

# 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 a golf enterprise fund that is fully self-sustaining and provides affordable, accessible, and quality golfing opportunities by maintaining a high level of customer service. To achieve this goal, the Agency will continue to work with The First Tee to improve the lives and opportunities for Madison's youth who participate in their programming and will work with stakeholders to develop an actionable plan to ensure the mission of the Golf Enterprise is met.

### 2020 Budget Highlights

The 2020 Adopted Budget includes funding for:

- The continuation of the four City golf courses based on historical expenditures. Revenues included in the Adopted budget are reflected to offset expenditures; however, the Golf Enterprise has historically experienced deficits at these revenue levels. The fund had a negative net income in nine of the last ten years and had liabilities exceeding assets in the amount of \$888,442 as of the close of 2018. To address this deficit, an advance to the Golf Enterprise fund of \$813,848, was made from the General Fund on the City's 2018 financial statements. Projections for 2019 indicate an additional loss of approximately \$700,000 by the end of this year. To address this negative financial situation, the City adopted a resolution establishing a Task Force on Municipal Golf in Madison in June 2019 (RES-19-00456). The Task Force will make recommendations to the Mayor, Common Council, and the Board of Park Commissioners regarding the future of the City's Municipal Golf Courses by May, 2020.

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

## Agency Budget by Fund

	<b>2018 Actual</b>	<b>2019 Adopted</b>	<b>2019 Projected</b>	<b>2020 Request</b>	<b>2020 Executive</b>	<b>2020 Adopted</b>
Golf Courses	3,323,661	3,312,981	3,317,216	3,329,571	3,370,320	3,370,320
<b>TOTAL</b>	<b>\$ 3,323,661</b>	<b>\$ 3,312,981</b>	<b>\$ 3,317,216</b>	<b>\$ 3,329,571</b>	<b>\$ 3,370,320</b>	<b>\$ 3,370,320</b>

## Agency Budget by Service

	<b>2018 Actual</b>	<b>2019 Adopted</b>	<b>2019 Projected</b>	<b>2020 Request</b>	<b>2020 Executive</b>	<b>2020 Adopted</b>
Golf Operations	3,323,661	3,312,981	3,317,216	3,329,571	3,370,320	3,370,320
<b>TOTAL</b>	<b>\$ 3,323,661</b>	<b>\$ 3,312,981</b>	<b>\$ 3,317,216</b>	<b>\$ 3,329,571</b>	<b>\$ 3,370,320</b>	<b>\$ 3,370,320</b>

## Agency Budget by Major-Revenue

	<b>2018 Actual</b>	<b>2019 Adopted</b>	<b>2019 Projected</b>	<b>2020 Request</b>	<b>2020 Executive</b>	<b>2020 Adopted</b>
Charges For Services	(2,435,189)	(3,173,640)	(2,705,600)	(3,176,709)	(3,176,709)	(3,176,709)
Investments & Other Contributions	-	(966)	-	-	-	-
Misc Revenue	(19,627)	(26,900)	(20,000)	(48,000)	(48,000)	(48,000)
Other Financing Source	(863,320)	(111,475)	(591,616)	(104,862)	(145,611)	(145,611)
General Fund Subsidy	(5,525)	-	-	-	-	-
<b>TOTAL</b>	<b>\$ (3,323,661)</b>	<b>\$ (3,312,981)</b>	<b>\$ (3,317,216)</b>	<b>\$ (3,329,571)</b>	<b>\$ (3,370,320)</b>	<b>\$ (3,370,320)</b>

## Agency Budget by Major-Expenses

	<b>2018 Actual</b>	<b>2019 Adopted</b>	<b>2019 Projected</b>	<b>2020 Request</b>	<b>2020 Executive</b>	<b>2020 Adopted</b>
Salaries	1,325,355	1,400,934	1,394,844	1,441,007	1,462,119	1,462,119
Benefits	341,839	242,333	334,580	256,536	265,868	265,868
Supplies	549,026	599,100	592,672	599,600	599,600	599,600
Purchased Services	456,236	493,973	418,479	475,321	475,321	475,321
Debt & Other Financing	213,652	46,352	46,352	46,352	46,348	46,348
Inter Depart Charges	239,539	320,289	320,289	300,755	311,064	311,064
Transfer Out	198,015	210,000	210,000	210,000	210,000	210,000
<b>TOTAL</b>	<b>\$ 3,323,661</b>	<b>\$ 3,312,981</b>	<b>\$ 3,317,216</b>	<b>\$ 3,329,571</b>	<b>\$ 3,370,320</b>	<b>\$ 3,370,320</b>



# Golf Courses

Function: Public Works & Transportation

## Line Item Detail

Agency Primary Fund: Golf Courses

### Charges for Service

	2018 Actual	2019 Adopted	2019 Projected	2020 Request	2020 Executive	2020 Adopted
Catering Concessions	(358,671)	(498,400)	(435,000)	(508,715)	(508,715)	(508,715)
Facility Rental	(445,147)	(685,400)	(500,000)	(700,000)	(700,000)	(700,000)
Memberships	(302,711)	(299,200)	(270,000)	(300,000)	(300,000)	(300,000)
Reimbursement Of Expense	(1,172)	(1,885)	(600)	(2,000)	(2,000)	(2,000)
Golf Courses	(1,327,487)	(1,688,755)	(1,500,000)	(1,665,994)	(1,665,994)	(1,665,994)
<b>TOTAL</b>	<b>\$ (2,435,189)</b>	<b>\$ (3,173,640)</b>	<b>\$ (2,705,600)</b>	<b>\$ (3,176,709)</b>	<b>\$ (3,176,709)</b>	<b>\$ (3,176,709)</b>

### Investments & Contributions

	2018 Actual	2019 Adopted	2019 Projected	2020 Request	2020 Executive	2020 Adopted
Interest	-	(966)	-	-	-	-
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ (966)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Misc Revenue

	2018 Actual	2019 Adopted	2019 Projected	2020 Request	2020 Executive	2020 Adopted
Miscellaneous Revenue	(19,627)	(26,900)	(20,000)	(48,000)	(48,000)	(48,000)
<b>TOTAL</b>	<b>\$ (19,627)</b>	<b>\$ (26,900)</b>	<b>\$ (20,000)</b>	<b>\$ (48,000)</b>	<b>\$ (48,000)</b>	<b>\$ (48,000)</b>

### Other Finance Sources

	2018 Actual	2019 Adopted	2019 Projected	2020 Request	2020 Executive	2020 Adopted
Fund Balance Applied	(863,320)	(111,475)	(591,616)	(104,862)	(145,611)	(145,611)
<b>TOTAL</b>	<b>\$ (863,320)</b>	<b>\$ (111,475)</b>	<b>\$ (591,616)</b>	<b>\$ (104,862)</b>	<b>\$ (145,611)</b>	<b>\$ (145,611)</b>

### Transfer In

	2018 Actual	2019 Adopted	2019 Projected	2020 Request	2020 Executive	2020 Adopted
Transfer In From Insurance	(5,525)	-	-	-	-	-
<b>TOTAL</b>	<b>\$ (5,525)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Salaries

	2018 Actual	2019 Adopted	2019 Projected	2020 Request	2020 Executive	2020 Adopted
Permanent Wages	450,220	523,403	467,067	522,122	543,234	543,234
Salary Savings	-	(49,314)	-	(49,314)	(49,314)	(49,314)
Pending Personnel	-	61,258	-	71,511	71,511	71,511
Premium Pay	21,560	6,837	22,000	6,837	6,837	6,837
Workers Compensation Wages	1,352	-	-	-	-	-
Compensated Absence	27,858	28,659	28,000	28,659	28,659	28,659
Hourly Wages	750,495	800,777	800,777	831,878	831,878	831,878
Overtime Wages Permanent	46,401	9,000	50,000	9,000	9,000	9,000
Overtime Wages Hourly	27,468	20,315	27,000	20,315	20,315	20,315
<b>TOTAL</b>	<b>\$ 1,325,355</b>	<b>\$ 1,400,934</b>	<b>\$ 1,394,844</b>	<b>\$ 1,441,007</b>	<b>\$ 1,462,119</b>	<b>\$ 1,462,119</b>

# Golf Courses

Function: Public Works & Transportation

## Line Item Detail

Agency Primary Fund: Golf Courses

### Benefits

	2018 Actual	2019 Adopted	2019 Projected	2020 Request	2020 Executive	2020 Adopted
Benefit Savings	-	(13,610)	-	-	-	-
Unemployment Benefits	57,446	71,184	67,373	71,184	71,184	71,184
Health Insurance Benefit	91,970	92,794	85,140	92,794	97,412	97,412
Wage Insurance Benefit	2,230	2,166	2,333	2,337	2,337	2,337
WRS	52,176	34,281	56,182	34,199	36,669	36,669
FICA Medicare Benefits	100,847	39,225	106,706	38,628	40,872	40,872
Licenses & Certifications	563	-	-	-	-	-
Post Employment Health Plans	15,704	16,293	16,846	17,394	17,394	17,394
Other Post Emplmnt Benefit	16,632	-	-	-	-	-
Pension Expense	4,270	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 341,839</b>	<b>\$ 242,333</b>	<b>\$ 334,580</b>	<b>\$ 256,536</b>	<b>\$ 265,868</b>	<b>\$ 265,868</b>

### Supplies

	2018 Actual	2019 Adopted	2019 Projected	2020 Request	2020 Executive	2020 Adopted
Office Supplies	7,115	6,600	8,413	6,600	6,600	6,600
Copy Printing Supplies	19	400	83	400	400	400
Hardware Supplies	7,601	100	360	100	100	100
Work Supplies	30,447	30,000	32,887	30,000	30,000	30,000
Janitorial Supplies	6,622	7,500	6,821	7,500	7,500	7,500
Safety Supplies	2,446	3,500	2,672	3,500	3,500	3,500
Building	551	-	785	-	-	-
Building Supplies	1,584	6,650	3,900	6,650	6,650	6,650
Landscaping Supplies	9,213	13,450	10,571	14,650	14,650	14,650
Trees Shrubs Plants	2,418	700	700	-	-	-
Fertilizers And Chemicals	125,568	140,000	142,545	140,000	140,000	140,000
Machinery And Equipment	66,733	80,000	79,636	80,000	80,000	80,000
Equipment Supplies	104,977	79,600	93,240	79,600	79,600	79,600
Oil	258	100	2,865	100	100	100
Inventory	183,473	230,500	207,194	230,500	230,500	230,500
<b>TOTAL</b>	<b>\$ 549,026</b>	<b>\$ 599,100</b>	<b>\$ 592,672</b>	<b>\$ 599,600</b>	<b>\$ 599,600</b>	<b>\$ 599,600</b>

# Golf Courses

Function: Public Works & Transportation

## Line Item Detail

Agency Primary Fund: Golf Courses

### Purchased Services

	2018 Actual	2019 Adopted	2019 Projected	2020 Request	2020 Executive	2020 Adopted
Natural Gas	11,395	12,200	12,997	12,200	12,200	12,200
Electricity	61,170	70,500	64,796	70,500	70,500	70,500
Water	102,250	112,000	104,894	112,000	112,000	112,000
Stormwater	45,815	49,500	46,078	49,500	49,500	49,500
Telephone	1,868	2,980	2,179	2,980	2,980	2,980
Cellular Telephone	200	-	229	-	-	-
Systems Comm Internet	1,946	1,500	1,770	1,500	1,500	1,500
Building Improv Repair Maint	1,700	4,400	4,856	4,400	4,400	4,400
Pest Control	86	1,000	-	1,000	1,000	1,000
Comm Device Mntc	-	2,000	-	2,000	2,000	2,000
Equipment Mntc	14,060	19,820	14,173	19,820	19,820	19,820
System & Software Mntc	4,382	10,150	4,413	33,378	33,378	33,378
Rental Of Equipment	126,422	129,500	121,449	129,500	129,500	129,500
Sidewalk Mntc	448	-	-	-	-	-
Uniform Laundry	816	700	835	700	700	700
Audit Services	1,725	1,525	1,396	1,525	1,525	1,525
Credit Card Services	45,417	43,200	1,250	1,320	1,320	1,320
Management Services	8,816	9,850	10,082	9,850	9,850	9,850
Advertising Services	11,404	11,500	11,184	11,500	11,500	11,500
Printing Services	117	-	497	-	-	-
Security Services	1,313	1,560	1,378	1,560	1,560	1,560
Other Services & Expenses	12,233	7,500	11,274	7,500	7,500	7,500
Permits & Licenses	2,654	2,588	2,749	2,588	2,588	2,588
<b>TOTAL</b>	<b>\$ 456,236</b>	<b>\$ 493,973</b>	<b>\$ 418,479</b>	<b>\$ 475,321</b>	<b>\$ 475,321</b>	<b>\$ 475,321</b>

### Debt & Other Financing

	2018 Actual	2019 Adopted	2019 Projected	2020 Request	2020 Executive	2020 Adopted
Principal	-	35,919	35,919	35,919	35,915	35,915
Interest	11,084	10,433	10,433	10,433	10,433	10,433
Depreciation	202,568	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 213,652</b>	<b>\$ 46,352</b>	<b>\$ 46,352</b>	<b>\$ 46,352</b>	<b>\$ 46,348</b>	<b>\$ 46,348</b>

### Inter-Departmental Charges

	2018 Actual	2019 Adopted	2019 Projected	2020 Request	2020 Executive	2020 Adopted
ID Charge From GF	-	7,805	7,805	7,805	8,124	8,124
ID Charge From Clerk	-	565	565	565	388	388
ID Charge From Finance	-	45,256	45,256	45,256	51,056	51,056
ID Charge From Human Resource	-	40,778	40,778	40,778	44,635	44,635
ID Charge From Information Tec	20,160	18,787	18,787	18,787	19,758	19,758
ID Charge From Mayor	-	3,332	3,332	3,332	3,317	3,317
ID Charge From Treasurer	-	446	446	446	-	-
ID Charge From Fleet Services	192,237	178,607	178,607	159,933	159,933	159,933
ID Charge From Insurance	7,996	8,373	8,373	11,498	11,498	11,498
ID Charge From Workers Comp	19,146	16,340	16,340	12,355	12,355	12,355
<b>TOTAL</b>	<b>\$ 239,539</b>	<b>\$ 320,289</b>	<b>\$ 320,289</b>	<b>\$ 300,755</b>	<b>\$ 311,064</b>	<b>\$ 311,064</b>

### Transfer Out

	2018 Actual	2019 Adopted	2019 Projected	2020 Request	2020 Executive	2020 Adopted
Transfer Out To General	198,015	210,000	210,000	210,000	210,000	210,000
<b>TOTAL</b>	<b>\$ 198,015</b>	<b>\$ 210,000</b>	<b>\$ 210,000</b>	<b>\$ 210,000</b>	<b>\$ 210,000</b>	<b>\$ 210,000</b>

# Golf Courses

Function: Public Works & Transportation

Position Summary

	CG	2019 Budget		Request		2020 Executive		Adopted	
		FTEs	Amount	FTEs	Amount	FTEs	Amount	FTEs	Amount
GOLF CLUB OPER SUPV	18	1.00	71,732	1.00	71,457	1.00	74,347	1.00	74,347
GOLF PROGRAM SUPV	18	1.00	68,078	1.00	67,816	1.00	70,558	1.00	70,558
GREENSKEEPER	16	4.00	251,518	4.00	251,227	4.00	261,385	4.00	261,385
MAINT MECH	16	1.00	67,534	1.00	67,326	1.00	70,048	1.00	70,048
PKS EQUIP MECH	16	1.00	64,541	1.00	64,293	1.00	66,893	1.00	66,893
<b>TOTAL</b>		<b>8.00</b>	<b>\$ 523,403</b>	<b>8.00</b>	<b>\$ 522,119</b>	<b>8.00</b>	<b>\$ 543,231</b>	<b>8.00</b>	<b>\$ 543,231</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.