

Golf Enterprise

Dal Lockwood, Manager | (719) 385-6931 | dlockwood@springsgov.com

2014 Breakthrough Strategies

Department Breakthrough Strategy	Measurable Outcome	Measured or Completed By:	Strategic Plan Goal
Increase Golf Enterprise fund balances to ensure long-term sustainability and on-going maintenance of City golf courses	Increased contribution to each fund balance - target of \$20,000 at Patty Jewett, and \$10,000 at Valley Hi	Q4	Transforming Government
Be a self-sustaining enterprise and still provide quality, affordable golf services to the residents and visitors of the City of Colorado Springs	Average green fee revenue per 9-hole round at 85% or higher of rack rate of \$14.50	Quarterly	Building Community

All Funds Summary

	2012 Actual	2013	* 2013	2014 Budget	2014 Budget -
		Original Budget	Amended Budget		* 2013 Amended Budget
Source of Funds					
Patty Jewett Golf Course	\$2,222,251	\$2,071,381	\$2,071,382	\$2,075,118	\$3,736
Valley Hi Golf Course	1,178,714	1,162,759	1,162,759	1,153,596	(9,163)
Total	\$3,400,965	\$3,234,140	\$3,234,141	\$3,228,714	(\$5,427)
Use of Funds					
Patty Jewett Golf Course	\$2,129,212	\$2,085,906	\$2,085,906	\$2,058,516	(\$27,391)
Valley Hi Golf Course	1,102,137	1,167,455	1,167,455	1,273,471	106,016
Total	\$3,231,349	\$3,253,361	\$3,253,361	\$3,331,987	\$78,626
Positions					
Patty Jewett Golf Course	8.00	8.00	8.00	8.00	0.00
Valley Hi Golf Course	3.00	3.00	3.00	3.00	0.00
Total	11.00	11.00	11.00	11.00	0.00

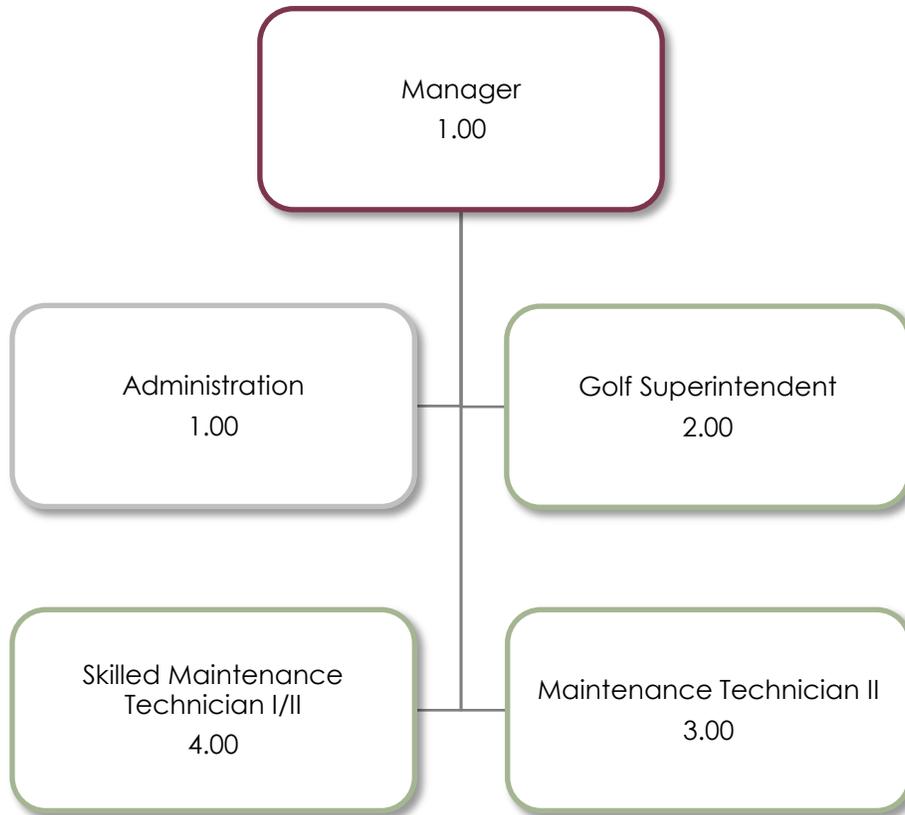
* 2013 Amended Budget as of 8/20/2013

Significant Changes vs. 2013

Patty Jewett Golf Course	Net Increase to fund 2014 salary structure, pay for performance, pay practices and medical plan	\$29,229
	Reduction in salaries and benefits per trending costs	(43,827)
	Increase mainly to fund golf course improvements	5,447
	Decrease to remove one-time costs for tractors/mowers	(18,240)
Valley Hi Golf Course	Net Increase to fund 2014 salary structure, pay for performance, pay practices and medical plan	8,069
	Net Decrease in multiple lines per trending costs	(4,252)
	Increase for purchase of aerifiers and banks mowers	102,200

Golf Enterprise

The City owns two golf courses, operated as enterprises, which are maintained for players of all abilities. The Golf Enterprise provides a high quality, affordable golf experience while being a financially responsible self-supporting enterprise. Patty Jewett Golf Course, the third oldest public course west of the Mississippi, has been City-owned since 1919. Valley Hi Golf Course was constructed in 1956 and purchased by the City in 1975. Both courses provide a wide range of services including full-service restaurants, pro-shops, lessons, leagues, golf outings, men's and women's association play, and competitive tournament play.



The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2013, and changes occurring as part of the 2014 Golf Enterprise Budget.

Patty Jewett Funds	Source of Funds	2011 Actual	2012 Actual	2013 Original Budget	* 2013 Amended Budget	2014 Budget	2014 Budget - * 2013 Amended Budget
	Fees	\$69,253	\$78,642	\$71,525	\$71,526	\$73,948	\$2,422
	Daily 9 and 18 Hole Green Fees	1,284,174	1,409,201	1,372,550	1,372,550	1,346,806	(25,744)
	Cart Fees	214,592	303,534	236,025	236,025	246,938	10,913
	Concessions	156,679	175,597	154,982	154,982	166,138	11,156
	Operating Fee Daily	200,195	239,858	216,762	216,762	220,077	3,315
	Miscellaneous	15,279	10,335	9,513	9,513	7,813	(1,700)
	Interest	6,649	5,084	10,024	10,024	13,398	3,374
	Total	\$1,946,821	\$2,222,251	\$2,071,381	\$2,071,382	\$2,075,118	\$3,736
Use of Funds	2011 Actual	2012 Actual	2013 Original Budget	* 2013 Amended Budget	2014 Budget	2014 Budget - * 2013 Amended Budget	
Salary/Benefits/Pensions	\$690,988	\$714,650	\$739,095	\$739,095	\$724,497	(\$14,599)	
Operating	1,142,794	1,310,489	1,233,971	1,233,971	1,239,419	5,448	
Capital Outlay	99,821	104,073	112,840	112,840	94,600	(18,240)	
Total	\$1,933,603	\$2,129,212	\$2,085,906	\$2,085,906	\$2,058,516	(\$27,391)	

Patty Jewett Positions	Position Title	2012 Actual	2013 Original Budget	* 2013 Amended Budget	2014 Budget	2014 Budget - * 2013 Amended Budget
	Golf Course Division Manager	1.00	1.00	1.00	1.00	0.00
	Golf Course Superintendent	1.00	1.00	1.00	1.00	0.00
	Maintenance Technician II	3.00	3.00	3.00	3.00	0.00
	Skilled Maintenance Technician I/II	2.00	2.00	2.00	2.00	0.00
	Senior Office Specialist	1.00	1.00	1.00	1.00	0.00
	Total Positions	8.00	8.00	8.00	8.00	0.00

* 2013 Amended Budget as of 8/20/2013

Funding Changes	During 2013	* 2013 Amended - 2013 Original Budget
	None	\$0
	Total During 2013	\$0
	For 2014	2014 Budget - * 2013 Amended Budget
	Increase to realign eligible positions to new salary structure	\$20,296
	Net Increase for medical plan (increased plan costs partially offset by cost decreases from new, expanded, nationwide network, best practice shift to consumer driven health plan and other plan design changes)	2,640
	Increase for pay for performance	6,293
	Decrease to align pay practices with industry standards	0
	Decrease in salaries and benefits per trending costs	(43,827)
	Increase mainly to fund golf course improvements	5,447
Decrease to remove one-time costs for tractors/mowers	(18,240)	
Total For 2014	(\$27,391)	

Position Changes	During 2013	* 2013 Amended - 2013 Original Budget
	None	0.00
	Total During 2013	0.00
	For 2014	2014 Budget - * 2013 Amended Budget
	None	0.00
Total For 2014	0.00	

* 2013 Amended Budget as of 8/20/2013

Valley Hi Funds	Source of Funds	2011 Actual	2012 Actual	2013 Original Budget	* 2013 Amended Budget	2014 Budget	2014 Budget - * 2013 Amended Budget
	Fees	\$42,850	\$42,075	\$45,725	\$45,725	\$42,463	(\$3,262)
	Daily 9 and 18 Hole Green Fees	714,485	742,961	726,653	726,653	729,076	2,423
	Cart Fees	208,590	210,951	195,363	195,363	209,772	14,409
	Concessions	42,900	42,900	42,900	42,900	42,900	0
	Operating Fee Daily	113,822	128,990	140,211	140,211	121,420	(18,791)
	Miscellaneous	10,305	7,121	4,873	4,873	3,843	(1,030)
	Interest	4,529	3,716	7,034	7,034	4,122	(2,912)
	Total	\$1,137,481	\$1,178,714	\$1,162,759	\$1,162,759	\$1,153,596	(\$9,163)
	Use of Funds	2011 Actual	2012 Actual	2013 Original Budget	* 2013 Amended Budget	2014 Budget	2014 Budget - * 2013 Amended Budget
Salary/Benefits/Pensions	\$343,718	\$300,500	\$316,084	\$316,084	\$316,563	\$479	
Operating	762,623	773,637	851,371	851,371	854,708	3,337	
Capital Outlay	0	28,000	0	0	102,200	102,200	
Total	\$1,106,341	\$1,102,137	\$1,167,455	\$1,167,455	\$1,273,471	\$106,016	

Valley Hi Positions	Position Title	2012 Actual	2013 Original Budget	* 2013 Amended Budget	2014 Budget	2014 Budget - * 2013 Amended Budget
	Golf Course Superintendent	1.00	1.00	1.00	1.00	0.00
	Maintenance Technician II	0.00	0.00	0.00	0.00	0.00
	Skilled Maintenance Technician	2.00	2.00	2.00	2.00	0.00
	Office Specialist	0.00	0.00	0.00	0.00	0.00
	Total Positions	3.00	3.00	3.00	3.00	0.00

* 2013 Amended Budget as of 8/20/2013

Funding Changes	During 2013	* 2013 Amended - 2013 Original Budget
	None	\$0
	Total During 2013	\$0
	For 2014	2014 Budget - * 2013 Amended Budget
	Increase to realign eligible positions to new salary structure	\$4,767
	Net Increase for medical plan (increased plan costs partially offset by cost decreases from new, expanded, nationwide network, best practice shift to consumer driven health plan and other plan design changes)	792
	Increase for pay for performance	2,510
	Decrease to align pay practices with industry standards	0
	Decrease in multiple lines per trending costs	(4,253)
	Increase for purchase of aerifiers and banks mowers	102,200
Total For 2014	\$106,016	

Position Changes	During 2013	* 2013 Amended - 2013 Original Budget
	None	0.00
	Total During 2013	0.00
	For 2014	2014 Budget - * 2013 Amended Budget
	None	0.00
	Total For 2014	0.00

* 2013 Amended Budget as of 8/20/2013

**City of Colorado Springs
Budget Detail Report**

451 GOLF PATTY JEWETT
Golf - Patty Jewett

Account #	Description	2011 Actuals	2012 Actuals	2013 Budget	2014 Budget	2013 Budget to 2014 Budget \$ Change	2013 Budget to 2014 Budget % Change
51205	CIVILIAN SALARIES	423,306	416,622	452,919	433,368	(19,551)	-4.32%
51210	OVERTIME	19,567	17,570	15,000	15,000	0	0.00%
51220	SEASONAL TEMPORARY	81,764	118,607	110,000	110,000	0	0.00%
51235	STANDBY	3,062	2,886	1,000	1,000	0	0.00%
51260	VACATION BUY PAY OUT	1,193	847	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(1,929)	(2,023)	0	0	0	0.00%
51610	PERA	69,629	72,632	70,860	70,860	0	0.00%
51615	WORKERS COMPENSATION	12,624	13,785	14,139	14,139	0	0.00%
51620	EQUITABLE LIFE INSURANCE	1,205	1,176	1,261	1,505	244	19.35%
51640	DENTAL INSURANCE	3,059	3,032	3,240	3,240	0	0.00%
51655	RETIRED EMP MEDICAL INS	4,391	4,428	4,000	4,000	0	0.00%
51665	CASH BACK	480	470	0	0	0	0.00%
51675	UNEMPLOYMENT INSURANCE	7,856	2,298	0	0	0	0.00%
51690	MEDICARE	7,379	7,702	6,567	6,567	0	0.00%
51695	CITY EPO MEDICAL PLAN	57,313	50,424	60,109	64,818	4,709	7.83%
51696	ADVANTAGE HD MED PLAN	79	3,701	0	0	0	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	10	493	0	0	0	0.00%
Total Salaries and Benefits		690,988	714,650	739,095	724,497	(14,598)	-1.98%
52105	MISCELLANEOUS OPERATING	0	(1)	0	0	0	0.00%
52110	OFFICE SUPPLIES	864	1,753	2,000	1,000	(1,000)	-50.00%
52115	MEDICAL SUPPLIES	859	412	1,025	1,025	0	0.00%
52120	COMPUTER SOFTWARE	395	491	500	500	0	0.00%
52122	CELL PHONES EQUIP AND SUPPLIES	150	55	0	0	0	0.00%
52125	GENERAL SUPPLIES	13,463	5,676	11,000	8,000	(3,000)	-27.27%
52135	POSTAGE	7	11	0	0	0	0.00%
52140	WEARING APPAREL	4,343	5,187	4,500	4,500	0	0.00%
52145	PAINT AND CHEMICAL	0	102	1,500	1,500	0	0.00%
52150	SEED AND FERTILIZER	113,424	90,693	105,000	110,000	5,000	4.76%
52155	AUTOMOTIVE	540	1,601	2,500	2,500	0	0.00%
52175	SIGNS	32	306	2,000	2,000	0	0.00%
52190	JANITORIAL SUPPLIES	6,722	7,348	6,750	6,750	0	0.00%
52205	MAINT LANDSCAPING	3,615	5,861	8,000	6,000	(2,000)	-25.00%
52210	MAINT TREES	10,746	12,346	14,000	14,000	0	0.00%
52215	MAINT GROUNDS	24,828	29,733	28,000	29,000	1,000	3.57%
52220	MAINT OFFICE MACHINES	0	80	700	700	0	0.00%
52230	MAINT FURNITURE AND FIXTURES	0	1,741	0	0	0	0.00%
52235	MAINT MACHINERY AND APPARATUS	44,844	45,438	43,000	45,000	2,000	4.65%
52240	MAINT NONFLEET VEHICLES EQP	0	301	500	1,000	500	100.00%
52265	MAINT BUILDINGS AND STRUCTURE	5,983	24,444	16,000	16,000	0	0.00%
52270	MAINT WELLS AND RESERVOIRS	22,191	33,614	35,000	35,000	0	0.00%
52280	MAINT ROADS AND BRIDGES	2,120	6,042	7,000	7,000	0	0.00%
52405	ADVERTISING SERVICES	4,341	3,230	6,000	4,500	(1,500)	-25.00%
52410	BUILDING SECURITY SERVICES	3,591	5,525	3,500	3,500	0	0.00%
52423	TELECOMMUNICATION SERVICES	472	0	0	0	0	0.00%
52450	LAUNDRY AND CLEANING SERVICES	1,467	1,477	2,000	2,000	0	0.00%
52465	MISCELLANEOUS SERVICES	0	68	0	0	0	0.00%
52568	BANK AND INVESTMENT FEES	0	719	500	500	0	0.00%
52575	SERVICES	308,364	353,778	326,604	326,604	0	0.00%
52605	CAR MILEAGE	267	204	400	400	0	0.00%
52615	DUES AND MEMBERSHIP	2,175	2,372	2,800	2,800	0	0.00%
52625	MEETING EXPENSES IN TOWN	214	885	475	475	0	0.00%
52630	TRAINING	2,098	1,149	3,200	2,200	(1,000)	-31.25%
52645	SUBSCRIPTIONS	0	65	300	300	0	0.00%
52655	TRAVEL OUT OF TOWN	662	2,694	3,950	3,000	(950)	-24.05%
52705	COMMUNICATIONS	13,257	13,673	0	0	0	0.00%
52725	RENTAL OF PROPERTY	0	(142)	0	0	0	0.00%
52735	TELEPHONE LONG DIST CALLS	59	87	600	600	0	0.00%
52736	CELL PHONE AIRTIME	7	0	0	0	0	0.00%
52738	CELL PHONE BASE CHARGES	4,263	4,268	4,860	4,860	0	0.00%
52740	GENERAL INSURANCE-CITY	6,886	8,167	4,162	4,370	208	5.00%

Totals may differ from narratives due to rounding.

**City of Colorado Springs
Budget Detail Report**

451 GOLF PATTY JEWETT
Golf - Patty Jewett

Account #	Description	2011 Actuals	2012 Actuals	2013 Budget	2014 Budget	2013 Budget to 2014 Budget \$ Change	2013 Budget to 2014 Budget % Change
52745	UTILITIES	(11,942)	(12,383)	0	0	0	0.00%
52746	UTILITIES ELECTRIC	62,800	71,519	58,000	61,000	3,000	5.17%
52747	UTILITIES GAS	20,014	22,602	22,000	20,000	(2,000)	-9.09%
52748	UTILITIES SEWER	10,694	11,694	8,156	9,156	1,000	12.26%
52749	UTILITIES WATER	274,904	308,663	255,835	255,835	0	0.00%
52765	LEASE PURCHASE PAYMENTS	62,571	90,016	90,015	90,015	0	0.00%
52775	MINOR EQUIPMENT	7,336	2,671	8,616	9,656	1,040	12.07%
52776	PRINTER CONSOLIDATION COST	0	814	0	800	800	0.00%
52795	RENTAL OF EQUIPMENT	2,019	1,206	2,000	2,000	0	0.00%
52805	ADMIN PRORATED CHARGES	77,700	93,504	98,148	98,148	0	0.00%
52872	MAINT FLEET VEHICLES EQP	30,355	37,868	31,650	34,000	2,350	7.42%
52874	OFFICE SERVICES PRINTING	412	134	500	500	0	0.00%
52970	ENVIRON PROTECTION PROGRAM	2,682	10,728	10,725	10,725	0	0.00%
Total Operating Expenses		1,142,794	1,310,489	1,233,971	1,239,419	5,448	0.44%
53050	MACHINERY AND APPARATUS	99,821	104,073	112,840	94,600	(18,240)	-16.16%
Total Capital Outlay		99,821	104,073	112,840	94,600	(18,240)	-16.16%
Total Expenses		1,933,603	2,129,212	2,085,906	2,058,516	(27,390)	-1.31%

Totals may differ from narratives due to rounding.

City of Colorado Springs Budget Detail Report

455 GOLF VALLEY HI
Golf - Valley Hi

Account #	Description	2011 Actuals	2012 Actuals	2013 Budget	2014 Budget	2013 Budget to 2014 Budget \$ Change	2013 Budget to 2014 Budget % Change
51205	CIVILIAN SALARIES	180,764	146,133	160,566	160,918	352	0.22%
51210	OVERTIME	2,264	5,106	3,000	3,000	0	0.00%
51220	SEASONAL TEMPORARY	69,924	75,712	82,540	82,540	0	0.00%
51235	STANDBY	2,038	3,061	0	0	0	0.00%
51245	RETIREMENT TERM VACATION	9,328	0	0	0	0	0.00%
51260	VACATION BUY PAY OUT	906	906	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(906)	(906)	0	0	0	0.00%
51610	PERA	34,870	30,250	31,577	31,577	0	0.00%
51615	WORKERS COMPENSATION	6,924	6,129	7,165	7,165	0	0.00%
51620	EQUITABLE LIFE INSURANCE	415	408	511	529	18	3.52%
51640	DENTAL INSURANCE	1,068	1,054	1,295	1,260	(35)	-2.70%
51655	RETIRED EMP MEDICAL INS	1,093	1,102	1,000	1,000	0	0.00%
51675	UNEMPLOYMENT INSURANCE	7,210	2,802	0	0	0	0.00%
51690	MEDICARE	3,693	3,207	2,328	2,328	0	0.00%
51695	CITY EPO MEDICAL PLAN	24,127	25,536	26,102	26,246	144	0.55%
Total Salaries and Benefits		343,718	300,500	316,084	316,563	479	0.15%
52110	OFFICE SUPPLIES	984	1,758	961	961	0	0.00%
52115	MEDICAL SUPPLIES	194	234	425	425	0	0.00%
52120	COMPUTER SOFTWARE	0	146	0	0	0	0.00%
52122	CELL PHONES EQUIP AND SUPPLIES	0	95	0	0	0	0.00%
52125	GENERAL SUPPLIES	7,285	7,721	6,920	6,920	0	0.00%
52135	POSTAGE	36	0	0	0	0	0.00%
52140	WEARING APPAREL	2,898	2,038	2,550	3,000	450	17.65%
52145	PAINT AND CHEMICAL	241	0	850	850	0	0.00%
52150	SEED AND FERTILIZER	54,929	61,207	72,603	72,603	0	0.00%
52155	AUTOMOTIVE	936	1,300	1,764	1,764	0	0.00%
52165	LICENSES AND TAGS	0	0	170	170	0	0.00%
52175	SIGNS	54	252	850	850	0	0.00%
52190	JANITORIAL SUPPLIES	3,090	3,749	3,550	3,550	0	0.00%
52205	MAINT LANDSCAPING	472	1,149	2,890	2,000	(890)	-30.80%
52210	MAINT TREES	2,750	1,900	4,675	4,675	0	0.00%
52215	MAINT GROUNDS	14,451	14,195	21,605	17,000	(4,605)	-21.31%
52220	MAINT OFFICE MACHINES	0	0	425	425	0	0.00%
52225	MAINT COMPUTER SOFTWARE	0	0	149	149	0	0.00%
52230	MAINT FURNITURE AND FIXTURES	801	925	850	850	0	0.00%
52235	MAINT MACHINERY AND APPARATUS	32,736	26,058	32,600	35,000	2,400	7.36%
52240	MAINT NONFLEET VEHICLES EQP	703	1,606	811	811	0	0.00%
52265	MAINT BUILDINGS AND STRUCTURE	12,138	15,586	20,540	25,540	5,000	24.34%
52270	MAINT WELLS AND RESERVOIRS	20,826	17,990	25,500	28,415	2,915	11.43%
52280	MAINT ROADS AND BRIDGES	2,748	0	4,250	4,250	0	0.00%
52405	ADVERTISING SERVICES	2,573	1,546	4,650	3,000	(1,650)	-35.48%
52410	BUILDING SECURITY SERVICES	1,672	1,672	1,670	1,670	0	0.00%
52423	TELECOMMUNICATION SERVICES	472	0	0	0	0	0.00%
52450	LAUNDRY AND CLEANING SERVICES	1,422	1,625	1,575	1,575	0	0.00%
52465	MISCELLANEOUS SERVICES	0	62	0	0	0	0.00%
52568	BANK AND INVESTMENT FEES	0	525	350	350	0	0.00%
52573	CREDIT CARD FEES	0	1,908	0	0	0	0.00%
52575	SERVICES	193,385	204,970	203,000	203,000	0	0.00%
52605	CAR MILEAGE	0	0	255	255	0	0.00%
52615	DUES AND MEMBERSHIP	1,729	1,819	1,488	1,488	0	0.00%
52625	MEETING EXPENSES IN TOWN	0	78	153	153	0	0.00%
52630	TRAINING	1,584	1,785	1,700	1,700	0	0.00%
52645	SUBSCRIPTIONS	0	65	170	170	0	0.00%
52655	TRAVEL OUT OF TOWN	0	1,493	1,350	2,200	850	62.96%
52705	COMMUNICATIONS	9,878	9,642	0	0	0	0.00%
52735	TELEPHONE LONG DIST CALLS	(17)	96	150	150	0	0.00%
52736	CELL PHONE AIRTIME	22	98	0	0	0	0.00%
52738	CELL PHONE BASE CHARGES	3,431	3,481	3,500	3,500	0	0.00%
52740	GENERAL INSURANCE-CITY	8,693	6,011	7,951	8,349	398	5.01%
52745	UTILITIES	(2,400)	(2,400)	0	0	0	0.00%

Totals may differ from narratives due to rounding.

**City of Colorado Springs
Budget Detail Report**

455 GOLF VALLEY HI
Golf - Valley Hi

Account #	Description	2011 Actuals	2012 Actuals	2013 Budget	2014 Budget	2013 Budget to 2014 Budget \$ Change	2013 Budget to 2014 Budget % Change
52746	UTILITIES ELECTRIC	40,800	42,295	41,947	41,947	0	0.00%
52747	UTILITIES GAS	15,416	15,364	15,762	16,537	775	4.92%
52748	UTILITIES SEWER	3,936	3,927	4,775	4,000	(775)	-16.23%
52749	UTILITIES WATER	158,029	143,380	164,258	164,258	0	0.00%
52765	LEASE PURCHASE PAYMENTS	86,066	89,086	89,085	89,085	0	0.00%
52775	MINOR EQUIPMENT	2,705	5,139	6,000	7,040	1,040	17.33%
52776	PRINTER CONSOLIDATION COST	0	355	0	280	280	0.00%
52795	RENTAL OF EQUIPMENT	552	61	1,295	1,295	0	0.00%
52805	ADMIN PRORATED CHARGES	44,064	49,620	56,952	56,952	0	0.00%
52806	PAYMENT IN LIEU OF TAXES	3,816	3,180	2,922	2,571	(351)	-12.01%
52872	MAINT FLEET VEHICLES EQP	23,893	26,029	32,500	30,000	(2,500)	-7.69%
52874	OFFICE SERVICES PRINTING	80	260	425	425	0	0.00%
52970	ENVIRON PROTECTION PROGRAM	2,550	2,556	2,550	2,550	0	0.00%
Total Operating Expenses		762,623	773,637	851,371	854,708	3,337	0.39%
53050	MACHINERY AND APPARATUS	0	28,000	0	102,200	102,200	0.00%
Total Capital Outlay		0	28,000	0	102,200	102,200	0.00%
Total Expenses		1,106,341	1,102,137	1,167,455	1,273,471	106,016	9.08%

Totals may differ from narratives due to rounding.