

Golf Courses

Agency Budget by Fund

Fund	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Golf Courses	3,654,184	3,307,654	4,294,299	3,559,688	3,644,276	3,730,586
Total	3,654,184	3,307,654	4,294,299	3,559,688	3,644,276	3,730,586

Agency Budget by Service

Service	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Golf Operations	3,654,184	3,307,654	4,294,299	3,559,688	3,644,276	3,730,586
Total	3,654,184	3,307,654	4,294,299	3,559,688	3,644,276	3,730,586

Agency Budget by Major-Revenue

Major Revenue	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Charges For Services	(3,614,639)	(3,259,654)	(4,283,640)	(3,481,792)	(3,553,090)	(3,653,091)
Invest Other Contrib	-	-	-	(20,000)	(20,000)	-
Misc Revenue	(15,722)	(48,000)	(10,659)	(48,000)	(48,000)	(48,000)
Other Finance Source	-	-	-	(9,896)	(23,185)	(29,495)
Transfer In	(23,824)	-	-	-	-	-
Total	(3,654,185)	(3,307,654)	(4,294,299)	(3,559,688)	(3,644,276)	(3,730,586)

Agency Budget by Major-Expense

Major Expense	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Salaries	1,388,905	1,468,906	1,328,206	1,508,677	1,507,287	1,510,432
Benefits	312,794	278,575	297,727	276,588	280,085	280,085
Supplies	362,838	564,766	559,269	621,179	621,179	629,329
Purchased Services	679,989	471,349	723,730	687,810	692,825	767,840
Debt Othr Financing	426,283	32,088	887,012	1	1	-
Inter Depart Charges	291,759	247,205	309,021	220,983	298,448	298,450
Transfer Out	191,617	244,765	189,334	244,451	244,451	244,451
Total	3,654,184	3,307,654	4,294,299	3,559,688	3,644,276	3,730,586



Madison Parks Division

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Date: July 22, 2022
To: David Schmiedicke, Finance Director
From: Eric Knepp, Parks Superintendent
Subject: 2023 Golf Enterprise Operating Budget Transmittal Memo

Goals of Agency's Operating Budget

The 2023 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. Implementation of the final recommendations from the Task Force on Municipal Golf in Madison Parks continues to be a priority for the Golf Enterprise. These recommendations and objectives tie directly to the citywide priorities of Economy & Opportunities, Culture & Character and Green & Resilient as identified in the City's Comprehensive Plan. The four courses are key for promoting affordable golf for a diverse community. Golf Enterprise will continue to focus on providing accessible, affordable and quality golf recreational opportunities to residents and visitors. With the reopening of The Glen Golf Park in July 2022, it is expected that Golf Enterprise will be profitable three years in a row, and staff will continue working to maintain this trend.

Racial Equity and Social Justice

Historically, golf has a reputation of being very exclusionary in this country. The Golf Enterprise program is committed to overcoming these reputations and creating environments where all feel welcome. Golf Enterprise continues to explore and develop marketing and outreach strategies to draw in more diverse groups to use and otherwise visit the courses. The newly renovated and rebranded The Glen Golf Park, which reopened in July 2022, serves as a potential model for overcoming these inequities by providing diverse and culturally relevant mixed-use recreational programming that is intended bring more people, specifically BIPOC, women, and LGBTQ+ community members, to the golf park who have not historically felt welcome. Golf Enterprise will continue to connect members of the community with the courses and golf park through alternative recreational activities which will boost the community's intrinsic value of the courses and introduce new players to the game. The proposed request also allows for continued collaboration with partners, including Change Golf Instruction and First Tee—South Central Wisconsin, who focus on introducing people to the benefits of the sport of golf by providing affordable instructional opportunities to youth and adults with a particular focus on BIPOC, women, LGBTQ+ and otherwise underrepresented communities.

Major Changes in the 2023 Operating Request

Based on the success of the past two seasons and projected 2022 financial outcome, the proposed budget request includes a modest increase to revenue that will be generally offset by increases in related expenses to maintain and operate the program. Golf Enterprise will continue to operate through 2024 as a 72-hole operation, but is working towards plans for a 54-hole operation into the future. This move is based on the recommendations of the Task Force and upcoming sale of a portion of Yahara Hills Golf Course. Following receipt of the proceeds from

the land sale, all remaining debt to the General Fund will be fully paid. Golf Enterprise is in the process of creating a staffing and reinvestment plan using the proceeds from the land sale that will benefit golfers and park users alike for decades to come, including shoring up failing infrastructure of courses and building conditions and investing in equipment, all with significant deferred maintenance that poses an increasingly concerning problem to the overall profitability of the program.

Golf Enterprise continues to work to achieve operational profitability and long term financial sustainability. In order to do so, Golf Enterprise will evolve and innovate, including continuing to build on the initial success of The Glen Golf Park, and to remain competitively positioned in the marketplace. Golf Enterprise will continue to work on opportunities further implementation of the recommendations from the Task Force, building upon lessons learned from The Glen project.

CC: Deputy Mayors
Budget & Program Evaluation Staff
Lisa Laschinger, Assistant Park Superintendent
January Vang, Parks Finance Manager
Pat Hario, Parks Administrative Assistant
Noah Sternig, Parks Finance Management Intern

2023 Operating Budget

Service Budget Proposal

PART 1: IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Golf Enterprise

SELECT YOUR AGENCY'S SERVICE:

Golf Operations

SERVICE NUMBER:

811

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.

Are any updates required for the "Service Description"?

No

Activities performed by this Service

Activity	% of Effort	Description
Golf course maintenance	55%	Maintain the 4 golf courses in excellent playing condition. Irrigate and mow the greens and fairways, repair and care for mowing equipment and vehicles, provide tee and green supplies.
Golf clubhouse	45%	Provide clubhouses for golfers to set up tee times, check in, rent golf carts and pay green fees. Opportunities to purchase concession at the snack bars and golf accessories at the pro shops.

Citywide Element

<https://imaginemadisonwi.com/document/comprehensive-plan-adopted>

Culture and Character

Describe how this service advances the Citywide Element:

Provides quality and affordable golf recreational opportunities to residents and visitors, along with winter recreational opportunities at all four courses. In addition, a newly implemented Programming Plan at The Glen Golf Park provides diverse recreational and cultural opportunities.

Part 2: Base Budget Proposal

BUDGET INFORMATION

	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
<i>Budget by Fund</i>						
General-Net	\$0	\$0	\$0	\$0	\$0	\$0
Other-Expenditures	\$3,654,184	\$3,307,654	\$4,294,299	\$3,559,688	\$3,644,276	\$3,730,586
Total	\$3,654,184	\$3,307,654	\$4,294,299	\$3,559,688	\$3,644,276	\$3,730,586
<i>Budget by Major</i>						
Revenue						248

		(\$3,654,185)	(\$3,307,654)	(\$4,294,299)	(\$3,559,688)	(\$3,644,276)	(\$3,730,586)
Personnel		\$1,701,699	\$1,747,481	\$1,625,933	\$1,785,264	\$1,787,372	\$1,790,518
Non-Personnel		\$1,660,727	\$1,312,968	\$2,359,345	\$1,553,441	\$1,558,456	\$1,397,168
Agency Billings		\$291,759	\$247,205	\$309,021	\$220,983	\$298,448	\$542,900
Total		\$0	\$0	\$0	\$0	\$0	\$0

Part 3: Service Budget Changes

General Fund agencies may propose changes that are net neutral to their budget. Non-general fund supported agencies may propose changes that they can support with revenue.

Proposed Changes

Fund	Major	Org	Object	\$ Change	Description
2160 - GOLF COURSES	43 - CHARGES FOR SER	811122...	43860	(\$100,001)	Conservative increases in catering concessions, memberships and golf courses revenue across all 4 golf courses due to anticipated reopening of the Glen, increased concessions and potential memberships.
2160 - GOLF COURSES	46 - INVEST OTHER CO	811120...	46310	\$20,000	Decrease in contribution donation revenue for The Glen.
2160 - GOLF COURSES	48 - OTHER FINANCE S	811122...	48510	(\$6,310)	Small increase in fund balance applied for the Golf Enterprise to offset increases in expenses.
2160 - GOLF COURSES	51 - SALARIES	811120...	51210	\$3,146	Small increase in hourly wages within golf courses due to additional resources needed.
2160 - GOLF COURSES	53 - SUPPLIES	811110...	53365	\$8,150	Majority of increase due to fertilizers and chemical, work supplies and inventory supplies across all golf courses due to increase cost in supplies.
2160 - GOLF COURSES	54 - PURCHASED SERV	811122...	54350	\$75,015	Majority of increase in lease rental of equipment and credit card services across all golf course clubhouse due to cost of golf cart rentals and credit card charges.
TOTAL				\$0.00	

What are the service level impacts of the proposed funding changes?

Impacts of proposed funding changes will ensure that the Golf courses are able to operate efficiently. Net effect of proposed changes are offset with fund balance applied from Golf reserves.

Explain the assumptions behind the changes.

Adjustments made within revenue and expenses are based on prior year averages and anticipated needs for 2023.

What is the justification behind the proposed change?

Proposed changes based on review of prior year info and continue support needed for the golf courses

Are you proposing any personnel allocation changes?

Yes

If yes, you must complete a position allocation change form.

The form is available on the SharePoint Budget page <http://share/sites/Finance/Budget/SitePages/Operating.aspx>

Completed forms should be uploaded to your agency folder

<http://share/sites/Finance/Budget/AgencyOperatingMaterials/Forms/AllItems.aspx>

Have you submitted a position allocation change form?

Yes

Part 4: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Prioritize equity over equality. "Equity" is often conflated with the term "equality" (meaning sameness). Equity implies that an individual may need to experience or receive something different (not equal) in order to achieve fairness and access.

We encourage you to focus on how this service impacts marginalized populations and addresses the greatest needs, instead of discussing how the service will benefit everyone equally.

1. What specific inequities does this service intend to address? How and for whom?

American Golf has a reputation of being a highly exclusive sport, and even on the City of Madison courses, has a history of being unwelcoming for women and golfers of color. Golf can provide significant mental, physical and social health benefits for the community and the land on which the courses are situated can have significant impacts on the natural environment. The Glen Golf Park, which reopened in July 2022, serves as a potential model for overcoming these inequities by focusing strategically on programming that is intended to bring more people, specifically BIPOC, women, and LGBTQ+ community members, to the golf park who have not historically felt welcome and potentially grow the interest in the sport. This is expected to be a model that can be implemented in all other courses. In addition, golf staff continue to work to understand issues surrounding racial equity, and are working to diversify the workforce and grow connections with these specific communities.

2. What data helped shape your proposal? Data includes qualitative and quantitative information such as community input, demographics, qualified census tracts, environmental justice areas, and other sources. Additionally, include specific recommendations from a Racial Equity and Social Justice Analysis, if available.

The Golf program tracks use through the TeeSnap program, which provides limited demographic data. Through the work of the Task Force on Municipal Golf in Madison Parks, significant data was gathered from non-golfers regarding how they like to use the spaces currently and in the future. The Task Force conducted a survey, which garnered significant public input and included demographics. The results of the survey were considered as the Task Force created recommendations regarding the future of the golf program. Significant work is still needed to better engage with BIPOC and other underrepresented communities.

3. Is the proposed budget or budget change related to a recommendation from a Neighborhood Resource Team (NRT)? If yes, please identify the NRT and recommendation. Be as specific as possible.

No, however, the proposed budget is related to the Task Force on Municipal Golf's recommendations, including addressing access and inclusion issues on the golf courses. Staff will continue to implement the recommendations set forth by the Task Force. In addition, staff will continue to work towards achieving the objectives of the Division's Equitable Workforce Plan through recruitment efforts, training, and implementation of the Equity Action Plan within available resources.

Part 5: Proposed Budget Reduction

Agencies are asked to provide a 1% reduction to their general, library, and internal service (e.g. fleet) fund budgets to address the City's structural deficit.

Enterprise Agencies: Enterprise agencies are not required to propose reductions, as long as there are sufficient revenues to cover proposed expenses. Enterprise agencies may skip this section and move to Part 6.

What is 1% of the agency's net budget (general, library, and fleet funds only)?

What is the proposed reduction to this service's budget?

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

If you are proposing revenue increases or other types of changes to meet your net budget reduction, contact your budget analyst to discuss how to enter the information in the form.

Activity	\$Amount	Description
Total	\$0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel		

Non-Personnel		
Agency Billings		
Total	\$0	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities?

Has this reduction been proposed in prior years?

Does the proposed reduction result in eliminating permanent positions?

Does the proposed reduction impact other agencies (e.g. administrative or internal service agencies such as IT, Finance, HR, Fleet)?

Describe why the proposed reduction was chosen.

Explain the impacts of the proposed reduction on the end user of the service. How can impacts of this reduction be mitigated?

Part 6: Optional Supplemental Request

Town of Madison: Agencies requesting additional funding for Town of Madison (ToM) services should enter funding requests below. Enter ToM requests in the most relevant service. You can enter multiple rows for ToM activities as needed. Include "Town of Madison" or "ToM" in the activity name.

Supplemental Request: Agencies may submit one (1) supplemental request in their 2023 budget request. Please include the request in the most relevant service. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description
Total	0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	0	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable

funding source(s). Follow up with your budget analyst if you are uncertain.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

Does the proposed increase affect workload for any administrative or internal service agencies (e.g., IT, Finance, HR, Fleet)?

Describe why the proposed increase is critical.