

City of Stamford Budget Presentation FY 2016-2017

Brennan Golf

April 5, 2016





E. G. Brennan Golf Course

■ Programs

- *2610 E. G. Brennan Administration*
- *2611 E. G. Brennan Maintenance*

■ Mission

- 2610 E. G. Brennan Administration
 - Establishes the Rate Structure for all revenue accounts. Maintains course Website, email, Social Media and other course communications. Monitors and schedule tee times, tournaments, outings and other revenue generation course usage.
- 2611 E. G. Brennan Maintenance
 - Develop and maintain facilities that are designed to fulfill the specialized needs of the golfing public, as well as provide the best turf-grass playing conditions in a Financial and Environmentally responsible way

Services Provided

(to citizens or departments)

Program	Services Provided (include Volume - if applicable)
2610 - Administration	Selling of Resident Golf Permits, Booking tee times, Golf Course Starter, conducting Commission Meetings
2610 – Administration	Provide Practice rounds and Golf Matches FREE of Charge to both Stamford and West Hill High Schools
2611- Maintenance	Maintenance of 85 acres of finely manicured turf including 3 acres of greens, 2 acres of tees and 20 acres of fairways

Department Organization, Personnel and Resources





2015-16 Highlights

- Projecting rounds of golf to be up 3,000 rounds
- Continuing to maintain Self Sustaining Status, not using Tax Revenue for 16 years
- Website Traffic increased 7%
 - Increase in Internet bookings 13%, reduces phone calls
- Biggest challenge was Double payment of pension and OPEB
 - Result of added payments were delayed projects and equipment purchases



2016-2017 Goals

2610

- New Course Website Update, credit card processor
 - Add E-Commerce
- Eliminate Gift Certificates and add Gift Cards

2611

- Greens Aeration twice per year
 - Top-dress greens four times per season
- Better control of Crabgrass/Goosegrass
- Re-Construction planning for new 18th tee
- Creation of a Digital Job Board, using Google Docs, to better track employee tasks and hours

Changes and Challenges

■ *Major changes planned*

- No major changes are planned

■ *Key Program Challenges*

- Largest driver of expenses is employee salaries & benefits
- Competing with courses, with more resources, who are offering special rates that devalue the Golf product
- Largest factor that drives revenue is course conditions and weather



Performance Measures

BRENNAN GOLF PERFORMANCE MEASURES



*E. Gaynor
Brennan
Golf Course*

PERFORMANCE DATA	FY 12-13	FY 13-14	FY 14-15
Rounds of Golf	36,753	35,007	36,053
Carts Sold	13,276	13,632	14,125
Average fee Golf & Cart/ Player	\$27.75	\$28.76	\$29.57
Revenue Data			
Player Revenue	\$871,225	\$852,349	\$897,087
Permit revenue	\$89,380	\$84,348	\$98,039
Cart Revenue	\$148,698	\$155,856	\$168,988
Restaurant	\$75,000	\$75,000	\$75,000

Biggest Challenges include Weather and a downturn in Golf, which now appears to have stabilized.

Revenue vs Expenses			
Revenue	\$1,176,107	\$1,177,443	\$1,243,095
Expenses	\$1,222,623	\$1,239,721	\$1,302,595
Total Expense as a % of Revenue	104%	105%	105%
Expense / Round of Golf	\$33.27	\$35.41	\$36.13

FY 2015 deficit due to added pension & OPEB payments and in house Projects using our Golf Course Fund.
FY 2014 included \$ 160,000 Cart Path Capital improvement using Golf Course Funds.
FY 2013 Included completion of Bunker Renovation and Consruction and renovation.

Golf Rounds			
PERFORMANCE DATA	FY 14-15	% of Play	% Player Rev
Residents w/ Permit		44%	%
Resident Seniors w/ Permit		24%	13%
Non-Residents		27%	39%

Rates
The Brennan Rate Structure is a function of surveying 10 area golf course and to remain at or below the average rate of these courses

Benchmark /Comparison

		E. G. Brennan	Smith- Richardson	Oak Hills Park
Rounds				
	FY 2014	35,007	40,392	34,817
	FY 2015	36,053	39,632	36,884
Play. Rev				
	FY 2014	\$855,229	\$ 995,710	\$ 958,549
	FY 2015	\$ 894,087	\$ 973,026	\$ 983,958
Average fee FY 2015		\$ 24.88	\$ 24.55	\$26.67
Rate w/cart				
	Resident	\$ 46.00	\$ 45.00	\$ 45.00
	Non -Res	\$ 66.00	\$70.00	\$ 71.00

Summary of Operating Budget

Fiscal Year 2016/2017 - Department Summary by Category

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Fund: 0043 E. G. Brennan Golf Course

Office: 002 Operations

Dept/Div: 0261 E. G. Brennan Golf Course

Category	FY 14/15 Actual	FY 15/16			Department Request	FY 16/17				FY 17/18 Estimate	FY 18/19 Estimate
		Adopted Budget	Revised Budget	Projected Exp & Enc		Mayor's Proposed	% of Total	\$ Var Projected	% Var Projected		
Expenditures											
Full Time Salary	363,341	368,638	368,638	364,739	371,864	371,864	27.42%	7,125	2.0%	377,442	383,103
Other Salary	113,745	187,814	187,814	187,940	188,214	188,214	13.88%	274	0.1%	191,038	193,902
Overtime	46,761	46,537	46,537	60,607	51,537	51,537	3.80%	-9,070	-15.0%	52,310	53,095
Employee Benefits	197,983	209,970	209,970	210,757	200,871	200,871	14.81%	-9,886	-4.7%	215,677	231,865
Retirement Benefits	84,066	93,526	93,526	93,526	86,146	86,146	6.35%	-7,380	-7.9%	90,454	94,976
Payments to Insurance Fund	6,215	3,491	3,491	3,491	3,242	3,242	0.24%	-249	-7.1%	3,339	3,440
Purchased Other Services	14,746	14,284	14,284	14,284	15,543	15,543	1.15%	1,259	8.8%	15,854	16,171
Purchased Property Services	62,822	38,136	38,136	38,485	38,136	38,136	2.81%	-349	-0.9%	38,898	39,676
Professional Development	1,235	3,295	3,295	3,295	3,295	3,295	0.24%	0	0.0%	3,361	3,428
Utilities & Commodities	111,088	114,418	114,418	116,250	114,303	114,303	8.43%	-1,947	-1.7%	116,590	118,920
Supplies	107,875	138,229	138,229	138,563	139,229	139,229	10.27%	666	0.5%	142,014	144,855
Central Service Cost Allocation	139,600	152,298	152,298	152,298	52,744	52,744	3.89%	-99,554	-65.4%	53,799	54,875
Other	0	6,617	6,617	6,617	6,617	6,617	0.49%	0	0.0%	6,749	6,884
Debt Service	75,067	35,393	35,393	101,408	34,198	34,198	2.52%	-67,210	-66.3%	34,198	34,198
Capital	0	0	0	0	50,000	50,000	3.69%	50,000	100.0%	51,000	52,020
Total Expenditures	1,324,544	1,412,646	1,412,646	1,492,260	1,355,939	1,355,939	100.00%	-136,321	-9.1%	1,392,723	1,431,408
Revenue											
E. G. Brennan Golf Course	1,243,095	1,412,646	1,412,646	1,412,646	1,355,939	1,355,939	100.00%	-56,707	-4.0%	1,392,723	1,431,408
Net Operating Cost	81,450	0	0	79,614	0	0		-79,614	#####	0	0