

Recreation and Park Department

Golf Fund
2010 - 2011 Budget
April 1, 2010

General operation revenue and expenditures must be apportioned out to each course in order to understand how each course performs. Otherwise the large sums left in this unallocated column mask the performance of each course.

'10 - '11 Revenue by Course

	Harding & Fleming	Lincoln	Sharp	GGP	McLaren	General Op.	Total
Greens Fees	\$4.96 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 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 the first note.

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.

The following pages provide two possible methods for apportioning revenues and expenditures to each course. The first method apports revenues/expenditures based on the course's overall contribution to the golf fund. The second method apports revenues/expenditures equally to each course regardless of the course's relative size. RPD has not released enough data to know with certainty which method is more reflective of actual expenditures, but the two methods should provide a high and low mark for possible losses at Sharp Park, and both methods show a substantial loss.

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	\$ 43,184.10	\$ 240,191.87	\$ 37,195.07	\$ 51,576.06	\$ 22,695.29	\$ 394,842.39
TOTAL ACTUAL REVENUE	\$ 1,413,184.10	\$ 7,860,191.87	\$ 1,217,195.07	\$ 51,576.06	\$ 742,695.29	\$ 11,284,842.39
OPERATING EXPENDITURE:						
Salaries	\$ 905,000.00	\$ 2,470,000.00	\$ 960,000.00	\$ -	\$ 215,000.00	\$ 4,550,000.00
Overhead	\$ 261,843.78	\$ 907,014.97	\$ 270,694.11	\$ -	\$ 75,492.14	\$ 1,515,045.00
Professional & Special Servi	\$ 141,732.46	\$ 3,471,019.64	\$ 3,536.01	\$ -	\$ 334,714.69	\$ 3,951,002.81
Rent/Leases Equipment	\$ 1,990.65	\$ 334,210.48	\$ 1,885.87	\$ -	\$ 914.50	\$ 339,001.50
Materials & Supplies	\$ 87,000.00	\$ 203,000.00	\$ 88,000.00	\$ -	\$ 15,000.00	\$ 393,000.00
Work Orders	\$ 78,381.67	\$ 612,412.54	\$ 74,256.31	\$ -	\$ 36,008.42	\$ 801,058.93
TOAL OPERATING EXPEN	\$ 1,475,948.55	\$ 7,997,657.62	\$ 1,398,372.31	\$ -	\$ 677,129.75	\$ 11,549,108.23
OTHER EXPENDITURE						
HARDING CAPITAL		\$ 298,000.00				\$ 298,000.00
TOTAL OTHER EXPENDITURE	\$ -	\$ 298,000.00	\$ -	\$ -	\$ -	\$ 298,000.00
TOTAL EXPENDITURE	\$ 1,475,948.55	\$ 8,295,657.62	\$ 1,398,372.31	\$ -	\$ 677,129.75	\$ 11,847,108.23
Revenues - Expenditures	\$ (62,764.45)	\$ (435,465.76)	\$ -	\$ (181,177.24)	\$ 51,576.06	\$ (562,265.84)

% of actual allocated revenue by course

12.5171% sharp
69.6208% harding/fleming
10.7812% lincoln
0.4568% mclaren
6.5783% golden gate
99.9543% TOTAL
\$10,945,000.00

% of allocated operating expenses by course

12.4415% sharp
70.0655% harding/fleming
11.7867% lincoln
0.0000% mclaren
5.7156% golden gate
100.0094% 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.

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				
TOTAL OTHER EXPENDITURE		\$ 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.