

# CITY OF MADISON

## 2018 OPERATING BUDGET

### Agency Request

Agency: 81 - GOLF COURSES

### Budget by Service (All Funds)

	2017 Budget	2018 Request	Change
<b>Revenue</b>			
GOLF OPERATIONS	(3,257,656)	(3,241,101)	16,555
<b>Total Revenue</b>	<b>(3,257,656)</b>	<b>(3,241,101)</b>	<b>16,555</b>
<b>Expense</b>			
GOLF OPERATIONS	3,257,656	3,241,101	(16,555)
<b>Total Expense</b>	<b>3,257,656</b>	<b>3,241,101</b>	<b>(16,555)</b>
<b>Net GF Budget</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>

### Fund: 2160 - GOLF COURSES

	2017 Budget	2018 Request	Change
<b>Revenue</b>			
CHARGES FOR SERVICES	(3,184,156)	(3,218,485)	(34,329)
INVEST OTHER CONTRIB	(1,200)	(966)	234
MISC REVENUE	(23,800)	(21,650)	2,150
<b>Total Revenue</b>	<b>(3,209,156)</b>	<b>(3,241,101)</b>	<b>(31,945)</b>
<b>Expense</b>			
SALARIES	1,246,649	1,363,534	116,885
BENEFITS	236,321	244,046	7,725
SUPPLIES	617,675	588,100	(29,575)
PURCHASED SERVICES	522,949	496,655	(26,294)
DEBT OTHR FINANCING	388,074	284,541	(103,533)
INTER DEPART CHARGES	225,968	264,225	38,257
<b>Total Expense</b>	<b>3,257,656</b>	<b>3,241,101</b>	<b>(16,555)</b>
<b>Net GF Budget</b>	<b>\$ 48,500</b>	<b>\$ -</b>	<b>(48,500)</b>

### Position Summary by FTE

	2017 Budget	2018 Request	Change
GREENSKEEPER 1	2.00	2.00	-
GREENSKEEPER 2	1.00	1.00	-
GREENSKEEPER 3	1.00	1.00	-
MAINT MECH 1 - CG16	1.00	1.00	-
PKS EQUIP MECH 1	1.00	1.00	-
GOLF PROGRAM SUPV	1.00	1.00	-
GOLF CLUB OPER SUPV2	1.00	1.00	-
<b>TOTAL</b>	<b>8.00</b>	<b>8.00</b>	<b>-</b>

TO: David Schmiedicke, Finance Department

FROM: Eric Knepp, Parks Superintendent

DATE: July 13, 2017

**RE: 2018 Golf Enterprise Requested Operating Budget**

The 2018 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 a fully competitive enterprise within a competitive marketplace. The two goals for Golf in 2018 are:

- Provide quality and affordable golf recreational opportunities to residents and visitors.
- Work to achieve operational profitability and long term financial sustainability.

The golf enterprise must evolve and innovate constantly to remain competitively positioned in the marketplace. In 2018, the Golf Enterprise will continue to work on opportunities for revenue enhancements. Golf will also continue to work with The First Tee to improve the lives and opportunities of hundreds of Madison's youth who participate in their developmental (both golf and life) programming.

The most concerning issue related to the ability of golf to be profitable is the significant need for capital reinvestment in the courses to promote playability. In 2017 to date, the Enterprise has lost over \$125,000 in potential cart revenue at Yahara due to the inability to send carts on to the wet course. This continues a long term trend of holding carts off the course due to poor drainage, but the issue is becoming much more acute. This in conjunction with new (e.g. unemployment expense) and growing (PILOT and Fleet) costs have put the Golf Enterprise in a precarious position. We intend to work with stakeholders to develop an actionable plan to ensure the mission of the Golf Enterprise is met for years to come.

# 2018 Operating Budget: Service Proposals

## SERVICE IDENTIFYING INFORMATION

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SELECT YOUR AGENCY:

Golf Enterprise

SELECT YOUR AGENCY'S SERVICE:

Golf Operations

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.

## SERVICE GOALS

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What community need does the service address?

Golf Operations provides access to all people of the community and surrounding areas to the game of golf. Golf Operation's performance is based on providing high-quality courses and customer service while keeping prices affordable. This provides an avenue for golfers of all ages and skill levels to enjoy the game of golf. Golfing provides lessons in healthy habits and core life values.

Who are the recipients of the service?

Madison-area and Dane County-area golfing public of all ages and backgrounds, including junior golfers in youth golf programs. The courses and clubhouses are used by individuals, golf leagues, private groups and fund-raising groups for outings and play.

What outcomes will be produced at the proposed funding level?

The proposed funding level will maintain the current high level of service. Golf Operations will continue efforts to maintain and improve playability and overall condition of the courses.

What strategies are planned for 2018 to advance the stated outcomes?

Maintaining the high level of customer service. The popular loyalty benefits program will remain as an incentive for repeat business. Instructional programs will be offered to golfers of all ages and skill levels. The successful winter golf simulator program, new in 2017, will be refined and continued.