	8
000573-000567	Renovate Maintenance Bldg.	0	5	5	5	5	20
000679-000570	Renovate British/Amer. Cart Paths	0	5 *	5 *	5 *	5 *	20
000679-000574	Drainage Improvements	0	5	5	5	5	20
000684-000577	Replace Golf Carts	112 *	90 *	90 *	90 *	90 *	472
000680-000578	Upgrade Computer Components	5	6	6	6	6	29
000679-000580	Curb British/Amer. Tees/Greens	0	5 *	5 *	5 *	5 *	20
000679-000582	Soil and Sod for Curbs	0	2 *	2 *	2 *	2 *	8
000679-004014	Renovate Executive Bunkers	0	5	5	5	5	20
000679-004015	Renovate British Tees	0	5	5	5	5	20
000672-004026	Renovate British Bridges	0	5	5	5	5	20
000679-004028	Course Irrigation Renovation	0	8	8	8	8	32
000679-004028	Executive Course Irrigation	20	0	0	0	0	20
000679-004033	Rebuild American Greens	0	40	40	40	40	160
000672-004037	Renovate Executive Bridges	0	2	2	2	2	8
000679-004038	Restripe/Seal Parking Lot	0	2	2	2	2	8
000679-004039	Rebuild British Greens	0	10	10	10	10	40
	TOTALS	137	200	200	200	200	937

* Projected Completion Year