

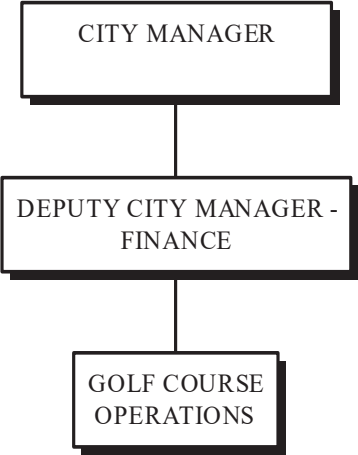
# Golf Fund

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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>2026 Revised</b>	<b>2026 Projected</b>	<b>2027 Budget</b>
<b>Revenue</b>	<b>\$2,023,085</b>	<b>\$2,089,417</b>	<b>\$2,158,422</b>
<b>Expense</b>	<b>\$1,823,353</b>	<b>\$1,755,462</b>	<b>\$2,280,261</b>
<b>Net Income (Loss)</b>		<b>\$333,955</b>	<b>(\$121,839)</b>
<b>Beginning Working Capital</b>		<b>\$1,016,581</b>	<b>\$1,350,536</b>
<b>Ending Working Capital</b>		<b>\$1,350,536</b>	<b>\$1,228,697</b>

### Reserve

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

Golf Fund

<u>Budget Detail</u>	<b>2025</b>	<b>2026</b>	<b>2026</b>	<b>2026</b>	<b>2027</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Revised</b>	<b>Projected</b>	<b>Budget</b>
<b>Revenue</b>					
Camps	\$29,986	\$47,150	\$47,150	\$22,490	\$26,670
Seasonal Passes	\$365,674	\$392,975	\$392,975	\$409,540	\$360,580
Daily Fees	\$665,536	\$670,500	\$670,500	\$687,117	\$738,266
Cart Rental	\$293,032	\$335,010	\$335,010	\$338,901	\$409,385
Handicapping	\$15,434	\$15,000	\$15,000	\$15,000	\$15,000
Driving Range	\$138,122	\$144,000	\$144,000	\$145,000	\$155,185
League and Tournament Fees	\$64,600	\$39,200	\$39,200	\$36,500	\$35,265
Golf Simulator Revenue	\$76,524	\$92,000	\$92,000	\$70,000	\$92,600
Pro Shop Sales	\$271,880	\$189,500	\$189,500	\$260,804	\$235,000
Concession Sales	\$28,390	\$38,000	\$38,000	\$38,000	\$38,000
Rental Income	\$12,972	\$29,750	\$29,750	\$17,995	\$22,521
Investment Income	\$38,225	\$30,000	\$30,000	\$40,570	\$29,390
Sale of Assets	\$2,142	\$0	\$0	\$6,500	\$0
Other Revenue	\$1,647	\$0	\$0	\$1,000	\$560
<b>Total Revenue</b>	<b>\$2,004,163</b>	<b>\$2,023,085</b>	<b>\$2,023,085</b>	<b>\$2,089,417</b>	<b>\$2,158,422</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

Expense	2025 Actual	2026 Adopted	2026 Revised	2026 Projected	2027 Budget
Full Time	\$385,258	\$460,594	\$460,594	\$390,740	\$452,447
Part Time	\$25,797	\$22,996	\$22,996	\$30,180	\$24,066
Temporary	\$238,250	\$229,680	\$229,680	\$245,370	\$255,880
Overtime	\$28,489	\$27,500	\$27,500	\$27,500	\$38,600
Allowance	\$600	\$600	\$600	\$600	\$600
Retirement	\$50,891	\$61,211	\$61,211	\$51,070	\$59,929
FICA	\$52,003	\$56,520	\$56,520	\$52,940	\$56,688
Beneflex	\$111,206	\$132,503	\$132,503	\$83,410	\$104,553
Worker's Compensation	\$6,400	\$7,630	\$7,630	\$7,610	\$15,318
Unemployment Insurance	\$734	\$873	\$873	\$870	\$728
Professional Development	\$3,407	\$8,490	\$8,490	\$2,800	\$8,630
Business Expense	\$72	\$0	\$0	\$0	\$0
Repairs and Maintenance	\$64,282	\$25,150	\$25,150	\$25,150	\$26,650
Professional Services	\$51,461	\$57,816	\$57,816	\$57,816	\$58,050
Software/Hardware Maintenance	\$13,600	\$12,640	\$12,640	\$13,140	\$14,840
Advertising	\$3,221	\$2,000	\$2,000	\$1,000	\$2,000
Rent	\$55,413	\$49,421	\$49,421	\$56,030	\$94,200
Communications	\$5,388	\$5,536	\$5,536	\$2,730	\$900
Office Supplies	\$1,718	\$3,000	\$3,000	\$1,500	\$3,000
Departmental Supplies	\$11,645	\$15,700	\$15,700	\$18,280	\$17,700
Auto Parts	\$37,041	\$27,600	\$27,600	\$27,600	\$27,600
Grounds and Horticultural	\$82,898	\$92,000	\$92,000	\$92,000	\$92,000
Building Supplies	\$2,159	\$4,000	\$4,000	\$4,000	\$6,000
Uniforms	\$2,051	\$5,044	\$5,044	\$5,000	\$5,044
COGS	\$249,820	\$149,500	\$149,500	\$191,432	\$177,250
League and Tournament	\$44,762	\$24,200	\$24,200	\$35,384	\$25,600
Vehicle Fuel	\$13,934	\$19,560	\$19,560	\$15,920	\$11,325
Electricity	\$38,437	\$39,530	\$39,530	\$36,040	\$42,440
Natural Gas and Propane	\$10,175	\$12,010	\$12,010	\$10,290	\$10,540
Water and Wastewater	\$2,893	\$4,410	\$4,410	\$3,420	\$5,420
Property and Auto Insurance	\$1,180	\$1,210	\$1,210	\$1,210	\$1,443
Liability Insurance	\$5,000	\$5,760	\$5,760	\$5,760	\$7,091
Principal	\$73,060	\$100,000	\$100,000	\$100,000	\$151,500
Interest	\$17,104	\$20,744	\$20,744	\$20,745	\$65,400
Transfer Out - General	\$132,334	\$134,085	\$134,085	\$134,085	\$412,780
Transfer Out - Solid Waste	\$3,840	\$3,840	\$3,840	\$3,840	\$4,050
<b>Transfer Out - Gen Cap Proj</b>	<b>\$1,826,523</b>	<b>\$1,823,353</b>	<b>\$1,823,353</b>	<b>\$1,755,462</b>	<b>\$2,280,261</b>

## Golf Fund

<u>Service Indicators</u>	<u>2024</u> <u>Actual</u>	<u>2025</u> <u>Actual</u>	<u>2026</u> <u>Estimated</u>	<u>2027</u> <u>Projected</u>
1. Number of Season Memberships	382	316	300	270
2. Number of rounds played	26,792	27,183	27,000	27,200
3. Number of Tent Rentals by Golf Event	20	31	30	28
4. Number of Tent Rentals, Non-Golf	4	5	0	1
5. Number of Outing Rounds	3,000	3,060	2,800	2,660
6. Total Number of Outings	32	31	30	28
7. Number of Driving Range Baskets Rented	13,306	14,064	12,000	15,000

### 2027 Goals

1. Continue to fill in sand traps on Holes 16, 9, and 12, per the USGA Report recommendations.
2. Add drainage to the restored cart path on Hole 15.
3. Improve driving range grass tee and target greens for better hitting area and improved visibility of targets.
4. Continue to build junior golf at Beaver Meadow by partnering with First Tee NH.
5. With completion of the new clubhouse and new golf simulators, increase simulator rounds and revenue by starting our indoor league the first week of December.
6. Increase Pro Shop sales, specifically targeting women’s apparel sales. Our revenue from the sale of women’s apparel represents only a small portion of apparel sales. Integrating a better selection for this soft good category will help both satisfy women golfers who play here and increase sales in the Pro Shop.

### 2026 Goals Status

1. Add two additional golf club demo days.  
9-Month Status: The golf course hosted six demo days in 2026, up from four in 2025. Golf club demos have contributed to an estimated \$48,000 in custom club sales so far in FY 2026.
2. Incorporate new, on-trend apparel brands in order to increase Pro Shop sales.  
9-Month Status: Beaver Meadow has continued its strong relationship with Cobra/Puma Golf and has made sure to stay up to par with current apparel trends in the golf industry. We have seen growth in the sale of soft goods, such as hats, men’s apparel, men’s footwear, women’s apparel, and women’s footwear. Carrying these brands has increased soft good sales by approximately \$3,000 so far in FY 2026.
3. Increase attendance at junior camps and participation in the PGA Junior League.  
9-Month Status: With a reduced Junior camp schedule due to staffing constraints, the golf course was only able to hold two Junior camps in FY 2026, with a total of 33 students. In FY 2025, when the course was able to hold three camps, there was a total of 39 students. Participation in the PGA Junior League is up by 8 golfers, for a total of 24 golfers, in FY 2026.
4. Continue in-house and selective removal of trees that are deemed detrimental to turf conditions per the PGA Tree Report.  
9-Month Status: Staff have worked with Preservation Tree Service to continue work on the thinning of trees on Holes 15 and 16, as recommended by the USGA. Trees were removed between the Hole 16 fairway and the Hole 15 tee, as well as along the left side of the Hole 15 tee, to improve sunlight and air movement.
5. Construct crushed stone cart path along the length of Hole 1.  
9-Month Status: This project is planned to begin this spring when conditions dry out enough to complete.
6. Continue to optimize usage of the Lynx Smart Control System to minimize water usage and maximize the effectiveness of the irrigation system.  
9-Month Status: This past season, the course integrated data from the moisture meter readings to specifically program individual sprinklers to minimize over-watering and target areas that needed water the most. This enabled us to utilize only water from the pond to irrigate the golf course, even though we were in severe drought conditions for most of the season. We will continue to expand this practice.