

Five Year Capital Improvement Plan

Golf

Fiscal Years 2017 - 2021



OVERVIEW

The Park and Recreation Department - Golf Division's mission is to work together to provide a safe and comprehensive golf program, through quality customer service, community involvement and responsible golf course management.

History

The first golf course to open as a city owned facility was Worth Hills Golf Course which resided on 105 acres southwest of Texas Christian University Campus. The course was sold in 1961 to TCU for expansion of their campus. Z Boaz Golf Course was opened in August 1930 on land donated by the Z. Boaz family in 1926. Due to the over-saturation of the golf market and lack of community parkland, Z. Boaz closed its doors on September 30, 2012, making way for a new community park.

Rockwood Golf Course opened for play on September 3, 1938. The WPA (Works Progress Administration) assisted with the construction of the course as well as the rock bridge, where the original plaque commemorating their work still exists today. The City acquired Meadowbrook Golf Course in 1937 and opened it for public play in 1938. Prior to that date it had been operated as a private country club since 1920. In 1954 Dixie Golf Course was opened as a nine-hole course for the African American community. This land is currently known as Harmon Park and serves as a soccer field complex. In 1977 Sycamore Creek Golf Course, originally opened in 1932, was purchased by the City and later renovated in 1992, adding two tee boxes per hole, allowing this nine-hole course to be played as 18 holes. The Corps of Engineers land, located in far southwest Fort Worth near Benbrook Lake is home to Pecan Valley. This 27-hole course was opened in 1963 as a replacement to the Worth Hills Golf Course and was expanded to 36 holes in 1981.

Since 1990, renovations have taken place at Sycamore Creek, Meadowbrook and Pecan Valley. In 2008, Colligan Golf Design was hired to create a Master Plan for Rockwood Golf Course. That plan has resulted in the construction of a new golf course where the original course resided and is scheduled for opening in June 2017.

Facilities

The City of Fort Worth golf system consists of 4 locations (Meadowbrook, Pecan Valley, Rockwood and Sycamore Creek) for a total of 87 golf holes and two driving ranges. Three of the four courses offer full food and beverage concession with the remaining course offering a limited service. All courses offer tournaments and leagues, golf merchandise for resale and golf lessons (private and group). The First Tee of Fort Worth is located at Rockwood Golf Course and is the City's official junior golf program. A complete inventory of these facilities is included in Appendix A.

Operating Structure

In 1983, the golf division was transferred from the General Fund to an Enterprise Fund, allowing the golf division to retain all profits and invest in their infrastructure. This operating structure was effective until the mid-to-late 1990's when the golf course market became over saturated and the nation experienced the recession in the early 2000's as well as the 9/11 disaster. During this time period the reserves were depleted and the Golf Fund began incurring an

annual loss. In 2014, the City Council, in an effort to provide more financial stability to Golf, approved the dissolution of the negative fund balance which was backed by a reservation from fund balance in the General Fund. In addition, the City restructured Golf from an Enterprise Fund to a Special Revenue Fund with an annual operating subsidy from the General Fund.

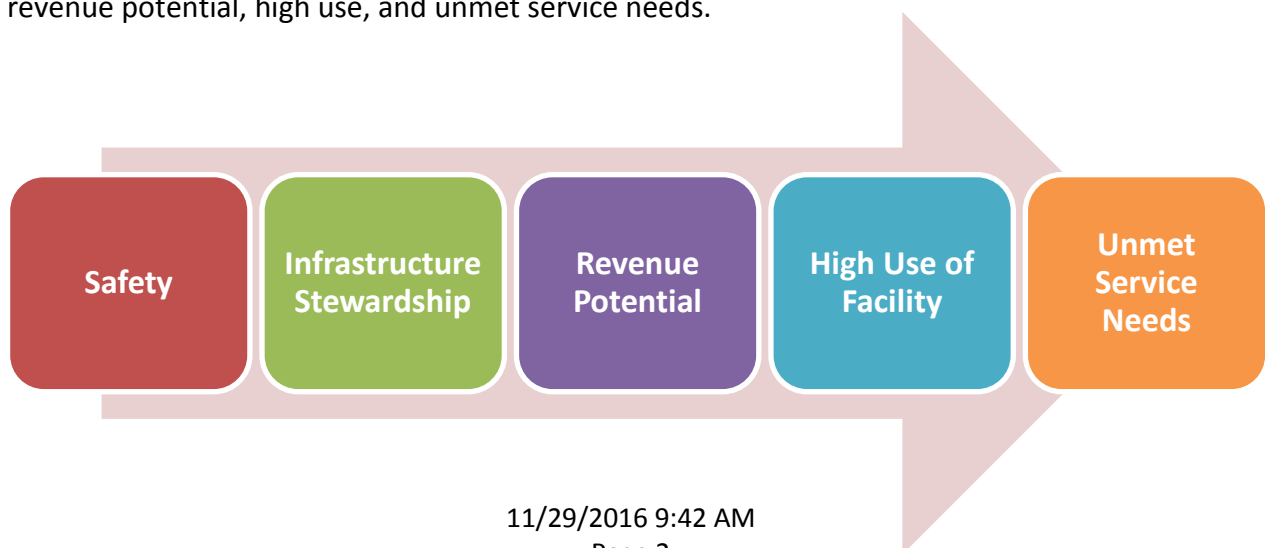
CAPITAL IMPROVEMENT STRATEGY

The Golf Division's Capital Improvement Strategy is based on infrastructure needs, market analysis, safety, facility standards and staff and public input.



Capital Improvement Prioritization

The development of the five-year Capital Improvement Program (CIP) is based on established priorities using available debt and cash funding available for each year within the five-year program. Factors used in developing CIP priorities include: safety, infrastructure stewardship, revenue potential, high use, and unmet service needs.



CAPITAL REVENUE SOURCES

General Debt Service Funds (Bond and Certificates of Obligations)

This funding source has been used for major golf course renovations, such as the renovation of both Meadowbrook and Pecan Valley Golf Courses and most recently Rockwood Golf Course. In addition, beginning in FY2017, service for the ERP Financial System debt was shifted from the Golf gas lease revenue to General Debt Service in order to free up gas lease revenue for cash-funded capital maintenance.

Municipal Golf Gas Revenues

The current policy states:

Bonus, royalty and other natural gas related fee revenue derived from designated golf course property, with the exception of pipeline easements and license agreements (which remain for improvements at the course where generated), will be allocated in the following manner:

- Fifty (50%) percent to retire existing debt in the Golf Debt Service Fund and upon retirement of all debt, the revenue will be applied to the restricted fund balance until such time that the required fund policy reserve of seventeen (17%) percent in excess of the annual operating budget is achieved; and
- Fifty (50%) percent to the Golf Gas Lease Capital Project Fund to cash fund golf capital projects.

With the transfer of the current Golf ERP debt in FY2017 to the General Debt Service, a change in the Municipal Golf Gas Revenue policy was recommended to the City Council to use the debt service funds for cash-funded capital. Upon establishment of the required Golf Fund Reserve Balance, monies will be placed in the Golf Gas Lease Capital Project Fund to cash fund golf capital projects.

Donations

Special Donations Capital Projects Fund

The Special Donations Capital Projects fund is a repository of funds that are donated to the city by external parties, including individuals, neighborhood associations and other organizations for the express use for Capital improvements. Most recently Wadsworth Golf Charities Foundation contributed to the development of The River's Edge at Rockwood Park Golf Course.

Intergovernmental Contributions

Intergovernmental Contributions are written agreements with other government entities for the temporary use of park land for a fee that is to be used at the park where the activities occur for park improvements. The Tarrant Regional Water District is participating in the water quality with drainage improvements on the front nine of the new Rockwood Park Golf Course construction.

Fort Worth Golf – Five Year Capital Improvement Plan (FY2017-FY2021)

Summary of Unappropriated Funds

Fund Name	Unappropriated Balance
Golf Gas Well Revenues Fund*	\$17,882
Chesapeake Settlement	\$475,527
Return of Golf Debt Service	\$500,000
TOTAL	\$993,409

*Golf Gas Well Revenues consist of multiple revenue accounts that have restrictions based on the City's Financial Management Policy Statements.

PROJECT SUMMARY

If funding dollars are available within Golf's annual operating budget, then capital purchases or projects may be funded on a case by case basis.

Below is a legend defining the funding abbreviations and color coding:

LEGEND		
	=	Proposed Future Pay-Go/Gas Lease
	=	Needs Appropriation
	=	Proposed Future Bond Program

GOLF PROJECTS	FY17	FY18	FY19	FY20	FY21
Meadowbrook Clubhouse Roof	150,000				
Sycamore Creek Maintenance Compound Paving	25,000				
Rockwood Improvements	123,000				
Facility Needs Assessment	50,000				
Pecan Valley (River) - Irrigation satellite controllers		160,000			
Meadowbrook - #3 Tee Renovation/Grass Bunkers		62,000			
Miscellaneous Projects (Signage at SC & PV, pkg lot stripe, SC fence)		65,000			
Pecan Valley - Replace clubhouse roof		115,000			
Meadowbrook - Clubhouse Carpet Replacement			25,000		
Meadowbrook - Clubhouse Restroom Renovation			40,000		
Sycamore Creek - Miscellaneous Projects (curbs, irrigation, c'house)				11,500	
Pecan Valley - Clubhouse Restroom Renovation				40,000	
Sycamore Creek - Clubhouse Exterior Paint/Replacement of Siding					25,000
Sycamore Creek - New Restroom (On Course - self contained)					50,000
Sycamore Creek - New wash rack - maintenance area					50,000
Totals	348,000	402,000	65,000	51,500	125,000
Running		750,000	815,000	866,500	991,500
Possible Bond Funding	FY17	FY18	FY19	FY20	FY21
Rockwood Clubhouse Design/Engineering			400,000		
Pecan Valley Hills Design/Engineering			300,000		
Rockwood Clubhouse Service Center Const			4,000,000		
Pecan Valley Hills GC Construction				4,000,000	
Meadowbrook GC Design/Engineering				280,000	
Pecan Valley Clubhouse Design/Engineering				400,000	
Totals			4,700,000	4,680,000	-

Fort Worth Golf – Five Year Capital Improvement Plan (FY2017-FY2021)

The following table below includes a detailed listing of individual projects. It includes the project description and the proposed funding amount for years 2017 through 2021.

OPERATIONS AND MAINTENANCE IMPACT

The rebuilding of the Rockwood Park Golf Course has resulted in the increase in authorized positions on the maintenance crew by one employee. Other projects are focused on sustainability and enhanced efficiencies of existing infrastructure.

PAST ACCOMPLISHMENTS

Over the last five years, the Golf Fund has completed \$2,014,522 in capital projects. Past projects were driven by the need to rehabilitate and replace existing aging infrastructure, establish operational efficiencies, and satisfy commitments with our partner The First Tee of Fort Worth.

FISCAL YEAR	COST	DESCRIPTION
2012	\$793,529	Sycamore Greens/Pond; Pecan Valley Restrooms; Retaining Wall, Dam Reconstruction and Water Well - Meadowbrook
2013	\$323,803	Pecan Valley Clubhouse renovation and Tournament Pavilion
2014	\$388,900	Design/Engineering – Rockwood Golf Course and Pecan Valley Pump Station
2015	\$0	
2016	\$4,850,000	Rockwood Golf Course Construction (delayed opening FY17)
2017	\$600,000	Pecan Valley irrigation pump station

LOOKING TO THE FUTURE

In order for our facilities to compete within the golf market, continued investment into the aging infrastructure is imperative. As proven with the year 2000 renovation of the River course at Pecan Valley, an investment in a renovation will result in profitability and efficiencies. The anticipated opening of the renovated Rockwood Park Golf Course is expected to bring similar results including an overall lower subsidy for the Golf Special Revenue Fund.

With gas well royalties decreasing, golf will not have the ability to fund its own capital improvements and will look to other sources and upcoming bond elections.