
MEMORANDUM

DATE: June 13, 2006
TO: City Council Members
FROM: Jennifer Bruno, Policy Analyst
RE: Proposal for alternate staffing plan for the Golf Enterprise Fund

On May 18, 2006, the Council had a briefing from the Administration regarding the Golf Enterprise Fund, with a follow-up briefing on June 1. The Administration presented the various proposed changes to the budget at this briefing, including changes to the staffing plan. The Administration's proposal includes shifting 14 positions from Full-time to seasonal (4 Pro Shop Starters shift to seasonal, 1 Pro Shop Starter moved to Assistant Pro position, 10 Groundskeepers shift to seasonal). Currently these positions are 100 Series employees and receive full benefits and health insurance. The Administration is also proposing adding a head Golf Professional, to allow each 18 hole facility to have one PGA professional per facility.

The Administration communicated to the Council that the main reason behind the shift from full-time to seasonal, is to make the Golf Fund financially solvent, while at the same time increasing the amount per year spent on Capital Expenditures to maintain course viability (capital expenditures have been cut in years past in order to balance the budget).

- A. Since these briefings, Council Members and Council Staff have met with the Administration, to explore alternatives that would keep the Golf Fund financially solvent, but would also avoid cutting every position this year. Two Council Members had asked that an alternate scenario be explored to see financial impacts (see attached spreadsheet, and draft Motion List). This scenario:
1. Keeps 4 of the 10 groundskeepers (with the understanding that seniority would prevail in keeping with current Administrative policy and with the intent that these positions would be shifted to seasonal eventually through attrition)
 2. Shifts 4 of the 5 Golf Starter positions to seasonal, and shifts one to an Assistant Golf Pro.
 3. Adds two *additional* Assistant Golf Professionals, in the place of the proposed single Golf Professional, in order to increase "ground level" coverage for customers.
 4. Eliminates the Marshalls and the Office Tech.
- B. In addition, another Council Member asked that the following options be considered in addition to, or independently of, the proposal above:
1. Shift the Starters to seasonal through attrition
 2. Consider purchasing some of the capital equipment needed by the Golf Fund through the general fund
 - o *Policy Basis:* Given that Golf Courses are a significant open space asset, it is in the interest of the City and the taxpayers to take care of this space at the highest level possible.

Proposal Comparisons

- A. The Administration, along with Council Staff, has analyzed the cost impacts of the alternate proposal.

- a. In FY 2007, the net savings of implementing the proposal outlined in item A above, is \$51,236 (this includes \$61,000 in payouts). The net savings of implementing this proposal as a base in FY 2008 is \$204,325.
 - b. The Administration's proposed savings in FY 2007 were \$130,712, with a base savings in FY 2008, of \$347,021.
 - c. The difference between the Administration's proposal and this alternate scenario, is that the Administration's proposal yields \$79,476 more in savings in FY 2007, and \$142,696 more in savings in FY 2008.
- B. Under the Alternate scenario, cash reserves would drop to a low of \$157,000 in FY 2008, but would not be negative. After FY 2008, they would grow steadily. The Administration's proposal had a low cash reserve in FY 2008, of \$461,000.

Potential Options

1. Accept the Administration's original proposal;
2. Accept the revised proposal, put forth by two Council Members, and outlined in the attached motion sheet (see A above);
3. Consider options put forth by another Council Member (see B above);
4. Ask the Administration for a formal, in-depth briefing on the Draft Golf Strategic Plan (staff note: The Council may wish to have this briefing before addressing item #11 listed on the "Motion Sheet").

The following information was provided previously for the Council Work Session on June 1, 2006. It is provided again for your reference.

Follow-Up Information

The City Council held a briefing regarding the proposed budget for the Golf Enterprise fund on May 18th. At that briefing, some of the major proposed changes to the budget were addressed, including staffing changes, greens fees, and the proposed implementation of a season pass program. The following summarizes the Administration's responses to issues raised by Council Members and Council Staff's further inquiries into these changes.

- *Staffing Changes* – The Administration has communicated to Council Staff that if all proposed staffing changes are not implemented, the Golf Enterprise Fund could run the risk of having a negative cash flow and would have to borrow from the general fund. As a reminder the total amount of savings realized through the staffing changes (net of the staffing additions), is \$130,712. If no positions are added, the net "savings" by eliminating the positions is \$206,972. For a reminder of the exact savings and costs attributed to each of the staffing changes, **see attachments B, C, & D**. The Administration has communicated that if changes in personal services costs are not implemented, capital expenditures would continue to be put off, at the cost of course quality. The Administration has also indicated that certain capital expenditures would help Salt Lake City's golf courses be in better competition with other courses in the valley (for example – on-course restrooms). The Administration has given Council Staff a breakdown of valley-wide course full time staffing (see paperwork attached). Currently, Salt Lake City's golf system is on the high end for staffing courses with full

time employees. The proposed staffing changes would bring the City's courses more in-line with the valley-wide courses of 1.1 FTE per course for maintenance.

- *Greens Fees* – The Administration believes that the proposed increase in greens fees is necessary to help offset costs, but is not so high that it will drive golfers to other courses in the valley. The Council may wish to discuss with the Administration, an idea from Council Staff - implementing a yearly, fixed escalator to the greens fees prices (similar to impact fees), so that golfers can expect small incremental changes each year. Every year the National Golf Foundation does a survey of average green fees costs around the Country. The Administration could pick a handful of comparable municipal systems and track the yearly percentage change. This percentage change could be incorporated into the ordinance, with a “ceiling” that would not allow greens fees to exceed the average greens fees in the valley.

- *Season Pass Program* – The Administration believes that it has overcome the problems seen with the previous season pass program by proposing a completely different structure of passes. The Administration has communicated that the program is a crucial part of the overall marketing strategy for Salt Lake City courses.
 - The proposed program will for the most part be annual passes, good for 12 months from purchase date. Previously the administrative side of the season pass program was challenging due to the spring “rush” to purchase.
 - The proposed program is priced significantly higher, but still within range to compete with valley-wide courses for golfers. The pricing is higher or lower depending on frequency of play and number of courses. This varied pricing and course structure is aimed at minimizing system-wide course wear and tear due to the program.
 - The Administration has put a placeholder of \$40,000 in revenue per year from the Junior Season Pass program, and \$200,000 per year for the Adult Season Pass program, from FY 2008-2012 (see attachment E). These revenue projections are based on conservative estimates of usage and will be adjusted depending on the success of the program.

The following information was provided previously for the Council Work Session on May 18, 2006. It is provided again for your reference.

**GOLF ENTERPRISE FUND
PROPOSED BUDGET**

	Adopted 2005-06	Proposed 2006-07	Difference	Percent Change
Revenue & other sources				
Green fees	\$ 4,798,629	\$ 4,912,236	\$ 113,607	2.4%
Cart rental	1,885,224	1,808,600	(97,624)	-5.2%
Retail sales	701,043	731,100	30,057	4.3%
Marketing-Related Revenue Target	-	50,000	50,000	-
Driving range fees	329,965	316,000	(13,965)	-4.2%
Concessions	153,248	145,050	(8,198)	-5.3%
Other Golf Fees	66,324	71,250	4,926	7.4%
Advertising fees	58,840	40,000	(18,840)	-32.0%
Interest income	33,219	34,999	1,781	5.4%
Miscellaneous Leases/Rental Revenue	26,763	29,163	2,400	9.0%
Season passes	19,904	164,780	164,896	828.5%
Other	7,260	6,100	(7,160)	-98.6%
Appropriation of reserves	11,618	177,732	196,114	1688.0%
Total revenue & other sources	\$ 8,092,037	\$ 8,510,031	\$ 417,994	5.2%
Expenses & other uses				
Operating & Maintenance				
Personal Services	\$ 3,653,018	\$ 3,809,502	\$ 156,484	4.3%
Materials and Supplies	1,131,327	1,267,850	136,523	12.1%
Other (Charges/Services/Fees, Admin Service Fee, PILOT, Intradepartmental Chgs, Water, Fuel, Utilities)	2,207,982	2,261,435	53,153	2.4%
Capital outlay	120,800	218,500	97,700	80.9%
Debt Related				
Debt/Interest Charges	978,911	953,044	(25,867)	-2.6%
Total expenses & other uses	\$ 8,092,038	\$ 8,510,031	\$ 417,993	5.2%

The City has provided golf facilities for over 80 years. The City owns and operates eight golf facilities. The main policies that guide the division are to offer an accessible, reasonably priced, recreational opportunity to all sections of the golfing public and to preserve open spaces in an urban setting. Golf participants pay fees that underwrite the cost of providing these services. The Council traditionally sets golf fees at a level necessary to ensure the long-term financial stability of the Golf Fund while maintaining the golf program's competitiveness within the market.

The budget for fiscal year 2006-07 is proposed to increase by \$417,993 or 5.2% over fiscal year 2005-06, for a total expense budget of \$8,510,031. Of this, \$953,044 is dedicated to debt and interest charges.

KEY ELEMENTS

- A. Shift in Personal Services from Full-time positions to Part-time positions – The Administration is proposing a shift in the hourly/seasonal staffing balance in an effort to reduce costs and align staffing more closely with operations. The proposal includes 1 permanent elimination of an office tech, and the shift of 14 full-time positions to seasonal positions. (4 Pro Shop Starters shift to seasonal, 1 Pro Shop Starter moved to Assistant Pro position, 10 Groundskeepers shift to seasonal). Currently these positions are 100 Series employees and receive full benefits and health insurance.
- In April of 2005 the Council was presented with a plan to make these employees a separate “class” of full-time, salaried employee, to eliminate the “comp time” issue (see below for review of this issue). The Council briefly discussed the issue and asked the Administration to provide further information, specifically how other City’s pay and manage budgets for their programs. During this time, the Administration decided to step back on the issue, and re-evaluate the situation once the new Golf Manager was hired. After re-evaluation, the Administration believes that this current proposal would increase operational efficiency.
 - According to the Mayor’s proposed budget this would save approximately \$364,624 annually in salaries/wages and benefits. The initial year of savings would likely be lower, as the major shift would occur mid-fiscal year, and one-time payouts for comp time would be necessary. **See Attachments B, C & D** for a breakdown of all staffing changes and their net costs and savings. The total savings for all of the staffing changes proposed (including the addition of positions, and paying the shifted employees at a higher rate than normal seasonal employees), is \$130,712 in FY 2007 and \$347,021 in FY 2008.
 - These employees have voiced concern about health care benefits and the likelihood that the quality of maintenance at the golf courses would decline. They have communicated to staff that it would be hard to keep the knowledge and skill level constant from year to year if the employees were only seasonal.
 - There are currently 3 facilities with more than one non-superintendent full-time groundskeeper – Bonneville, Mountain Dell, and Rose Park (all with 2). Mountain Dell and Rose Park both have in essence two facilities in one (Rose Park with the Jordan River Par 3).
- B. Other Elimination of Positions – The Administration is proposing eliminating 1.64 part-time “Marshalls.” Marshalls primarily patrol the pace of play to ensure a positive playing experience for every player on the course. The current staffing level does not adequately serve this purpose for all 9 City courses. The Administration is proposing shifting this responsibility to volunteers. The Council may wish to clarify that the Administration has had sufficient interest in volunteering to ensure that these positions would be filled.
- C. Additional Positions – The Administration is proposing adding the following positions:
- Golf Professional - 1.0 FTE – This golf professional would be at Forest Dale and Nibley Park. This would allow each 18 hole facility to have one PGA professional per facility. The Administration has communicated to Council Staff that Golf Professionals are beneficial to the City golf system and necessary in order to fulfill what is needed in marketing and player development roles.
 - Assistant Golf Professional - 1.0 FTE – This assistant golf professional would be supplementing operations at Mountain Dell. Mountain Dell currently has 1 Golf Professional and 1 Assistant Golf Professional, but because of the volume of play at the two 18-hole facilities, an additional assistant golf professional is needed. This employee would also serve to help the Westside golf courses that are still open in the winter months, when Mountain Dell is typically closed. This employee would likely be hired from the group of Golf Starters that are shifting from full-time to seasonal.

- o Driving Range coverage - 0.56 FTE - This would provide additional "rangers" at Nibley and Mountain Dell to assist in maintenance and operations of the driving ranges.
- D. Reclassification of positions - The Administration is proposing reclassifying 8.0 FTE Assistant Superintendents from series 119 employees to series 307 employees, and 3.0 FTE Golf Course Maintenance Workers from 118 employees to series 306 employees. This would have no immediate budget impact, however each yearly step increase would likely be higher than their current yearly increases, as they would follow the rest of the City in terms of salary increases.
- E. Revenue - Attachment E shows a yearly breakdown of revenues and expenditures, as well as a forecast of potential revenues and expenditures, should the proposed budget be approved. Revenues are budgeted to increase 5.1% (\$403,000) this coming fiscal year, and increase by 3.5% in the following fiscal year.
- F. Green Fees - The Administration is proposing to increase three of the green fees for the 9-hole courses. These changes would be effective January 1, 2007. Forest Dale's green fee will increase from \$11 to \$12 for 9 holes, to bring it in line with fees at Glendale and Rose Park. The fees for 9 holes at Bonneville and Mountain Dell will increase from \$13.50 to \$15.00, to bring it in line to Old Mill Golf Course (owned by Salt Lake County). The Administration has communicated that this is the primary competition for these two courses. The Council may wish to clarify how increasing the fees at these two courses will affect their competitive position. The following tables detail the proposed green fees (changes are in boldface).

Greens Fees - Weekdays excluding Holidays

Course	Regular		Senior		Junior	
	9-holes	18-holes	9-holes	18-holes	9-holes	18-holes
Bonneville	\$ 15.00	\$ 27.00	\$ 12.00	\$ 21.00	\$ 7.00	\$ 14.00
Forest Dale	\$ 12.00	n.a.	\$ 10.00	n.a.	\$ 7.00	n.a.
Jordan River Par-3	\$ 6.00	n.a.	\$ 5.00	n.a.	\$ 5.00	n.a.
Glendale	\$ 12.00	\$ 24.00	\$ 10.00	\$ 20.00	\$ 7.00	\$ 14.00
Mountain Dell Lake	\$ 15.00	\$ 27.00	\$ 12.00	\$ 21.00	\$ 7.00	\$ 14.00
Mountain Dell Canyon	\$ 15.00	\$ 27.00	\$ 12.00	\$ 21.00	\$ 7.00	\$ 14.00
Nibley Park	\$ 10.00	n.a.	\$ 8.00	n.a.	\$ 7.00	n.a.
Rose Park	\$ 12.00	\$ 24.00	\$ 10.00	\$ 20.00	\$ 7.00	\$ 14.00
Wingpointe	\$ 13.50	\$ 27.00	\$ 10.50	\$ 21.00	\$ 7.00	\$ 14.00

Greens Fees - Weekends and defined Holidays

Course	Regular		Senior		Junior	
	9-holes	18-holes	9-holes	18-holes	9-holes	18-holes
Bonneville	\$ 15.00	\$ 27.00	\$ 15.00	\$ 27.00	\$ 15.00	\$ 27.00
Forest Dale	\$ 12.00	n.a.	\$ 12.00	n.a.	\$ 12.00	n.a.
Jordan River Par-3	\$ 6.00	n.a.	\$ 6.00	n.a.	\$ 6.00	n.a.
Glendale	\$ 12.00	\$ 24.00	\$ 12.00	\$ 24.00	\$ 12.00	\$ 24.00
Mountain Dell Lake	\$ 15.00	\$ 27.00	\$ 15.00	\$ 27.00	\$ 15.00	\$ 27.00
Mountain Dell Canyon	\$ 15.00	\$ 27.00	\$ 15.00	\$ 27.00	\$ 15.00	\$ 27.00
Nibley Park	\$ 10.00	n.a.	\$ 10.00	n.a.	\$ 10.00	n.a.
Rose Park	\$ 12.00	\$ 24.00	\$ 12.00	\$ 24.00	\$ 12.00	\$ 24.00
Wingpointe	\$ 13.50	\$ 27.00	\$ 13.50	\$ 27.00	\$ 13.50	\$ 27.00

Note: Defined holidays include Memorial Day, Independence Day, Pioneer Day, and Labor Day.

- G. Season Pass Program – Previously, the Administration had been phasing out season passes. There were concerns regarding abuse of the peak times and number of golf rounds played. The proposed season pass program is priced and restricted to help address these concerns, while at the same time encouraging the people who regularly play golf at Salt Lake City courses, to continue to do so. Attached is a table detailing the different season pass plans and their various restrictions (**See Attachment A**).
- o Revenues were calculated using a conservative estimate of the utilization of these plans, given that most will not be “useful” to the average golfer this calendar year. The Administration estimates that usage will dramatically increase once a golfer can purchase the plan before the start of the golf season.
 - o The Council may wish to consider giving the Administration direction with regard to the proposed Season Pass program, particularly the Junior Season Pass program (as many junior season passes are summer specific). If the Council is supportive of the program, and intends to eventually adopt at least part of the ordinance, the Division can start preparing advertising and marketing materials to implement the program immediately if the ordinance is adopted. This would increase the benefit for golfers, particularly for junior golfers, who would like to utilize the program this summer.
- H. Resident discounts – Council staff has inquired with the Administration as to the justification for or arguments against discount pricing for City residents. The Administration has communicated that very few jurisdictions offer this type of service, usually because they are already subsidizing golf courses so heavily that they need every effort to recoup costs. Park City offers this discount pricing. However, their costs are most likely recouped with the large tourist base, and higher prices for non-resident play. St. George has recently ended their residential discount program, specifically because it was not financially beneficial to the courses.
- I. Capital Outlay – The Administration is proposing to increase the capital outlay budget by \$97,700, or 81%, to recover from the FY 2006 budget, where capital outlay was reduced by 71%. Additional monies will be available in fiscal year 2008/2009, as debt service payments for the Golf bonds will expire.
- J. Water – The budget for water has decreased by \$32,033, or -3% in the proposed budget. The Council may wish to inquire if this is due to irrigation/conservation effectiveness, or other factors.

POTENTIAL MATTERS AT ISSUE

1. Golf Employee Compensation Plan – On April 7, 2005, the Council was presented with a substitute compensation plan for Golf Employees, that would build in more “salaried” employees, thereby increasing budgeting predictability by reducing overtime. This proposal was put on hold through last year’s budget process, and further on hold until after the new Golf Division Manager was hired and could weigh in with their opinions and recommendations. The Council may wish to revisit this issue, as it presents continual issues during the budgeting process (with respect to comp time accrual and payout over the season). If any Council Members would like additional information about this previous proposal, please contact Council Staff.
2. Rounds – Locally, the increase in golf courses has been greater than the increase in population to play the courses. Salt Lake City’s golf rounds for calendar year 2005 of 459,708 represents a decrease of 3.7% over 2004 (an improvement over the 9% decrease seen between 2003 and 2004). The number of courses in the greater Salt Lake region continues to present an issue in terms of rounds played. Over the past few years supply has exceeded demand. It is likely that this trend will continue.
3. Marketing Plan – The Golf Division has drafted a new strategic plan with over 200 initiatives relating to marketing, promotion, customer service, and player development. The Administration is currently finalizing this plan (requested through the Council’s legislative intent – see below) and will share it with the Council once it is complete. It has been shared in draft form with the Golf Advisory Board, which will submit their written comments to the Council in time for the budget briefing. The Administration’s legislative intent response had indicated that this information would be shared as a part of the budget. While the season pass program is part of the proposed budget, the context of the marketing and business plan has not yet been finalized and transmitted to the Council.
4. Capital Improvements – Investment in capital improvements has been steadily declining as the Golf Division has been faced with mounting costs.
5. Audit – The Audit subcommittee has in the past discussed the potential of initiating a Golf audit, and has reviewed a preliminary scope of inquiry. The Council may wish to discuss this further, and decide whether or not to recommend an audit be performed.

LEGISLATIVE INTENT STATEMENTS

- A. In the Fiscal Year 2005-06 budget process, the Council adopted the following legislative intent statement with regard to the Golf Course Fund:
 - “It is the intent of the City Council that the Administration explore the option of providing junior golf passes during off-peak hours for City golf courses.” (Intent #A1, response discussed as part of Mayor’s proposed budget)
 - Administration’s Response: The Golf Division is currently finishing a business plan which includes various initiatives (including a pass program) designed to increase participation by junior golfers. This pass program will be presented as part of the FY 2006-07 Mayor’s Recommended budget.
- B. *During the briefing on the proposed budget, the Council may wish to identify legislative intents relating to the Golf Division of the Public Services Department.*

SIX YEAR BUSINESS PLAN

The following has been identified as specific and likely future changes to budget and/or staffing of the Golf Division, as outlined in the Six Year Business Plan (Note: The Department's Six Year Business Plan was written in fiscal year 2004):

- Fees are scheduled to increase by 5% in FY 2007-08, in' order to keep pace with projected growth in expenses, relatively flat demand, and over-supplied market.
- Personal services expenses are projected to increase an average of 4% per year over the next six years.
- Water expenses are expected to increase as City water rates increase (9% in FY 2005).
- Other expenses are anticipated to increase 2.5% annually.
- Retirement of debt service obligation in FY 2008 will free up \$694,000 per year for other large capital improvement projects.

Attachment A

Proposed Season Pass Programs

Program Name	Courses	Days Allowed
ADULT PASSES		
Par Pass (Weekday 5-course)	Forest Dale, Glendale, Jordan River, Nibley, Rose Park	Mon-Thurs, Friday be
Birdie Pass (Weekday 9-course)	Bonneville, Forest Dale, Glendale, Jordan River, Mountain Dell Lake & Canyon, Nibley, Rose Park, Wingpointe	Mon-Thurs, Friday be
Eagle Pass (Unlimited 5-course)	Forest Dale, Glendale, Jordan River, Nibley, Rose Park	Any time 7 days a we
Double-Eagle Pass (Unlimited 9-course)	Bonneville, Forest Dale, Glendale, Jordan River, Mountain Dell Lake & Canyon, Nibley, Rose Park, Wingpointe	Any time 7 days a we
JUNIOR PASSES (under 17 only)		
Junior Par Pass (May-August 5-course)	Forest Dale, Glendale, Jordan River, Nibley, Rose Park	May 1 - August 31 - M noon, Saturday and Su Holidays)
Junior Birdie Pass (May-August 9-course)	Forest Dale, Glendale, Jordan River, Mountain Dell Lake & Canyon, Nibley, Rose Park, Wingpointe	May 1 - August 31 - M noon, Saturday and Su Holidays)
Junior Eagle Pass (Annual 5-course)	Forest Dale, Glendale, Jordan River, Nibley, Rose Park	May 1 - August 31 - M noon, Saturday and Su Holidays); September Mon - Thurs, and Satu
Junior Eagle Pass (Annual 9-course)	Forest Dale, Glendale, Jordan River, Mountain Dell Lake & Canyon, Nibley, Rose Park, Wingpointe	May 1 - August 31 - M noon, Saturday and Su Holidays); September Mon - Thurs, and Satu

**Golf Fund Budget Draft Motion
Regarding Staffing Change
Tuesday, June 13, 2006**

1. Shift 6 full-time groundskeeper positions to seasonal as of October 1, 2006.
2. Retain 4 full-time groundskeeper positions and reclassify them to irrigation/maintenance technicians along with the 3 full-time maintenance workers we currently have in the system. This will give us a total of 7 full-time irrigation/maintenance technicians.
3. Eliminate the office technician position as of January 1, 2007.
4. Shift 4 full-time starter positions to seasonal as of October 1, 2006. *Note: Two full-time starters will be promoted to open assistant professional positions this month.*
5. Retain one full-time starter position at Mountain Dell and reclassify this position to assistant professional. East side assistant professionals will work west side courses during winter months.
6. Suspend the addition of a sixth head professional position. But, add two assistant professional positions. This will give us a total of 10 assistant professional positions.
7. Reduce seasonal maintenance FTEs in the proposed budget to balance the effect of retaining full-time maintenance positions above the original budgeted amount.
8. Implement the upgraded seasonal pay scale for maintenance and pro shop positions after approval by Human Resources.
9. Implement the volunteer marshal program after approval by the City Attorney's Office.
10. By January 1, 2007, conduct a cost/benefit analysis into the Golf Division's continued operation of the Jordan River Par 3 facility. If this analysis shows that the annual net loss to the Golf Fund cannot be justified, then investigate utilizing all or a portion of this property for General Fund recreational programs in accordance with our agreement with the State of Utah.
11. Prior to the FY08 budget process, complete the initiatives outlined in the 2006 Golf Division Strategic Plan to provide additional funding for the \$16,000,000 capital needs list beyond the funding currently included in the projections through FY2012.

• • • • •

ALTERNATE PROPOSAL
 Projection of Operations - Cash Basis

	Actual FY-05	Projected FY-06	Dept proposed Budget FY-07	Projected FY-08	Projected FY-09	Projected FY-10	D R A F T Projected FY-11 Projected FY-12	
Revenue								
Green Fees	4,543,923	\$ 4,700,000	\$ 4,877,900	\$ 4,927,000	\$ 4,976,000	\$ 5,026,000	\$ 5,076,000	\$ 5,127,000
Golf Car Rental (January 2010 \$7/\$14 fee)	1,624,874	1,750,000	1,763,000	1,781,000	1,799,000	1,890,000	1,909,000	1,928,000
Driving Range Fees	309,807	315,000	316,000	322,000	328,000	335,000	342,000	349,000
Merchandise Sales	710,631	706,000	731,100	738,000	745,000	752,000	760,000	768,000
Concessions	145,608	153,248	145,050	147,000	148,000	149,000	150,000	152,000
Miscellaneous Revenue	197,879	275,182	210,113	214,000	218,000	222,000	226,000	231,000
Marketing efforts of pro shop staff	-	-	100,000	150,000	150,000	150,000	150,000	150,000
Impact of fee increases on January 2007	-	-	34,336	70,000	70,000	70,000	70,000	70,000
Impact of fee increases on January 2009	-	-	-	-	125,000	250,000	250,000	250,000
Impact of fee increases on January 2012	-	-	-	-	-	-	-	125,000
Impact of New Junior Season Pass Program (July 1, 2006)	-	-	38,100	40,000	40,000	40,000	40,000	40,000
Impact of New Adult season Pass program (July 1, 2006)	-	-	136,700	200,000	200,000	200,000	200,000	200,000
Impact on current revenue due to new initiatives	-	-	(50,000)	-	-	-	-	-
Total Revenue	7,532,722	7,899,430	8,302,299	8,589,000	8,799,000	9,084,000	9,173,000	9,390,000
			1.0%		3.5%			
Expenses								
Operating Expenses	2.7%	4.8%	6.4%	4.0%	4.0%	4.0%	4.0%	4.0%
Personal Services	3,531,200	3,700,018	3,987,212	4,093,000	4,044,000	3,993,000	3,940,000	3,885,000
Impact of changes in staffing	-	-	200,000	200,000	200,325	204,325	204,325	204,325
O&M Supplies	1,169,665	1,147,883	1,267,851	1,293,000	1,319,000	1,345,000	1,372,000	1,399,000
Charges and Services	1,602,113	1,865,435	1,957,136	2,016,000	2,076,000	2,138,000	2,202,000	2,268,000
Transfers out, PILOT, Gnrl Fund, & PS Dept. costs	307,196	252,334	257,000	267,000	278,000	289,000	301,000	313,000
Total Operating Expenses	6,610,174	6,965,670	7,417,963	7,464,675	7,512,675	7,560,675	7,610,675	7,660,675
Net Operations before Capital and Debt Service	922,548	933,760	884,336	1,124,325	1,286,325	1,523,325	1,562,325	1,729,325
Capital Outlay and Debt Service								
Capital Outlay (non-financed) - Equip. and Facilities	66,401	49,652	218,500	250,000	250,000	250,000	250,000	250,000
Debt Service for course construction, irrigation systems	718,143	694,544	693,795	693,795	300,000	300,000	300,000	300,000
Debt Service for Equipment	491,516	259,247	259,249	509,247	250,000	550,000	300,000	300,000
Total Capital Outlay and Debt Service	1,276,060	1,003,443	1,171,544	1,453,042	800,000	1,100,000	850,000	850,000
Net Operations on Cash Basis	\$ (353,512)	\$ (69,683)	\$ (287,208)	\$ (328,717)	\$ 486,325	\$ 423,325	\$ 712,325	\$ 879,325
Total Revenue	7,532,722	7,899,430	8,302,299	8,589,000	8,799,000	9,084,000	9,173,000	9,390,000
Total Expense	7,886,234	7,969,113	8,589,507	8,917,717	8,312,675	8,660,675	8,460,675	8,510,675
Net	(353,512)	(69,683)	(287,208)	(328,717)	486,325	423,325	712,325	879,325
Ending Cash Reserves								
Three months of oper exps	\$ 1,653,000	\$ 1,741,000	\$ 1,854,000	\$ 1,866,000	\$ 1,878,000	\$ 1,890,000	\$ 1,903,000	\$ 1,915,000

ATTACHMENT E - ALL PROPOSED STAFFING CHANGES

Salt Lake City Golf Division
Projection of Operations - Cash Basis

D R A F T

	Actual FY-05	Projected FY-06	Dept proposed Budget FY-07	Projected FY-08	Projected FY-09	Projected FY-10	Projected FY-11	Projected FY-12
Revenue								
Green Fees	4,543,923	\$ 4,700,000	\$ 4,877,900	\$ 4,927,000	\$ 4,976,000	\$ 5,026,000	\$ 5,076,000	\$ 5,127,000
Golf Car Rental (January 2010 \$7/\$14 fee)	1,624,874	1,750,000	1,763,000	1,781,000	1,799,000	1,890,000	1,909,000	1,928,000
Driving Range Fees	309,807	315,000	316,000	322,000	328,000	335,000	342,000	349,000
Merchandise Sales	710,631	706,000	731,100	738,000	745,000	752,000	760,000	768,000
Concessions	145,608	153,248	145,050	147,000	148,000	149,000	150,000	152,000
Miscellaneous Revenue	197,879	275,182	210,113	214,000	218,000	222,000	226,000	231,000
Marketing efforts of pro shop staff	-	-	100,000	150,000	150,000	150,000	150,000	150,000
Impact of fee increases on January 2007	-	-	34,336	70,000	70,000	70,000	70,000	70,000
Impact of fee increases on January 2009	-	-	-	-	125,000	250,000	250,000	250,000
Impact of fee increases on January 2012	-	-	-	-	-	-	-	125,000
Impact of New Junior Season Pass Program (July 1, 2006)	-	-	38,100	40,000	40,000	40,000	40,000	40,000
Impact of New Adult season Pass program (July 1, 2006)	-	-	136,700	200,000	200,000	200,000	200,000	200,000
Impact on current revenue due to new initiatives	-	-	(50,000)	-	-	-	-	-
Total Revenue	7,532,722	7,899,430	8,302,299	8,589,000	8,799,000	9,084,000	9,173,000	9,390,000
			1.0%		3.5%			
Expenses								
Operating Expenses	2.7%	4.8%	4.2%	4.0%	4.0%	4.0%	4.0%	4.0%
Personal Services	3,531,200	3,700,018	3,987,212	4,011,000	3,811,000	3,963,000	4,122,000	4,287,000
Impact of changes in staffing	-	-	(130,712)	(347,000)	incl.	incl.	incl.	incl.
O&M Supplies	1,169,665	1,147,883	1,267,851	1,293,000	1,319,000	1,345,000	1,372,000	1,399,000
Charges and Services	1,602,113	1,865,435	1,957,136	2,016,000	2,076,000	2,138,000	2,202,000	2,268,000
Transfers out, PILOT, Gnrl Fund, & PS Dept. costs	307,196	252,334	257,000	267,000	278,000	289,000	301,000	313,000
Total Operating Expenses	6,610,174	6,965,670	7,338,487	7,240,000	7,484,000	7,735,000	7,997,000	8,267,000
Net Operations before Capital and Debt Service	922,548	933,760	963,812	1,349,000	1,315,000	1,349,000	1,176,000	1,123,000
Capital Outlay and Debt Service								
Capital Outlay (non-financed) - Equip. and Facilities	66,401	49,652	218,500	250,000	250,000	250,000	250,000	250,000
Debt Service for course construction, irrigation systems	718,143	694,544	693,795	693,795	300,000	300,000	300,000	300,000
Debt Service for Equipment	491,516	259,247	259,249	509,247	250,000	550,000	300,000	300,000
Total Capital Outlay and Debt Service	1,276,060	1,003,443	1,171,544	1,453,042	800,000	1,100,000	850,000	850,000
Net Operations on Cash Basis	\$ (353,512)	\$ (69,683)	\$ (207,732)	\$ (104,042)	\$ 515,000	\$ 249,000	\$ 326,000	\$ 273,000
Total Revenue	7,532,722	7,899,430	8,302,299	8,589,000	8,799,000	9,084,000	9,173,000	9,390,000
Total Expense	7,886,234	7,969,113	8,510,031	8,693,042	8,284,000	8,835,000	8,847,000	9,117,000
Net	(353,512)	(69,683)	(207,732)	(104,042)	515,000	249,000	326,000	273,000
Ending Cash Reserves	\$ 842,472	\$ 773,000	\$ 565,000	\$ 461,000	\$ 976,000	\$ 1,225,000	\$ 1,302,000	\$ 1,498,000
Three months of oper exps	\$ 1,653,000	\$ 1,741,000	\$ 1,835,000	\$ 1,810,000	\$ 1,871,000	\$ 1,934,000	\$ 1,999,000	\$ 2,067,000

ATTACHMENT E

ASSUMING NO PROPOSED STAFFING CHANGES (NO ADDITIONS) AND KEEPING PROPOSED CAPITAL IMPROVEMENTS

D R A F T

Salt Lake City Golf Division
Projection of Operations - Cash Basis

	Actual FY-05	Projected FY-06	Dept proposed Budget FY-07	Projected FY-08	Projected FY-09	Projected FY-10	Projected FY-11	Projected FY-12
Revenue								
Green Fees	4,543,923	\$ 4,700,000	\$ 4,877,900	\$ 4,927,000	\$ 4,976,000	\$ 5,026,000	\$ 5,076,000	\$ 5,127,000
Golf Car Rental (January 2010 \$7/\$14 fee)	1,624,874	1,750,000	1,763,000	1,781,000	1,799,000	1,890,000	1,909,000	1,928,000
Driving Range Fees	309,807	315,000	316,000	322,000	328,000	335,000	342,000	349,000
Merchandise Sales	710,631	706,000	731,100	738,000	745,000	752,000	760,000	768,000
Concessions	145,608	153,248	145,050	147,000	148,000	149,000	150,000	152,000
Miscellaneous Revenue	197,879	275,182	210,113	214,000	218,000	222,000	226,000	231,000
Marketing efforts of pro shop staff	-	-	100,000	150,000	150,000	150,000	150,000	150,000
Impact of fee increases on January 2007	-	-	34,336	70,000	70,000	70,000	70,000	70,000
Impact of fee increases on January 2009	-	-	-	-	125,000	250,000	250,000	250,000
Impact of fee increases on January 2012	-	-	-	-	-	-	-	125,000
Impact of New Junior Season Pass Program (July 1, 2006)	-	-	38,100	40,000	40,000	40,000	40,000	40,000
Impact of New Adult season Pass program (July 1, 2006)	-	-	136,700	200,000	200,000	200,000	200,000	200,000
Impact on current revenue due to new initiatives	-	-	(50,000)	-	-	-	-	-
Total Revenue	7,532,722	7,899,430	8,302,289	8,589,000	8,799,000	9,084,000	9,173,000	9,390,000
			1.0%		3.5%			
Expenses								
Operating Expenses	2.7%	4.8%	4.2%	4.0%	4.0%	4.0%	4.0%	4.0%
Personal Services	3,531,200	3,700,018	3,987,212	4,011,000	3,811,000	3,963,000	4,122,000	4,287,000
Impact of NO changes in staffing (includes comp time payoffs)								
O&M Supplies	1,169,665	1,147,883	1,267,851	1,293,000	1,319,000	1,345,000	1,372,000	1,399,000
Charges and Services	1,602,113	1,865,435	1,937,136	2,016,000	2,076,000	2,138,000	2,202,000	2,268,000
Transfers out, PILOT, GnrI Fund, & PS Dept. costs	307,196	252,334	267,000	267,000	278,000	289,000	301,000	313,000
Total Operating Expenses	6,610,174	6,965,670	7,785,073	8,093,752	7,990,752	8,241,752	8,503,752	8,773,752
Net Operations before Capital and Debt Service	922,548	933,760	963,812	1,349,000	1,315,000	1,349,000	1,176,000	1,123,000
Capital Outlay and Debt Service								
Capital Outlay (non-financed) - Equip. and Facilities	66,401	49,652	218,500	250,000	250,000	250,000	250,000	250,000
Debt Service for course construction, irrigation systems	718,143	694,544	693,795	693,795	300,000	300,000	300,000	300,000
Debt Service for Equipment	491,516	259,247	259,249	509,247	250,000	550,000	300,000	300,000
Total Capital Outlay and Debt Service	1,276,060	1,003,443	1,171,544	1,453,042	800,000	1,100,000	850,000	850,000
Net Operations on Cash Basis	\$ (353,512)	\$ (69,683)	\$ (207,732)	\$ (104,042)	\$ 515,000	\$ 249,000	\$ 326,000	\$ 273,000
Total Revenue	7,532,722	7,899,430	8,302,289	8,589,000	8,799,000	9,084,000	9,173,000	9,390,000
Total Expense	7,886,234	7,969,113	8,956,617	9,546,794	8,790,752	9,341,752	9,353,752	9,623,752
Net	(353,512)	(69,683)	(654,318)	(957,794)	8,248	(257,752)	(180,752)	(233,752)
Ending Cash Reserves	\$ 842,472	\$ 772,789	\$ 216,471	\$ 239,222	\$ 1,072,270	\$ 1,098,270	\$ 1,298,770	\$ 1,503,022
Three months of oper exps	\$ 1,653,000	\$ 1,741,000	\$ 1,835,000	\$ 1,810,000	\$ 1,871,000	\$ 1,934,000	\$ 1,999,000	\$ 2,067,000

ATTACHMENT E

1 - ASSUMING SOME PROPOSED STAFFING CHANGES (NO ADDITIONS) AND KEEPING PROPOSED CAPITAL IMPROVEMENTS

D R A F T

Salt Lake City Golf Division
Projection of Operations - Cash Basis

	Actual FY-05	Projected FY-06	Dept proposed Budget FY-07	Projected FY-08	Projected FY-09	Projected FY-10	Projected FY-11	Projected FY-12
Revenue								
Green Fees	4,543,923	\$ 4,700,000	\$ 4,877,900	\$ 4,927,000	\$ 4,976,000	\$ 5,026,000	\$ 5,076,000	\$ 5,127,000
Golf Car Rental (January 2010 \$7/\$14 fee)	1,624,874	1,750,000	1,763,000	1,781,000	1,799,000	1,890,000	1,909,000	1,928,000
Driving Range Fees	309,807	315,000	316,000	322,000	328,000	335,000	342,000	349,000
Merchandise Sales	710,631	706,000	731,400	738,000	745,000	752,000	760,000	768,000
Concessions	145,608	153,248	145,050	147,000	148,000	149,000	150,000	152,000
Miscellaneous Revenue	197,879	275,182	210,113	214,000	218,000	222,000	226,000	231,000
Marketing efforts of pro shop staff	-	-	100,000	150,000	150,000	150,000	150,000	150,000
Impact of fee increases on January 2007	-	-	34,936	70,000	70,000	70,000	70,000	70,000
Impact of fee increases on January 2009	-	-	-	-	125,000	250,000	250,000	250,000
Impact of fee increases on January 2012	-	-	-	-	-	-	-	125,000
Impact of New Junior Season Pass Program (July 1, 2006)	-	-	38,100	40,000	40,000	40,000	40,000	40,000
Impact of New Adult season Pass program (July 1, 2006)	-	-	136,700	200,000	200,000	200,000	200,000	200,000
Impact on current revenue due to new initiatives	-	-	(50,000)	-	-	-	-	-
Total Revenue	7,532,722	7,899,430	8,302,299	8,589,000	8,799,000	9,084,000	9,173,000	9,390,000
			1.0%		3.5%			
Expenses								
Operating Expenses	2.7%	4.8%	4.2%	4.0%	4.0%	4.0%	4.0%	4.0%
Personal Services	3,531,200	3,700,018	3,987,212	4,011,000	3,811,000	3,963,000	4,122,000	4,287,000
Proposed staffing changes in staffing:								
Proposed reductions in staffing:								
Proposed reductions in staffing (keeping current salaries and starters and their comp. improvement)								
O&M Supplies	1,169,665	1,147,883	1,267,851	1,293,000	1,319,000	1,345,000	1,372,000	1,399,000
Charges and Services	1,802,113	1,865,435	1,957,136	2,016,000	2,076,000	2,138,000	2,202,000	2,268,000
Transfers out, PILOT, Girl Fund, & PS Dept. costs	307,196	252,334	257,000	267,000	278,000	289,000	301,000	313,000
Total Operating Expenses	6,810,174	6,965,670	7,689,973	7,947,760	7,844,760	8,095,760	8,357,760	8,627,760
Net Operations before Capital and Debt Service	922,548	933,760	963,812	1,349,000	1,315,000	1,349,000	1,176,000	1,123,000
Capital Outlay and Debt Service								
Capital Outlay (non-financed) - Equip. and Facilities	66,401	49,652	218,500	250,000	250,000	250,000	250,000	250,000
Debt Service for course construction, irrigation systems	718,143	694,544	693,795	693,795	300,000	300,000	300,000	300,000
Debt Service for Equipment	491,516	259,247	259,249	509,247	250,000	550,000	300,000	300,000
Total Capital Outlay and Debt Service	1,276,060	1,003,443	1,171,544	1,453,042	800,000	1,100,000	850,000	850,000
Net Operations on Cash Basis	\$ (353,512)	\$ (69,683)	\$ (207,732)	\$ (104,042)	\$ 515,000	\$ 249,000	\$ 326,000	\$ 273,000
Total Revenue	7,532,722	7,899,430	8,302,299	8,589,000	8,799,000	9,084,000	9,173,000	9,390,000
Total Expense	7,886,234	7,969,113	8,861,517	9,400,802	8,644,760	9,195,760	9,207,760	9,477,760
Net	(353,512)	(69,683)	(559,218)	(811,802)	154,240	(111,760)	(34,760)	(87,760)
Ending Cash Reserves								
Three months of oper exps	\$ 1,653,000	\$ 1,741,000	\$ 1,835,000	\$ 1,810,000	\$ 1,871,000	\$ 1,934,000	\$ 1,999,000	\$ 2,067,000

ATTACHMENT E

1 - ASSUMING SOME PROPOSED STAFFING CHANGES (NO ADDITIONS) AND KEEPING PROPOSED CAPITAL IMPROVEMENTS

D R A F T

Salt Lake City Golf Division
 Projection of Operations - Cash Basis

	Actual FY-05	Projected FY-06	Dept proposed Budget FY-07	Projected FY-08	Projected FY-09	Projected FY-10	Projected FY-11	Projected FY-12
Revenue								
Green Fees	4,543,923	\$ 4,700,000	\$ 4,877,900	\$ 4,927,000	\$ 4,976,000	\$ 5,026,000	\$ 5,076,000	\$ 5,127,000
Golf Car Rental (January 2010 \$7/\$14 fee)	1,624,874	1,750,000	1,763,000	1,781,000	1,799,000	1,890,000	1,909,000	1,928,000
Driving Range Fees	309,807	315,000	316,000	322,000	328,000	335,000	342,000	349,000
Merchandise Sales	710,631	706,000	731,100	738,000	745,000	752,000	760,000	768,000
Concessions	145,608	153,248	145,050	147,000	148,000	149,000	150,000	152,000
Miscellaneous Revenue	197,879	275,182	210,113	214,000	218,000	222,000	226,000	231,000
Marketing efforts of pro shop staff	-	-	100,000	150,000	150,000	150,000	150,000	150,000
Impact of fee increases on January 2007	-	-	34,336	70,000	70,000	70,000	70,000	70,000
Impact of fee increases on January 2009	-	-	-	-	125,000	250,000	250,000	250,000
Impact of fee increases on January 2012	-	-	-	-	-	-	-	125,000
Impact of New Junior Season Pass Program (July 1, 2006)	-	-	38,100	40,000	40,000	40,000	40,000	40,000
Impact of New Adult season Pass program (July 1, 2006)	-	-	136,700	200,000	200,000	200,000	200,000	200,000
Impact on current revenue due to new initiatives	-	-	(50,000)	-	-	-	-	-
Total Revenue	7,532,722	7,899,430	8,302,299	8,589,000	8,799,000	9,084,000	9,173,000	9,390,000
			1.0%		3.5%			
Expenses								
Operating Expenses	2.7%	4.8%	4.2%	4.0%	4.0%	4.0%	4.0%	4.0%
Personal Services	3,531,200	3,700,018	3,987,212	4,011,000	3,811,000	3,963,000	4,122,000	4,287,000
Impact of some changes in staffing - includes Eliminating 16 positions, eliminating 10 positions, eliminating increased groundskeepers coverage, and no proposed additions (also includes keeping groundskeepers and staffers and their comp time payout)								
O&M Supplies	1,169,665	1,147,883	1,267,851	1,293,000	1,319,000	1,345,000	1,372,000	1,399,000
Charges and Services	1,602,113	1,865,435	1,957,136	2,016,000	2,076,000	2,138,000	2,202,000	2,268,000
Transfers out, PILOT, Gnrl Fund, & PS Dept. costs	307,196	252,334	257,000	267,000	278,000	289,000	301,000	313,000
Total Operating Expenses	6,610,174	6,965,670	7,689,973	7,947,760	7,844,760	8,095,760	8,357,760	8,627,760
Net Operations before Capital and Debt Service	922,548	933,760	963,812	1,349,000	1,315,000	1,349,000	1,170,000	1,123,000
Capital Outlay and Debt Service								
Capital Outlay (non-financed) - Equip. and Facilities	66,401	49,852	218,500	250,000	250,000	250,000	250,000	250,000
Debt Service for course construction, irrigation systems	718,143	694,544	693,795	693,795	300,000	300,000	300,000	300,000
Debt Service for Equipment	491,516	259,247	259,249	509,247	250,000	550,000	300,000	300,000
Total Capital Outlay and Debt Service	1,276,060	1,003,443	1,171,544	1,453,042	800,000	1,100,000	850,000	850,000
Net Operations on Cash Basis	\$ (353,512)	\$ (69,683)	\$ (207,732)	\$ (104,042)	\$ 515,000	\$ 249,000	\$ 326,000	\$ 273,000
Total Revenue	7,532,722	7,899,430	8,302,299	8,589,000	8,799,000	9,084,000	9,173,000	9,390,000
Total Expense	7,886,234	7,969,113	8,861,517	9,400,802	8,644,760	9,195,760	9,207,760	9,477,760
Net	(353,512)	(69,683)	(559,218)	(811,802)	154,240	(111,760)	(34,760)	(87,760)
Ending Cash Reserves	812,822	743,139	211,921	699,723	853,963	742,203	607,443	519,683
Three months of oper exps	\$ 1,653,000	\$ 1,741,000	\$ 1,836,000	\$ 1,810,000	\$ 1,871,000	\$ 1,934,000	\$ 1,999,000	\$ 2,067,000

ATTACHMENT E

2 - ASSUMING SOME PROPOSED STAFFING CHANGES (INCLUDES ADDITIONS) AND KEEPING PROPOSED CAPITAL IMPROVEMENTS

D R A F T

Salt Lake City Golf Division
 Projection of Operations - Cash Basis

	Actual FY-05	Projected FY-06	Dept proposed Budget FY-07	Projected FY-08	Projected FY-09	Projected FY-10	Projected FY-11	Projected FY-12
Revenue								
Green Fees	4,543,923	\$ 4,700,000	\$ 4,677,900	\$ 4,927,000	\$ 4,976,000	\$ 5,026,000	\$ 5,076,000	\$ 5,127,000
Golf Car Rental (January 2010 \$7/\$14 fee)	1,624,874	1,750,000	1,763,000	1,781,000	1,799,000	1,890,000	1,909,000	1,928,000
Driving Range Fees	309,807	315,000	316,000	322,000	328,000	335,000	342,000	349,000
Merchandise Sales	710,631	706,000	731,100	738,000	745,000	752,000	760,000	768,000
Concessions	145,608	153,248	145,000	147,000	148,000	149,000	150,000	152,000
Miscellaneous Revenue	197,879	275,182	210,113	214,000	218,000	222,000	226,000	231,000
Marketing efforts of pro shop staff	-	-	100,000	150,000	150,000	150,000	150,000	150,000
Impact of fee increases on January 2007	-	-	34,336	70,000	70,000	70,000	70,000	70,000
Impact of fee increases on January 2009	-	-	-	-	125,000	250,000	250,000	250,000
Impact of fee increases on January 2012	-	-	-	-	-	-	-	125,000
Impact of New Junior Season Pass Program (July 1, 2006)	-	-	38,100	40,000	40,000	40,000	40,000	40,000
Impact of New Adult season Pass program (July 1, 2006)	-	-	136,700	200,000	200,000	200,000	200,000	200,000
Impact on current revenue due to new initiatives	-	-	(50,000)	-	-	-	-	-
Total Revenue	7,532,722	7,899,430	8,302,299	8,589,000	8,799,000	9,084,000	9,173,000	9,390,000
			1.0%		3.5%			
Expenses								
Operating Expenses	2.7%	4.8%	4.2%	4.0%	4.0%	4.0%	4.0%	4.0%
Personal Services	3,531,200	3,700,018	3,987,212	4,011,000	3,811,000	3,963,000	4,122,000	4,287,000
Operating Expenses								
O&M Supplies	1,169,665	1,147,883	1,267,851	1,293,000	1,319,000	1,345,000	1,372,000	1,399,000
Charges and Services	1,602,113	1,865,435	1,957,136	2,016,000	2,076,000	2,138,000	2,202,000	2,268,000
Transfers out, PILOT, Gnrl Fund, & PS Dept. costs	307,196	252,334	257,000	267,000	278,000	289,000	301,000	313,000
Total Operating Expenses	6,610,174	6,965,670	7,913,097	8,170,884	7,956,322	8,207,322	8,469,322	8,739,322
Net Operations before Capital and Debt Service	922,548	933,760	963,812	1,349,000	1,315,000	1,349,000	1,176,000	1,123,000
Capital Outlay and Debt Service								
Capital Outlay (non-financed) - Equip. and Facilities	66,401	49,652	218,500	250,000	250,000	250,000	250,000	250,000
Debt Service for course construction, irrigation systems	718,143	694,544	693,795	693,795	300,000	300,000	300,000	300,000
Debt Service for Equipment	491,516	259,247	259,249	509,247	250,000	550,000	300,000	300,000
Total Capital Outlay and Debt Service	1,276,060	1,003,443	1,171,544	1,453,042	800,000	1,100,000	850,000	850,000
Net Operations on Cash Basis	\$ (353,512)	\$ (69,683)	\$ (207,732)	\$ (104,042)	\$ 515,000	\$ 249,000	\$ 326,000	\$ 273,000
Total Revenue	7,532,722	7,899,430	8,302,299	8,589,000	8,799,000	9,084,000	9,173,000	9,390,000
Total Expense	7,886,234	7,969,113	9,084,641	9,623,926	8,756,322	9,307,322	9,319,322	9,589,322
Net	(353,512)	(69,683)	(782,342)	(1,034,926)	42,678	(223,322)	(146,322)	(199,322)
Ending Cash Reserves								
Three months of oper exps	\$ 1,653,000	\$ 1,741,000	\$ 1,836,000	\$ 1,810,000	\$ 1,871,000	\$ 1,934,000	\$ 1,999,000	\$ 2,067,000

ATTACHMENT E

3 - ASSUMING SOME PROPOSED STAFFING CHANGES (INCLUDES ADDITIONS) AND KEEPING PROPOSED CAPITAL IMPROVEMENTS

DRAFT

Salt Lake City Golf Division
 Projection of Operations - Cash Basis

	Actual FY-05	Projected FY-06	Dept proposed Budget FY-07	Projected FY-08	Projected FY-09	Projected FY-10	Projected FY-11	Projected FY-12
Revenue								
Green Fees	4,543,923	\$ 4,700,000	\$ 4,877,900	\$ 4,927,000	\$ 4,976,000	\$ 5,026,000	\$ 5,076,000	\$ 5,127,000
Golf Car Rental (January 2010 \$7/\$14 fee)	1,624,874	1,750,000	1,763,000	1,781,000	1,799,000	1,890,000	1,909,000	1,928,000
Driving Range Fees	309,807	315,000	316,000	322,000	328,000	335,000	342,000	349,000
Merchandise Sales	710,631	706,000	731,100	738,000	745,000	752,000	760,000	768,000
Concessions	145,608	153,248	145,050	147,000	148,000	149,000	150,000	152,000
Miscellaneous Revenue	197,879	275,182	210,118	214,000	218,000	222,000	226,000	231,000
Marketing efforts of pro shop staff	-	-	100,000	150,000	150,000	150,000	150,000	150,000
Impact of fee increases on January 2007	-	-	34,336	70,000	70,000	70,000	70,000	70,000
Impact of fee increases on January 2009	-	-	-	-	125,000	250,000	250,000	250,000
Impact of fee increases on January 2012	-	-	-	-	-	-	-	125,000
Impact of New Junior Season Pass Program (July 1, 2006)	-	-	38,100	40,000	40,000	40,000	40,000	40,000
Impact of New Adult season Pass program (July 1, 2006)	-	-	136,700	200,000	200,000	200,000	200,000	200,000
Impact on current revenue due to new initiatives	-	-	(50,000)	-	-	-	-	-
Total Revenue	7,532,722	7,899,430	8,302,299	8,589,000	8,799,000	9,084,000	9,173,000	9,390,000
			1.0%		3.5%			
Expenses								
Operating Expenses	2.7%	4.8%	4.2%	4.0%	4.0%	4.0%	4.0%	4.0%
Personal Services	3,531,200	3,700,018	3,987,212	4,011,000	3,811,000	3,963,000	4,122,000	4,287,000
Impact of some changes in staffing								
Includes: Eliminating Marshalls, eliminating office eliminating increased groundskeeper temps eliminating the club starters and include additional golf Pro and Assistant pro proposed additions (also includes keeping HALF of the groundskeepers and their competitive payout)								
O&M Supplies	1,169,665	1,147,883	1,267,851	1,293,000	1,319,000	1,345,000	1,372,000	1,399,000
Charges and Services	1,602,113	1,865,435	1,957,136	2,016,000	2,076,000	2,138,000	2,202,000	2,268,000
Transfers out, PILOT, GnrI Fund, & PS Dept. costs	307,196	252,334	257,000	267,000	278,000	289,000	301,000	313,000
Total Operating Expenses	6,610,174	6,965,670	7,507,528	7,602,726	7,388,164	7,639,164	7,901,164	8,171,164
Net Operations before Capital and Debt Service	922,548	933,760	963,812	1,349,000	1,315,000	1,349,000	1,176,000	1,123,000
Capital Outlay and Debt Service								
Capital Outlay (non-financed) - Equip. and Facilities	66,401	49,652	218,500	250,000	250,000	250,000	250,000	250,000
Debt Service for course construction, irrigation systems	718,143	694,544	693,795	693,795	300,000	300,000	300,000	300,000
Debt Service for Equipment	491,516	259,247	259,249	509,247	250,000	550,000	300,000	300,000
Total Capital Outlay and Debt Service	1,276,060	1,003,443	1,171,544	1,453,042	800,000	1,100,000	850,000	850,000
Net Operations on Cash Basis	\$ (353,512)	\$ (69,683)	\$ (207,732)	\$ (104,042)	\$ 515,000	\$ 249,000	\$ 326,000	\$ 273,000
Total Revenue	7,532,722	7,899,430	8,302,299	8,589,000	8,799,000	9,084,000	9,173,000	9,390,000
Total Expense	7,886,234	7,969,113	8,679,070	9,055,768	8,188,164	8,739,164	8,751,164	9,021,164
Net	(353,512)	(69,683)	(376,771)	(466,768)	610,836	344,836	421,836	368,836
Ending Cash Reserves	\$ 842,472	\$ 772,789	\$ 2,306,010	\$ 2,000,000	\$ 2,000,000	\$ 2,306,010	\$ 1,306,164	\$ 1,675,595
Three months of oper exps	\$ 1,653,000	\$ 1,741,000	\$ 1,835,000	\$ 1,810,000	\$ 1,871,000	\$ 1,934,000	\$ 1,999,000	\$ 2,067,000

ALTERNATE PROPOSAL
Projection of Operations - Cash Basis

	Actual FY-05	Projected FY-06	Dept proposed Budget FY-07	Projected FY-08	Projected FY-09	Projected FY-10	D R A F T	
							Projected FY-11	Projected FY-12
Revenue								
Green Fees	4,543,923	\$ 4,700,000	\$ 4,877,900	\$ 4,927,000	\$ 4,976,000	\$ 5,026,000	\$ 5,076,000	\$ 5,127,000
Golf Car Rental (January 2010 \$7/\$14 fee)	1,624,874	1,750,000	1,763,000	1,781,000	1,799,000	1,890,000	1,909,000	1,928,000
Driving Range Fees	309,807	315,000	318,000	322,000	328,000	335,000	342,000	349,000
Merchandise Sales	710,631	706,000	731,100	738,000	745,000	752,000	760,000	768,000
Concessions	145,608	153,248	145,050	147,000	148,000	149,000	150,000	152,000
Miscellaneous Revenue	197,879	275,182	210,113	214,000	218,000	222,000	226,000	231,000
Marketing efforts of pro shop staff	-	-	100,000	150,000	150,000	150,000	150,000	150,000
Impact of fee increases on January 2007	-	-	34,336	70,000	70,000	70,000	70,000	70,000
Impact of fee increases on January 2009	-	-	-	-	125,000	250,000	250,000	250,000
Impact of fee increases on January 2012	-	-	-	-	-	-	-	125,000
Impact of New Junior Season Pass Program (July 1, 2006)	-	-	38,100	40,000	40,000	40,000	40,000	40,000
Impact of New Adult season Pass program (July 1, 2006)	-	-	136,700	200,000	200,000	200,000	200,000	200,000
Impact on current revenue due to new initiatives	-	-	(50,000)	-	-	-	-	-
Total Revenue	7,532,722	7,899,430	8,302,299	8,589,000	8,799,000	9,084,000	9,173,000	9,390,000
			1.0%		3.5%			
Expenses								
Operating Expenses	2.7%	4.8%	6.4%	4.0%	4.0%	4.0%	4.0%	4.0%
Personal Services	3,531,200	3,700,018	3,987,212	4,093,000	4,044,000	4,206,000	4,374,000	4,549,000
Impact of changes in staffing								
O&M Supplies	1,169,665	1,147,883	1,267,851	1,293,000	1,319,000	1,345,000	1,372,000	1,399,000
Charges and Services	1,602,113	1,865,435	1,957,136	2,016,000	2,076,000	2,138,000	2,202,000	2,268,000
Transfers out, PILOT, Gnrl Fund, & PS Dept. costs	307,196	252,334	257,000	267,000	278,000	289,000	301,000	313,000
Total Operating Expenses	6,610,174	6,965,670	7,417,963	7,464,675	7,717,000	7,978,000	8,249,000	8,529,000
Net Operations before Capital and Debt Service	922,548	933,760	884,336	1,124,325	1,082,000	1,106,000	924,000	861,000
Capital Outlay and Debt Service								
Capital Outlay (non-financed) - Equip. and Facilities	66,401	49,652	218,500	250,000	250,000	250,000	250,000	250,000
Debt Service for course construction, irrigation systems	718,143	694,544	693,795	693,795	300,000	300,000	300,000	300,000
Debt Service for Equipment	491,516	259,247	259,249	509,247	250,000	550,000	300,000	300,000
Total Capital Outlay and Debt Service	1,276,060	1,003,443	1,171,544	1,453,042	800,000	1,100,000	850,000	850,000
Net Operations on Cash Basis	\$ (353,512)	\$ (69,683)	\$ (287,208)	\$ (328,717)	\$ 282,000	\$ 6,000	\$ 74,000	\$ 11,000
Total Revenue	7,532,722	7,899,430	8,302,299	8,589,000	8,799,000	9,084,000	9,173,000	9,390,000
Total Expense	7,886,234	7,969,113	8,589,507	8,917,717	8,517,000	9,078,000	9,099,000	9,379,000
Net	(353,512)	(69,683)	(287,208)	(328,717)	282,000	6,000	74,000	11,000
Ending Cash Reserves								
Three months of oper exps	\$ 1,653,000	\$ 1,741,000	\$ 1,854,000	\$ 1,866,000	\$ 1,929,000	\$ 1,995,000	\$ 2,062,000	\$ 2,132,000

