

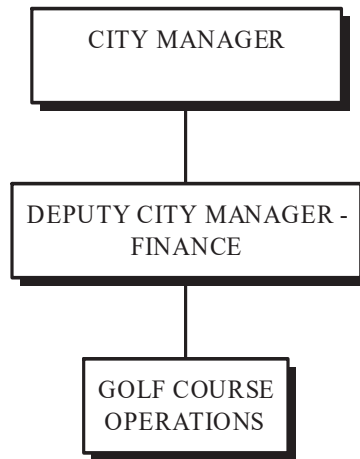
## Golf Fund

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### Mission

To provide the public with a quality golfing experience at a safe, attractive and well operated facility.

### GOLF FUND ORGANIZATIONAL CHART



### Core Responsibilities

1. Manage the year-round operation of the Beaver Meadow Golf Course. Activities include course maintenance, tournaments, lessons and camp programs, marketing, pro shop operations and simulator operations.

## Golf Fund

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<u>Fund Summary</u>	<b>2025 Revised</b>	<b>2025 Projected</b>	<b>2026 Budget</b>
<b>Revenue</b>	<b>\$1,905,712</b>	<b>\$2,104,372</b>	<b>\$2,023,085</b>
<b>Expense</b>	<b>\$1,782,057</b>	<b>\$1,873,811</b>	<b>\$1,828,353</b>
<b>Net Income (Loss)</b>		<b>\$230,561</b>	<b>\$194,732</b>
<b>Beginning Working Capital</b>		<b>\$838,941</b>	<b>\$1,069,502</b>
<b>Ending Working Capital</b>		<b>\$1,069,502</b>	<b>\$1,264,234</b>

### Reserve

This Fund has a goal to target a working capital reserve that is 20% of operating expenses, including debt service and capital expenditures.

## Golf Fund

<u>Budget Detail</u>	<b>2024 Actual</b>	<b>2025 Adopted</b>	<b>2025 Revised</b>	<b>2025 Projected</b>	<b>2026 Budget</b>
<b>Revenue</b>					
Camps	\$38,520	\$37,150	\$37,150	\$39,500	\$47,150
Seasonal Passes	\$375,085	\$468,155	\$468,155	\$387,000	\$392,975
Daily Fees	\$610,106	\$604,498	\$604,498	\$676,959	\$670,500
Cart Rental	\$285,188	\$256,970	\$256,970	\$307,200	\$335,010
Handicapping	\$13,440	\$15,000	\$15,000	\$15,000	\$15,000
Driving Range	\$129,742	\$93,649	\$93,649	\$135,114	\$144,000
League and Tournament Fees	\$14,514	\$68,005	\$68,005	\$68,005	\$39,200
Golf Simulator Revenue	\$81,824	\$88,125	\$88,125	\$86,000	\$92,000
Pro Shop Sales	\$260,979	\$175,500	\$175,500	\$291,654	\$189,500
Concession Sales	\$50,450	\$52,000	\$52,000	\$42,640	\$38,000
Rental Income	\$11,548	\$24,000	\$24,000	\$24,700	\$29,750
Investment Income	\$32,016	\$20,000	\$20,000	\$30,000	\$30,000
Other Revenue	\$3,698	\$2,660	\$2,660	\$600	\$0
<b>Total Revenue</b>	<b>\$1,907,109</b>	<b>\$1,905,712</b>	<b>\$1,905,712</b>	<b>\$2,104,372</b>	<b>\$2,023,085</b>

The majority of Golf Fund revenue is generated through fees charged for golfing activities which include seasonal passes, daily fees, cart rentals, and indoor simulator use. These revenue streams make up 74% of the Fund's revenue. Pro Shop sales are the next largest revenue stream at approximately 9%. Revenues are projected using historical data and anticipated usage.

## Golf Fund

<b>Expense</b>	<b>2024 Actual</b>	<b>2025 Adopted</b>	<b>2025 Revised</b>	<b>2025 Projected</b>	<b>2026 Budget</b>
Full Time	\$433,341	\$429,435	\$429,435	\$429,435	\$460,594
Part Time	\$20,899	\$21,143	\$21,143	\$21,143	\$22,996
Temporary	\$225,176	\$208,590	\$208,590	\$220,000	\$229,680
Overtime	\$20,837	\$26,440	\$26,440	\$22,500	\$27,500
Allowance	\$600	\$600	\$600	\$600	\$600
Retirement	\$57,402	\$61,680	\$61,680	\$61,680	\$61,211
FICA	\$53,130	\$51,649	\$51,649	\$51,649	\$56,520
Beneflex	\$129,958	\$147,620	\$147,620	\$147,620	\$132,503
Worker's Compensation	\$7,680	\$6,405	\$6,405	\$6,405	\$7,630
Unemployment Insurance	\$710	\$614	\$614	\$614	\$873
Professional Development	\$2,673	\$5,240	\$5,240	\$4,900	\$8,490
Repairs and Maintenance	\$40,039	\$28,170	\$28,170	\$37,000	\$25,150
Professional Services	\$45,888	\$63,400	\$63,400	\$59,000	\$57,816
Software/Hardware Maintenance	\$12,704	\$12,640	\$12,640	\$12,640	\$12,640
Advertising	\$4,289	\$2,000	\$2,000	\$2,000	\$2,000
Rent	\$52,486	\$49,421	\$49,421	\$53,493	\$49,421
Communications	\$4,750	\$4,636	\$4,636	\$5,401	\$5,536
Office Supplies	\$1,261	\$3,000	\$3,000	\$3,000	\$3,000
Departmental Supplies	\$20,523	\$11,500	\$11,500	\$13,500	\$15,700
Auto Parts	\$27,562	\$25,100	\$25,100	\$24,900	\$27,600
Grounds and Horticultural	\$84,469	\$87,000	\$87,000	\$91,500	\$97,000
Building Supplies	\$2,344	\$4,000	\$4,000	\$3,000	\$4,000
Uniforms	\$2,620	\$5,044	\$5,044	\$4,000	\$5,044
COGS	\$214,274	\$147,000	\$147,000	\$224,200	\$149,500
League and Tournament	\$43,950	\$64,825	\$64,825	\$64,825	\$24,200
Vehicle Fuel	\$19,102	\$19,560	\$19,560	\$19,560	\$19,560
Electricity	\$35,248	\$45,020	\$45,020	\$39,130	\$39,530
Natural Gas and Propane	\$9,794	\$11,400	\$11,400	\$11,800	\$12,010
Water and Wastewater	\$5,742	\$6,100	\$6,100	\$4,050	\$4,410
Property and Auto Insurance	\$1,270	\$1,180	\$1,180	\$1,180	\$1,210
Liability Insurance	\$4,220	\$5,000	\$5,000	\$5,000	\$5,760
Principal	\$78,300	\$73,060	\$73,060	\$73,060	\$100,000
Interest	\$18,147	\$17,110	\$17,110	\$17,100	\$20,744
Transfer Out - General	\$120,762	\$132,634	\$132,634	\$134,085	\$134,085
Transfer Out - Solid Waste	\$3,000	\$3,840	\$3,840	\$3,840	\$3,840
<b>Total Expense</b>	<b>\$1,805,150</b>	<b>\$1,782,057</b>	<b>\$1,782,057</b>	<b>\$1,873,811</b>	<b>\$1,828,353</b>

## Golf Fund

<u>Service Indicators</u>	<u>2023 Actual</u>	<u>2024 Actual</u>	<u>2025 Estimated</u>	<u>2026 Projected</u>
1. Number of Season Memberships	409	382	359	350
2. Number of rounds played	32,876	26,792	27,896	28,500
3. Number of unique web site visitors	88,569	101,530	101,813	101,900
4. Tent Rentals by Golf Event	18	20	20	20
5. Tent Rentals, Non-Golf	3	4	4	4

### 2026 Goals

1. Add two additional golf club demo days.
2. Incorporate new, on-trend apparel brands in order to increase Pro Shop sales.
3. Increase attendance at junior camps and participation in the PGA Junior League.
4. Continue in-house and selective removal of trees that are deemed detrimental to turf conditions per the PGA Tree Report.
5. Construct crushed stone cart path along the length of Hole 1.
6. Continue to optimize usage of the Lynx Smart Control System to minimize water usage and maximize the effectiveness of the irrigation system.

### 2025 Goals Status

1. Implement a “Strengths, Weakness, Opportunities and Threat” Plan for improvement for BMGC.  
9-Month Status: Staff have begun to identify what BMGC does well, areas for improvement, and the strengths and weaknesses facing the golf industry. Management will formulate a plan to address these issues.
2. Increase Rounds and Revenue through advertising and increased social media presence.  
9-Month Status: Throughout the 2024 golf season, social media was used to display course conditions and notify followers of course events and specials.
3. Create and implement a PGA Associate Mentoring Plan for BMGC employees.  
9-Month Status: Two seasonal Pro Shop employees have entered the PGA Associate Program. Adding two qualified teachers to assist with the increasing demand for lessons increases Beaver Meadow’s ability to maintain the high quality of instruction that customers have come to expect and enhances overall customer experience.
4. Complete phase VI of the irrigation project to include holes 3,4, and 5.  
9-Month Status: The contractor is scheduled to begin work in mid to late May (weather dependent), and is expected to take 3-4 weeks to complete. Instead of Holes 3, 4, and 5; the project will complete Holes 2, 8, and 9; the practice green; and the #6 green.
5. Continue tree removal, as per the USGA Agronomist Report, between holes 15/16, 1/18, and 10/18 to improve sunlight, air movement, and to remove hazardous trees.  
9-Month Status: Over the winter, 15 trees were removed. Two of the trees had been struck by lightning over the summer and were hazardous. The remaining trees cast heavy shade on the fairway, causing weak turf and excessively wet conditions. The removal of these trees on 15/16, 1/18, and 10/18, will greatly increase air movement and allow sunlight to dry the area and improve turf conditions.
6. Continue to fill in small bunkers deemed unnecessary or overly penal in the USGA Agronomist Report.  
9-Month Status: Two small bunkers on the #6 green were filled in and grassed, per the USGA Agronomist Report.