

**CITY OF SARASOTA, FLORIDA**  
**BOBBY JONES GOLF COMPLEX OPERATING ACCOUNT**

Fund 411

	Actual 2012-13	Budget 2013-14	Amended Budget 2013-14	Estimated 2013-14	Budget 2014-15
Available Fund Balance	\$ 332,797	\$ 349,913	\$ 202,608	\$ 202,608	\$ 48,364
<b>Revenues</b>					
Green fees	1,022,850	1,210,550	1,210,550	1,085,000	1,230,000
Cart rental	1,005,148	1,126,500	1,126,500	1,100,000	1,200,000
Annual green fees	63,080	15,000	15,000	14,222	14,000
Restaurant lease	24,072	20,000	20,000	22,000	20,000
Pro shop	129,139	137,500	137,500	152,000	158,000
Range Fees	39,252	40,000	40,000	38,000	40,000
Tournament Fees	5,453	6,000	6,000	6,000	6,000
Utilities	19,450	22,000	22,000	22,000	25,000
Equipment rental	33,767	30,000	30,000	30,000	35,000
Other fees	25,729	22,525	22,525	25,010	31,010
Investment Income	286	5,000	5,000	1,000	3,000
Miscellaneous revenue	18,744	10,275	10,275	12,599	10,275
<b>Total Revenue</b>	<b>2,386,970</b>	<b>2,645,350</b>	<b>2,645,350</b>	<b>2,507,831</b>	<b>2,772,285</b>
<b>Estimated Funds Available</b>	<b>2,719,767</b>	<b>2,995,263</b>	<b>2,847,958</b>	<b>2,710,439</b>	<b>2,820,649</b>
<b>Expenditures</b>					
Personnel	648,365	715,276	728,115	711,754	727,701
Operating	1,788,157	1,881,216	1,881,066	1,862,321	1,873,655
Merchandise for resale	80,637	94,500	94,500	88,000	93,500
Return on investment	-	-	-	-	19,357
<b>Total Expenditures</b>	<b>2,517,159</b>	<b>2,690,992</b>	<b>2,703,681</b>	<b>2,662,075</b>	<b>2,714,213</b>
<b>Projected Ending Balance</b>	<b>\$ 202,608</b>	<b>\$ 304,271</b>	<b>\$ 144,277</b>	<b>\$ 48,364</b>	<b>\$ 106,436</b>

**CITY OF SARASOTA, FLORIDA**  
**BOBBY JONES GOLF COMPLEX CAPITAL IMPROVEMENT ACCOUNT**  
Fund 411

	Actual 2012-13	Budget 2013-14	Amended Budget 2013-14	Estimated 2013-14	Budget 2014-15
Available Fund Balance	\$ 1,212,714	\$ 950,088	\$ 1,116,405	\$ 1,116,405	\$ 905,234
<u>Revenues</u>					
Investment Income	1,472	-	-	-	-
Transfer from Operating	-	-	-	-	-
Total Revenue	1,472	-	-	-	-
Estimated Funds Available	1,214,186	950,088	1,116,405	1,116,405	905,234
<u>Expenditures</u>					
Capital	97,781	831,169	1,068,167	211,171	825,000
Total Expenditures	97,781	831,169	1,068,167	211,171	825,000
Projected Ending Balance	<u>\$ 1,116,405</u>	<u>\$ 118,919</u>	<u>\$ 48,238</u>	<u>\$ 905,234</u>	<u>\$ 80,234</u>

Budgeted Expenditures for 2014-15

Bridge Repair/Replacement	150,000
Drainage Improvements	210,000
Golf Cart Replacements (Annual occurrence)	115,000
Greens Restoration	350,000
	<u>\$ 825,000</u>

# **Bobby Jones Golf Complex**

## **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 Complex (BJGC) is Sarasota's own piece of paradise in paradise. The 45-hole, 325 acre green space is the only golf course located entirely within the City limits of Sarasota. This historic gem, initially designed by Donald Ross in 1926 and dedicated by Bobby Tyre Jones, Jr. on February 13, 1927, has grown to include two 18-hole championship courses and a 9-hole executive course. Additional amenities offered include a 12-station driving range, three putting greens, a pitching area, continuous concrete cart paths, a quaint golf shop and a full service restaurant/bar. Other activities available include organized men's and women's golf leagues and numerous tournaments/outings. Walking is permitted all year.

Over 115,000 golfers annually escape to this southwest Florida paradise and come along with numerous species of animals, birds, reptiles, fish, trees and plants while engaging in the ever popular and always humbling game of golf.

Volunteers perform many activities supporting the golf course and log an average of 575 hours a month while Community Service workers contribute another 300 hours a month.

BJGC partners with contracted vendors for the restaurant/bar services and the course maintenance.

Promoting youth golf at BJGC continues to be a high priority. This often overlooked age group 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. With the return of a teaching golf pro, three, week-long youth golf clinics are offered each summer and two during December.

Providing the best possible golfing conditions for the best possible recreational value while maintaining self-sufficiency (no General Fund subsidy) is always the primary goal of BJGC management, staff, volunteers and vendors.

Success is measured by being voted First Place in the 2012/13 Herald Tribune Readers' Choice Award for Best Public/Semi Private Golf Course - the eighteenth consecutive First Place Award since 1994. BJGC was also the finalist for "Best Place to Play Golf" in Sarasota Magazine's Best of 2013 issue.

## **CITYWIDE PRIORITIES**

### **PRIORITY - Operational Focus**

#### **Strategy**

To maximize public enjoyment and use of the golf courses, pro services, bar/restaurant, pro shop, and other amenities while utilizing a competitive fee structure that allows the Golf Course to operate as a self-sustaining enterprise.

#### **Objective**

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- To replace the Annual Fee Holder program with an alternate 'advance pay' program.
- To maintain a 1 to 3 ratio of walkers to cart users.
- 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 leagues, groups, outings, golf schools, and offering creative specials.
- To increase golf shop, practice range and rental equipment gross sales by 5%.
- To utilize a minimum of 10,000 community service and volunteer hours annually.
- To increase revenue and promote customer loyalty by offering professional golf lessons and clinics.
- To grow the game of golf through offering lessons taught by a PGA professional

## Bobby Jones Golf Complex

### PERFORMANCE MEASURES

Description	Unit	FY 2012	FY 2013	FY 2014	FY 2015
<b>Output Measure</b>					
British/American rounds - full rate	Rounds	60,112	59,788	53,000	54,000
British/American rounds - discount/special rate	Number	38,404	25,807	32,000	33,000
Executive - Annual fee holder rounds	Number	2,259	3,293	4,000	4,500
Executive - Daily fee rounds	Number	15,359	13,470	13,000	13,000
Community service & volunteer hours completed	Number	16,500	10,500	9,665	10,000
Lessons given by PGA Professionals	Number	367	396	485	525
<b>Effectiveness Measure</b>					
Ratio of walking players to cart users	Ratio	1:3	1:3	1:3.5	1:3

### Department Expenditures by Cost Center

	FY 2013 Actual	FY 2014 Budget	FY 2015 Continuation	FY 2015 Issues	FY 2015 Total
113000 Bobby Jones Golf Complex	2,517,161	2,690,992	2,714,213	0	2,714,213
115000 Bobby Jones Capital Improvement Plan	97,781	831,169	825,000	0	825,000
Totals	\$2,614,942	\$3,522,161	\$3,539,213	\$0	\$3,539,213

### Department Expenditures By Category

	FY 2013 Actual	FY 2014 Budget	FY 2015 Continuation	FY 2015 Issues	FY 2015 Totals
Personnel	648,585	715,276	727,701	0	727,701
Operating Expenditures	1,865,864	1,981,216	1,966,655	0	1,966,655
Capital Expenditures	90,592	825,669	825,500	0	825,500
Transfer Expenditures	9,901	0	19,357	0	19,357
Totals	\$2,614,942	\$3,522,161	\$3,539,213	\$0	\$3,539,213

### Personnel Summary

Actual Positions	7.80	7.80	0.00	7.80
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### Revenue Summary

	FY 2013 Actual	FY 2014 Budget	FY 2015 Continuation	FY 2015 Issues	FY 2015 Totals
Charges for Services	2,373,679	2,640,150	2,768,885	0	2,768,885
Interest	1,757	5,000	3,000	0	3,000
Other Miscellaneous Revenues	13,004	200	400	0	400
Totals	\$2,388,440	\$2,645,350	\$2,772,285	\$0	\$2,772,285