

Recreation and Park Department

Golf Fund
2010 - 2011 Budget
April 1, 2010

General operation revenue and expenses must be apportioned out to each course to understand how each course performs. Otherwise the large sums of money spent on the golf program, but not apportioned to specific courses, will obfuscate each course's individual impact on the golf fund.

'10 - '11 Revenue by Course

	Harding & Fleming	Lincoln	Sharp	GGP	McLaren	General Op.	Total
Greens Fees	\$4.98 million	\$1.10 million	\$1.25 million	\$530,000	0	0	\$7.84 million
Concessions	\$2.66 million	\$80,000	\$120,000	\$190,000	0	0	\$3.05 million
Golf Cards/Other	0	0	0	0	\$50,000	\$345,000	\$395,000
Total	\$7.62 million	\$1.18 million	\$1.37 million	\$720,000	\$50,000	\$345,000	\$11.29 million

The repayment to the open space fund is not a taxpayer expense: it is a transfer from one taxpayer account to another. While it is an expense to the golf fund, categorizing the transfer as an expense here masks the performance of Harding Park.

'10 - '11 Expenditures by Course

	Harding & Fleming	Lincoln	Sharp	GGP	McLaren	General Op.	Total
Salaries & MFB	\$2.47 million	\$960,000	\$905,000	\$215,000	0	0	\$4.55 million
Overhead	\$570,000	\$214,000	\$202,000	\$48,000	0	\$481,000	\$1.51 million
Services	\$3.45 million	0	\$138,000	\$333,000	0	\$30,000	\$3.95 million
Equipment Lease	\$323,000	0	0	0	0	\$16,000	\$339,000
M & S	\$203,000	\$88,000	\$87,000	\$15,000	0	0	\$393,000
Work Orders	\$171,000	0	0	0	0	\$630,000	\$801,000
Open Space Payment	\$1.18 million	0	0	0	0	0	\$1.18 million
Harding Capital	\$298,000	0	0	0	0	0	\$298,000
Total	\$8.67 million	\$1.26 million	\$1.33 million	\$611,000	0	\$1.15 million	\$13.02 million

See note on p. 1.

When the 1.18 million repayment is taken out of this expenditure, Harding is predicted to lose less money than shown here.

'10 - '11 Golf Fund Summary

	Harding & Fleming	Lincoln	Sharp	GGP	McLaren	General Op.	Total
Revenue	\$7.62 million	\$1.18 million	\$1.37 million	\$720,000	\$50,000	\$345,000	\$11.29 million
Expenditures	\$8.67 million	\$1.26 million	\$1.33 million	\$611,000	0	\$1.15 million	\$13.02 million
Surplus/(Deficit)	(\$1.05 million)	(\$80,000)	\$40,000	\$110,000	\$50,000	(\$805,000)	(\$1.72 million)

Total '10 - '11 Deficit = \$1.72 million

As shown below, when this overall general operation loss is apportioned out to each golf management unit, Sharp Park is predicted to lose money in FY10-11, and not earn revenue as suggested by this chart.

Description	Sharp	Harding/Fleming	Lincoln	McLaren	Golden Gate	TOTALS
Golf Rounds						0
ACTUAL REVENUES:						
Golf Green Fees	\$ 1,250,000.00	\$ 4,960,000.00	\$ 1,100,000.00	\$ -	\$ 530,000.00	\$ 7,840,000.00
Concessions	\$ 120,000.00	\$ 2,660,000.00	\$ 80,000.00	\$ -	\$ 190,000.00	\$ 3,050,000.00
GOLF CARD/OTHER	\$ 69,000.00	\$ 69,000.00	\$ 69,000.00	\$ 119,000.00	\$ 69,000.00	\$ 395,000.00
TOTAL ACTUAL REVENUE	\$ 1,439,000.00	\$ 7,689,000.00	\$ 1,249,000.00	\$ 119,000.00	\$ 789,000.00	\$ 11,285,000.00
OPERATING EXPENDITURE:						
Salaries	\$ 905,000.00	\$ 2,470,000.00	\$ 960,000.00	\$ -	\$ 215,000.00	\$ 4,550,000.00
Overhead	\$ 298,200.00	\$ 666,200.00	\$ 310,200.00	\$ 96,200.00	\$ 144,200.00	\$ 1,515,000.00
Professional & Special Services	\$ 144,000.00	\$ 3,456,000.00	\$ 6,000.00	\$ 6,000.00	\$ 339,000.00	\$ 3,951,000.00
Rent/Leases Equipment	\$ 3,200.00	\$ 326,200.00	\$ 3,200.00	\$ 3,200.00	\$ 3,200.00	\$ 339,000.00
Materials & Supplies	\$ 87,000.00	\$ 203,000.00	\$ 88,000.00	\$ -	\$ 15,000.00	\$ 393,000.00
Work Orders	\$ 126,000.00	\$ 297,000.00	\$ 126,000.00	\$ 126,000.00	\$ 126,000.00	\$ 801,000.00
TOAL OPERATING EXPENDITURE	\$ 1,563,400.00	\$ 7,418,400.00	\$ 1,493,400.00	\$ 231,400.00	\$ 842,400.00	\$ 11,549,000.00
OTHER EXPENDITURE						
HARDING CAPITAL		\$ 298,000.00				\$ 298,000.00
TOTAL OTHER EXPENDITURE		\$ 298,000.00				\$ 298,000.00
TOTAL EXPENDITURE	\$ 1,563,400.00	\$ 7,716,400.00	\$ 1,493,400.00	\$ 231,400.00	\$ 842,400.00	\$ 11,847,000.00
Revenues - Expenditures	\$ (124,400.00)	\$ (27,400.00)	\$ -	\$ (244,400.00)	\$ (112,400.00)	\$ (562,000.00)

% of actual allocated revenue by course
 20.0000% sharp
 20.0000% harding/fleming
 20.0000% lincoln
 20.0000% mclaren
 20.0000% golden gate
 100.0000% TOTAL

% of allocated operating expenses by course
 20.0000% sharp
 20.0000% harding/fleming
 20.0000% lincoln
 20.0000% mclaren
 20.0000% golden gate
 100.0000% TOTAL

NOTES

General Fund Support was removed from revenue for all courses; this is not revenue from golf, but a subsidy from taxpayers when spent, and if not spent in adds no income to San Francisco. Repayment to Open Space Fund was eliminated as an expenditure to reflect that this nets out with income to general fund. It was not readded to revenues; this avoids double counting income.

NOTE: this deficit is lower than RPDs numbers because the 1.18 million repayment to the open space fund has been removed from the balance sheet, as it is not a true taxpayer expense: it is simply a transfer of money from the golf fund to open space fund.

Description	Sharp	Harding/Fleming	Lincoln	McLaren	Golden Gate	TOTALS
ACTUAL REVENUES:						
Golf Green Fees	\$ 1,250,000.00	\$ 4,960,000.00	\$ 1,100,000.00	\$ -	\$ 530,000.00	\$ 7,840,000.00
Concessions	\$ 120,000.00	\$ 2,660,000.00	\$ 80,000.00	\$ -	\$ 190,000.00	\$ 3,050,000.00
GOLF CARD OTHER	\$ 43,125.00	\$ 240,120.00	\$ 37,260.00	\$ 51,725.00	\$ 22,770.00	\$ 395,000.00
TOTAL ACTUAL REVENUE	\$ 1,413,125.00	\$ 7,860,120.00	\$ 1,217,260.00	\$ 51,725.00	\$ 742,770.00	\$ 11,285,000.00
OPERATING EXPENDITURE:						
Salaries	\$ 905,000.00	\$ 2,470,000.00	\$ 960,000.00	\$ -	\$ 215,000.00	\$ 4,550,000.00
Overhead	\$ 261,644.00	\$ 907,181.00	\$ 270,758.00	\$ -	\$ 75,417.00	\$ 1,515,000.00
Professional & Special Services	\$ 141,720.00	\$ 3,471,030.00	\$ 3,540.00	\$ -	\$ 334,710.00	\$ 3,951,000.00
Rent/Leases Equipment	\$ 1,984.00	\$ 334,216.00	\$ 1,888.00	\$ -	\$ 912.00	\$ 339,000.00
Materials & Supplies	\$ 87,000.00	\$ 203,000.00	\$ 88,000.00	\$ -	\$ 15,000.00	\$ 393,000.00
Work Orders	\$ 78,120.00	\$ 612,630.00	\$ 74,340.00	\$ -	\$ 35,910.00	\$ 801,000.00
TOAL OPERATING EXPENDITURE	\$ 1,475,468.00	\$ 7,998,057.00	\$ 1,398,526.00	\$ -	\$ 676,949.00	\$ 11,549,000.00
OTHER EXPENDITURE						
HARDING CAPITAL		\$ 298,000.00				\$ 298,000.00
TOTAL OTHER EXPENDITURE	\$ -	\$ 298,000.00	\$ -	\$ -	\$ -	\$ 298,000.00
TOTAL EXPENDITURE	\$ 1,475,468.00	\$ 8,296,057.00	\$ 1,398,526.00	\$ -	\$ 676,949.00	\$ 11,847,000.00
Revenues - Expenditures	\$ (62,343.00)	\$ (435,937.00)	\$ -	\$ (181,266.00)	\$ 51,725.00	\$ (62,343.00)

% of actual allocated revenue by course
 12.5% sharp
 69.6% harding/fleming
 10.8% lincoln
 0.5% mclaren
 6.6% golden gate
 100.0% TOTAL
 \$10,945,000.00

% of allocated operating expenses by course
 12.4% sharp
 70.1% harding/fleming
 11.8% lincoln
 0.0% mclaren
 5.7% golden gate
 100.0% TOTAL
 \$10,690,000.00

NOTES

Unallocated golf revenues and expenses were apportioned to each course according to that course's % contribution to golf fund allocated revenues and allocated operating expenditures, respectively. General Fund Support was removed from revenue for all courses; this is not revenue from golf, but a subsidy from taxpayers when spent, and if not spent in adds no income to San Francisco. Repayment to Open Space Fund was eliminated as an expenditure to reflect that this nets out with income to general fund. It was not readded to revenues; this avoids double counting income.