

# Golf Enterprise

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## *Agency Overview*

### Agency Mission

The mission of the Golf Enterprise is to provide the Madison area golfing public with the finest possible golfing conditions at reasonable prices and for all levels of play.

### Agency Overview

The Agency is responsible for golf course maintenance and operations at Madison's four golf courses. The goal of the agency is to operate a golf system that is fully self-sustaining and provides affordable, accessible, and quality golfing opportunities while maintaining a high level of customer service. The Golf Enterprise will advance this goal by working with The First Tee to improve the lives and opportunities for Madison's youth who participate in their programming and stakeholders to develop an actionable plan to ensure the mission of the Golf Enterprise is met.

### 2021 Budget Highlights

The 2021 Executive Budget:

- Maintains the current operating model and budget structure for the Golf Enterprise. The recommendations from the Municipal Golf Task Force were introduced to the Common Council on September 1, 2020 (Legislative File 61936). The Task Force report includes 10 recommendations regarding the City's current Golf program. Among other items, these recommendations include utilizing an outside operator for the Monona course, reducing the number of holes operated at the Yahara course, and collapsing the Golf Enterprise fund into the City's General Fund. The Executive Budget does not reflect these recommendations because the Task Force report is pending Common Council approval. The final set of recommendations can be operationalized into the operating budget either during the amendment process while adopting the 2021 budget or as a separate resolution adopted by the Common Council.

**Golf Courses****Function:****Public Works***Budget Overview*

## Agency Budget by Fund

	2019 Actual	2020 Adopted	2020 Projected	2021 Request	2021 Executive
Golf Courses	3,133,012	3,370,320	2,747,692	3,307,654	3,307,654
<b>TOTAL</b>	<b>\$ 3,133,012</b>	<b>\$ 3,370,320</b>	<b>\$ 2,747,692</b>	<b>\$ 3,307,654</b>	<b>\$ 3,307,654</b>

## Agency Budget by Service

	2019 Actual	2020 Adopted	2020 Projected	2021 Request	2021 Executive
Golf Operations	3,133,012	3,370,320	2,747,692	3,307,654	3,307,654
<b>TOTAL</b>	<b>\$ 3,133,012</b>	<b>\$ 3,370,320</b>	<b>\$ 2,747,692</b>	<b>\$ 3,307,654</b>	<b>\$ 3,307,654</b>

## Agency Budget by Major-Revenue

	2019 Actual	2020 Adopted	2020 Projected	2021 Request	2021 Executive
Charges For Services	(2,729,105)	(3,176,709)	(2,355,788)	(3,259,654)	(3,259,654)
Misc Revenue	(40,041)	(48,000)	(33,443)	(48,000)	(48,000)
Other Financing Source	(363,867)	(145,611)	(358,461)	-	-
<b>TOTAL</b>	<b>\$ (3,133,012)</b>	<b>\$ (3,370,320)</b>	<b>\$ (2,747,692)</b>	<b>\$ (3,307,654)</b>	<b>\$ (3,307,654)</b>

## Agency Budget by Major-Expenses

	2019 Actual	2020 Adopted	2020 Projected	2021 Request	2021 Executive
Salaries	1,337,091	1,462,119	958,851	1,468,906	1,468,906
Benefits	391,479	265,868	312,997	270,893	278,575
Supplies	476,366	599,600	459,477	564,766	564,766
Purchased Services	424,930	475,321	448,954	471,561	471,349
Debt & Other Financing	33,107	46,348	46,348	251,348	32,088
Inter Depart Charges	273,791	311,064	311,064	280,180	247,205
Transfer Out	196,250	210,000	210,000	-	244,765
<b>TOTAL</b>	<b>\$ 3,133,012</b>	<b>\$ 3,370,320</b>	<b>\$ 2,747,692</b>	<b>\$ 3,307,654</b>	<b>\$ 3,307,654</b>

# Golf Courses

Function: Public Works

## Service Overview

Service: Golf Operations

Citywide Element: Culture and Character

### 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. The goal of the service is a golf enterprise fund that is fully self-sustaining and provides affordable, accessible, and quality golfing opportunities.

### Major Budget Changes

- The overall budget is \$24,700 lower than the 2020 Adopted budget. This change is driven by a \$5,300 reduction in revenues and a \$30,000 decrease in expenditures. The reduction in revenue is due to anticipated reductions in catering and facility rentals, while the reductions in expenditures are due to reductions in cost allocation charges.

### Activities Performed by this Service

- Golf Course Maintenance: Maintain the four golf courses by irrigating and mowing the greens and fairways, repairing and caring for mowing equipment and vehicles, and providing tee and green supplies.
- Golf Clubhouses: Provide clubhouses and staff to set up tee times, check in, rent golf carts, pay greens fees, purchase concessions at the snack bars, and purchase golf accessories at the pro shops.

### Service Budget by Fund

	2019 Actual	2020 Adopted	2020 Projected	2021 Request	2021 Executive
General	-	-	-	-	-
Other-Expenditures	3,133,012	3,370,320	2,747,692	3,307,654	3,307,654
<b>TOTAL</b>	<b>\$ 3,133,012</b>	<b>\$ 3,370,320</b>	<b>\$ 2,747,692</b>	<b>\$ 3,307,654</b>	<b>\$ 3,307,654</b>

### Service Budget by Account Type

	2019 Actual	2020 Adopted	2020 Projected	2021 Request	2021 Executive
Revenue	(3,133,012)	(3,370,320)	(2,747,692)	(3,307,654)	(3,307,654)
Personnel	1,728,569	1,727,987	1,271,848	1,739,799	1,747,481
Non-Personnel	1,130,652	1,331,269	1,164,780	1,287,675	1,312,968
Agency Charges	273,791	311,064	311,064	280,180	247,205
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (0)</b>	<b>\$ -</b>	<b>\$ -</b>

**Golf Courses**Function: **Public Works***Line Item Detail*Agency Primary Fund: **Golf Courses**

## Charges for Service

	2019 Actual	2020 Adopted	2020 Projected	2021 Request	2021 Executive
Catering Concessions	(382,907)	(508,715)	(131,676)	(480,000)	(480,000)
Facility Rental	(497,821)	(700,000)	(314,960)	(670,000)	(670,000)
Memberships	(264,548)	(300,000)	(477,203)	(300,000)	(300,000)
Reimbursement Of Expense	(1,248)	(2,000)	-	(2,000)	(2,000)
Golf Courses	(1,582,581)	(1,665,994)	(1,431,949)	(1,807,654)	(1,807,654)
<b>TOTAL</b>	<b>\$ (2,729,105)</b>	<b>\$ (3,176,709)</b>	<b>\$ (2,355,788)</b>	<b>\$ (3,259,654)</b>	<b>\$ (3,259,654)</b>

## Misc Revenue

	2019 Actual	2020 Adopted	2020 Projected	2021 Request	2021 Executive
Miscellaneous Revenue	(40,041)	(48,000)	(33,443)	(48,000)	(48,000)
<b>TOTAL</b>	<b>\$ (40,041)</b>	<b>\$ (48,000)</b>	<b>\$ (33,443)</b>	<b>\$ (48,000)</b>	<b>\$ (48,000)</b>

## Other Finance Sources

	2019 Actual	2020 Adopted	2020 Projected	2021 Request	2021 Executive
Fund Balance Applied	(363,867)	(145,611)	(358,461)	-	-
<b>TOTAL</b>	<b>\$ (363,867)</b>	<b>\$ (145,611)</b>	<b>\$ (358,461)</b>	<b>\$ -</b>	<b>\$ -</b>

## Salaries

	2019 Actual	2020 Adopted	2020 Projected	2021 Request	2021 Executive
Permanent Wages	463,444	543,234	452,420	565,867	565,867
Salary Savings	-	(49,314)	-	(49,314)	(49,314)
Pending Personnel	-	71,511	-	63,542	63,542
Premium Pay	24,865	6,837	13,665	2,564	2,564
Compensated Absence	5,073	28,659	337	16,467	16,467
Hourly Wages	782,415	831,878	448,952	830,610	830,610
Overtime Wages Permanent	34,447	9,000	16,313	8,970	8,970
Overtime Wages Hourly	26,847	20,315	27,163	30,200	30,200
<b>TOTAL</b>	<b>\$ 1,337,091</b>	<b>\$ 1,462,119</b>	<b>\$ 958,851</b>	<b>\$ 1,468,906</b>	<b>\$ 1,468,906</b>

## Benefits

	2019 Actual	2020 Adopted	2020 Projected	2021 Request	2021 Executive
Unemployment Benefits	77,711	71,184	77,711	71,184	71,184
Health Insurance Benefit	85,615	97,412	85,018	99,823	107,606
Wage Insurance Benefit	2,239	2,337	1,780	1,728	1,824
WRS	51,935	36,669	69,768	38,195	38,195
FICA Medicare Benefits	104,339	40,872	71,068	42,569	42,372
Licenses & Certifications	-	-	323	-	-
Post Employment Health Plans	16,846	17,394	7,329	17,394	17,394
Other Post Emplmnt Benefit	(6,265)	-	-	-	-
Pension Expense	59,059	-	-	-	-
<b>TOTAL</b>	<b>\$ 391,479</b>	<b>\$ 265,868</b>	<b>\$ 312,997</b>	<b>\$ 270,893</b>	<b>\$ 278,575</b>

**Golf Courses****Function: Public Works***Line Item Detail***Agency Primary Fund: Golf Courses**

## Supplies

	2019 Actual	2020 Adopted	2020 Projected	2021 Request	2021 Executive
Purchasing Card Unallocated	-	-	2,347	-	-
Office Supplies	8,773	6,600	1,972	7,700	7,700
Copy Printing Supplies	218	400	49	400	400
Hardware Supplies	730	100	2,387	100	100
Work Supplies	19,747	30,000	25,783	28,000	28,000
Janitorial Supplies	5,467	7,500	6,893	7,300	7,300
Safety Supplies	1,781	3,500	1,813	3,500	3,500
Building	785	-	-	-	-
Building Supplies	2,094	6,650	2,543	7,650	7,650
Landscaping Supplies	9,781	14,650	8,037	13,650	13,650
Trees Shrubs Plants	612	-	284	500	500
Fertilizers And Chemicals	121,110	140,000	134,258	136,000	136,000
Machinery And Equipment	15,565	80,000	42,224	72,000	72,000
Equipment Supplies	105,408	79,600	97,877	79,600	79,600
Oil	2,895	100	2,512	100	100
Inventory	181,400	230,500	130,500	208,266	208,266
<b>TOTAL</b>	<b>\$ 476,366</b>	<b>\$ 599,600</b>	<b>\$ 459,477</b>	<b>\$ 564,766</b>	<b>\$ 564,766</b>

## Purchased Services

	2019 Actual	2020 Adopted	2020 Projected	2021 Request	2021 Executive
Natural Gas	11,736	12,200	16,756	12,000	12,000
Electricity	59,781	70,500	59,633	68,000	68,000
Water	100,612	112,000	49,736	112,000	112,000
Stormwater	52,954	49,500	54,944	49,500	49,500
Telephone	1,881	2,980	2,074	2,000	1,788
Cellular Telephone	215	-	209	220	220
Systems Comm Internet	2,127	1,500	1,999	2,000	2,000
Building Improv Repair Maint	3,258	4,400	5,144	4,600	4,600
Waste Disposal	45	-	45	-	-
Pest Control	-	1,000	64	500	500
Comm Device Mntc	-	2,000	-	2,000	2,000
Equipment Mntc	7,012	19,820	11,714	20,120	20,120
System & Software Mntc	4,413	33,378	4,298	33,378	33,378
Rental Of Equipment	128,041	129,500	126,888	129,200	129,200
Uniform Laundry	1,325	700	800	700	700
Audit Services	1,525	1,525	1,650	1,525	1,525
Credit Card Services	17,153	1,320	58,730	1,320	1,320
Management Services	6,115	9,850	8,446	9,850	9,850
Advertising Services	12,914	11,500	10,910	11,500	11,500
Printing Services	497	-	497	-	-
Security Services	1,475	1,560	1,460	1,560	1,560
Other Services & Expenses	9,100	7,500	30,367	7,000	7,000
Permits & Licenses	2,749	2,588	2,588	2,588	2,588
<b>TOTAL</b>	<b>\$ 424,930</b>	<b>\$ 475,321</b>	<b>\$ 448,954</b>	<b>\$ 471,561</b>	<b>\$ 471,349</b>

## Debt &amp; Other Financing

	2019 Actual	2020 Adopted	2020 Projected	2021 Request	2021 Executive
Principal	-	35,915	35,915	35,915	-
Interest	33,107	10,433	10,433	10,433	-
PILOT	-	-	-	205,000	-
Fund Balance Generated	-	-	-	-	32,088
<b>TOTAL</b>	<b>\$ 33,107</b>	<b>\$ 46,348</b>	<b>\$ 46,348</b>	<b>\$ 251,348</b>	<b>\$ 32,088</b>

**Golf Courses****Function: Public Works***Line Item Detail***Agency Primary Fund: Golf Courses**

## Inter-Departmental Charges

	2019 Actual	2020 Adopted	2020 Projected	2021 Request	2021 Executive
ID Charge From GF	7,805	8,124	8,124	8,124	10,054
ID Charge From Civil Rights	-	-	-	-	2,207
ID Charge From Clerk	565	388	388	388	-
ID Charge From Finance	45,256	51,056	51,056	51,056	35,403
ID Charge From Human Resource	40,778	44,635	44,635	44,635	18,299
ID Charge From Information Tec	18,787	19,758	19,758	19,758	30,508
ID Charge From Treasurer	446	-	-	-	-
ID Charge From Fleet Services	132,109	159,933	159,933	129,543	123,099
ID Charge From Mayor	3,332	3,317	3,317	3,317	4,276
ID Charge From Insurance	8,373	11,498	11,498	9,430	9,430
ID Charge From Workers Comp	16,340	12,355	12,355	13,929	13,929
<b>TOTAL</b>	<b>\$ 273,791</b>	<b>\$ 311,064</b>	<b>\$ 311,064</b>	<b>\$ 280,180</b>	<b>\$ 247,205</b>

## Transfer Out

	2019 Actual	2020 Adopted	2020 Projected	2021 Request	2021 Executive
Transfer Out To General	196,250	210,000	210,000	-	200,000
Transfer Out To Debt Service	-	-	-	-	44,765
<b>TOTAL</b>	<b>\$ 196,250</b>	<b>\$ 210,000</b>	<b>\$ 210,000</b>	<b>\$ -</b>	<b>\$ 244,765</b>

# Golf Courses

Function: Public Works

## Position Summary

Classification	CG	2020 Adopted Budget		2021 Budget			
		Adopted		Request		Executive	
		FTEs	Amount	FTEs	Amount	FTEs	Amount
GOLF CLUB OPER SUPV 2-18	18	1.00	75,090	1.00	75,840	1.00	75,840
GOLF PROGRAM SUPV-18	18	1.00	60,261	1.00	60,864	1.00	60,864
GREENSKEEPER 1-16	16	2.00	121,139	2.00	122,349	2.00	122,349
GREENSKEEPER 2-16	16	1.00	70,112	1.00	70,813	1.00	70,813
GREENSKEEPER 3-16	16	1.00	72,042	1.00	72,762	1.00	72,762
MAINT MECH 1-16	16	1.00	70,749	1.00	71,457	1.00	71,457
PKS EQUIP MECH 1-16	16	1.00	67,562	1.00	68,238	1.00	68,238
<b>TOTAL</b>		<b>8.00</b>	<b>536,955</b>	<b>8.00</b>	<b>542,323</b>	<b>8.00</b>	<b>542,323</b>

Salary amounts recorded on this page are for total budgeted salaries; this amount may differ from budgeted permanent wages as presented in the Line Item Detail due to payroll allocations to other funding sources (capital projects, grants, etc.) or inter-agency services are not reflected in this summary page.