

Budget by Fund

	2018 Actual	2019 Adopted	2020 C2C	2020 Request	\$ Change
General	-	-	-	-	-
Other-Expenditures	3,493,576	3,312,981	3,306,368	3,329,571	16,590
TOTAL	\$ 3,493,576	\$ 3,312,981	\$ 3,306,368	\$ 3,329,571	\$ 16,590

Budget by Service

	2018 Actual	2019 Adopted	2020 C2C	2020 Request	\$ Change
GOLF OPERATIONS	3,493,576	3,312,981	3,306,368	3,329,571	16,590
TOTAL	\$ 3,493,576	\$ 3,312,981	\$ 3,306,368	\$ 3,329,571	\$ 16,590

Budget by Major


	2018 Actual	2019 Adopted	2020 C2C	2020 Request	\$ Change
Personnel	1,650,562	1,643,267	1,656,189	1,697,543	54,276
Non-Personnel	1,603,476	1,349,425	1,349,425	1,331,273	(18,152)
Agency Billings	239,539	320,289	300,754	300,755	(19,534)
TOTAL	\$ 3,493,576	\$ 3,312,981	\$ 3,306,368	\$ 3,329,571	\$ 16,590



Madison Parks Division

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TO: David Schmiedicke, Finance Department
FROM:  Eric Knepp, Parks Superintendent
DATE: July 10, 2019
RE: **2020 Golf Enterprise Fund Requested Operating Budget**

The 2020 requested operating budget for the Golf Enterprise includes a request for no levy support for the operations of the four courses. The Golf Enterprise operates as an enterprise within a competitive marketplace with no subsidy. The three goals for Golf in 2019 are:

- Provide quality and affordable golf recreational opportunities to residents and visitors.
- Work to achieve operational profitability and long term financial sustainability.
- Complete the work of the Task Force on the Future of Municipal Golf.

We will continue to work with stakeholders and the recently established Task Force on the core issues related to whether or not the City ought to be in the golf business, if so to what extent, and if not fully what to do with the underlying parkland. I recognize it is imperative that a plan be developed and acted on with expediency. Based on my experience, I find it difficult to conceive of a situation where the Golf Enterprise can manage to operate all 72 holes without subsidy with the current expenditure profile. The growth in expenses is a significant issue with the vast majority being unrelated to the operation and not under the control of staff to manage.

There is no request for subsidy or supplemental funding as a part of this submission.

2020 Operating Budget

Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Golf Enterprise

SELECT YOUR AGENCY'S SERVICE:

Golf Operations

SERVICE NUMBER:

811

SERVICE DESCRIPTION:

This service oversees the operation and maintenance of the Yahara Hills, Odana Hills, Monona and Glenway Golf Courses, which provide a total of 72 holes of play.

Part 1: Base Budget Proposal

BUDGET INFORMATION

		2017 Actual	2018 Adopted	2018 Actual	2019 Adopted	2020 C2C	2020 Request
<i>Budget by Fund</i>							
	General-Net	\$0	\$0	\$863,320	\$0	\$0	\$0
	Other-Expenditures	\$3,232,037	\$3,269,319	\$3,323,661	\$3,312,981	\$3,306,368	\$3,329,571
	Total	\$3,232,037	\$3,269,319	\$4,186,981	\$3,312,981	\$3,306,368	\$3,329,571
<i>Budget by Major</i>							
	Revenue						(\$3,329,571)
	Personnel	\$1,740,496	\$1,608,088	\$1,667,194	\$1,643,267	\$1,656,189	\$1,697,543
	Non-Personnel	\$1,267,505	\$1,369,911	\$1,416,929	\$1,349,425	\$1,349,425	\$1,331,273
	Agency Billings	\$224,037	\$267,314	\$239,539	\$320,289	\$300,754	\$300,755
	Total	\$3,232,038	\$3,245,313	\$3,323,662	\$3,312,981	\$3,306,368	\$0
	FTEs		8.00		8.00	8.00	8.00

PRIORITY

Citywide Element

Describe how this service advances the Citywide Element:

Provide quality and affordable golf recreational opportunities to residents and visitors.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
GOLF COURSE MAINTENANCE	55%	Maintain the 4 golf courses in excellent playing condition. Irrigate and mow the greens and fairways, repair and care for mowing equipment and vehicles, provide tee and green supplies.
GOLF CLUBHOUSES	45%	Provide clubhouses for golfers to set up tee times, check in, rent golf carts and pay greens fees. Opportunities to purchase concessions at the snack bars and golf accessories at the pro shops.

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

What are the service level impacts of the proposed funding changes?

Revenue increased by 0.70% - \$23,203
 Salaries and Benefit increased by 2.5% - \$41,354
 Non Personnel decreased by 1.4% - \$18,152
 Agency Billing did not change
 Net change to Golf service still nets to zero with no change from cost to continue to agency request.

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service?

Type	Fund	Amount	Description
Perm Wages	<input type="text"/>	<input type="text"/>	<input type="text"/>
Benefits	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		<input type="text"/>	

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay?

Type	Fund	Amount	Description
Overtime	<input type="text"/>	<input type="text"/>	<input type="text"/>
Premium Pay	<input type="text"/>	<input type="text"/>	<input type="text"/>
Hourly	Other	\$41,354	(81112074-51210 and 81112074-51113) To bring request in line with actual expenses in previous years and expected needs in 2020 along with estimated benefits.
Total		\$41,354	

Explain the assumptions behind the requested funding.

Hourly wages at Glenway Golf Clubhouse have been over \$40,000 for the past several years. This increase reflects the actual cost anticipated in 2020.

What is the justification behind the increased funding?

Increase to hourly wages will be offset by increase of concession pricing at Glenway Clubhouse along with facility rental and golf courses. This will cover increased expenses in hourly personnel

Revenue

Are you proposing a change to the service's budgeted revenue?

Are you proposing an increase or a decrease to the budgeted revenue?

Fund	Major	Amount	Description
Other	42,43,47	\$23,203	Increase in revenues at four golf clubhouses (81112074, 81112092, 81112111, 81112200)

Explain the assumptions behind the change to budgeted revenue.

A projected increase in concession prices at one course accounts for a large portion of the increase. Efficiencies and better service provided by the new POS system are anticipated to improve customer service and retain customers, increasing revenue in various aspects.

What is the justification behind the proposed change?

Increases in most types of golf course revenue are anticipated in 2020. The previous POS system had frequent outages and errors in billing. The new system does not have these deficiencies and will allow better real-time tracking of inventory, allowing just-in-time purchases with better reporting capabilities.

Non-Personnel

Are you requesting additional non-personnel funding for this service?

No

<i>Fund</i>	<i>Major</i>	<i>Amount</i>	<i>Description</i>
Other <input type="checkbox"/>	53,54 <input type="checkbox"/>	(\$18,152) <input type="checkbox"/>	Purchase T-Snap - new POS system, additional landscaping supplies

Explain the assumptions behind the requested funding.

Funding will be reallocated to cover the purchase of a new POS system. The previous POS system had frequent outages and errors in billing. The new system will allow Golf to be more efficient in generating revenue via improved customer service. This will also help to address an ongoing concern from external auditors related to price changes.

What is the justification behind the proposed change?

In order to resolve issues with previous old POS, a new POS will ensure better service.

Part 2: Scaling Service Delivery

What amount is 2.5% of the service expenditure budget?

Increase

Explain how you would change the service activities and the level of service as a result of implementing a 2.5% funding increase to this service:

As an Enterprise, Golf is not required to complete a budget increase or decrease.

Explain the changes by major expenditure category that your agency would implement as a result of a 2.5 % funding increase to this service:

Would the changes include an increase to permanent staffing levels for this service? If yes, FTEs:

What impacts would City residents and visitors experience if this service is provided a 2.5% increase in funding?

Decrease

Explain how you would change the service activities and the level of service as a result of implementing a 2.5% funding decrease to this service:

As an Enterprise, Golf is not required to complete a budget increase or decrease.

Explain the changes by major expenditure category that your agency would implement as a result of a 2.5 % funding decrease to this service:

Would the changes include a decrease to permanent staffing levels for this service? If yes, FTEs:

What impacts would City residents and visitors experience if this service is provided a 2.5% decrease in funding?