

# 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.

### 2022 Budget Highlights

The 2022 Adopted Budget:

- Maintains the current operating model and level of service for the Golf Enterprise.

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

## Agency Budget by Fund

|              | 2020 Actual         | 2021 Adopted        | 2021 Projected      | 2022 Request        | 2022 Executive      | 2022 Adopted        |
|--------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Golf Courses | 3,654,184           | 3,307,654           | 3,644,115           | 3,584,310           | 3,559,688           | 3,559,688           |
| <b>TOTAL</b> | <b>\$ 3,654,184</b> | <b>\$ 3,307,654</b> | <b>\$ 3,644,115</b> | <b>\$ 3,584,310</b> | <b>\$ 3,559,688</b> | <b>\$ 3,559,688</b> |

## Agency Budget by Service

|                 | 2020 Actual         | 2021 Adopted        | 2021 Projected      | 2022 Request        | 2022 Executive      | 2022 Adopted        |
|-----------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Golf Operations | 3,654,184           | 3,307,654           | 3,644,115           | 3,584,310           | 3,559,688           | 3,559,688           |
| <b>TOTAL</b>    | <b>\$ 3,654,184</b> | <b>\$ 3,307,654</b> | <b>\$ 3,644,115</b> | <b>\$ 3,584,310</b> | <b>\$ 3,559,688</b> | <b>\$ 3,559,688</b> |

## Agency Budget by Major-Revenue

|                                   | 2020 Actual           | 2021 Adopted          | 2021 Projected        | 2022 Request          | 2022 Executive        | 2022 Adopted          |
|-----------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Charges For Services              | (3,614,639)           | (3,259,654)           | (3,608,073)           | (3,481,792)           | (3,481,792)           | (3,481,792)           |
| Investments & Other Contributions | -                     | -                     | -                     | (20,000)              | (20,000)              | (20,000)              |
| Misc Revenue                      | (15,722)              | (48,000)              | (24,444)              | (48,000)              | (48,000)              | (48,000)              |
| Other Financing Source            | -                     | -                     | (11,599)              | (34,518)              | (9,896)               | (9,896)               |
| Transfer In                       | (23,824)              | -                     | -                     | -                     | -                     | -                     |
| <b>TOTAL</b>                      | <b>\$ (3,654,184)</b> | <b>\$ (3,307,654)</b> | <b>\$ (3,644,115)</b> | <b>\$ (3,584,310)</b> | <b>\$ (3,559,688)</b> | <b>\$ (3,559,688)</b> |

## Agency Budget by Major-Expenses

|                        | 2020 Actual         | 2021 Adopted        | 2021 Projected      | 2022 Request        | 2022 Executive      | 2022 Adopted        |
|------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Salaries               | 1,388,905           | 1,468,906           | 1,381,161           | 1,528,575           | 1,509,457           | 1,508,678           |
| Benefits               | 312,794             | 278,575             | 460,710             | 283,678             | 275,809             | 276,588             |
| Supplies               | 362,838             | 564,766             | 586,689             | 621,179             | 621,179             | 621,179             |
| Purchased Services     | 679,989             | 471,349             | 723,585             | 687,810             | 687,810             | 687,810             |
| Debt & Other Financing | 426,283             | 32,088              | -                   | -                   | -                   | -                   |
| Inter Depart Charges   | 291,759             | 247,205             | 247,205             | 218,304             | 220,983             | 220,983             |
| Transfer Out           | 191,617             | 244,765             | 244,765             | 244,765             | 244,451             | 244,451             |
| <b>TOTAL</b>           | <b>\$ 3,654,184</b> | <b>\$ 3,307,654</b> | <b>\$ 3,644,115</b> | <b>\$ 3,584,310</b> | <b>\$ 3,559,688</b> | <b>\$ 3,559,688</b> |



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

## Charges for Service

|                          | 2020 Actual           | 2021 Adopted          | 2021 Projected        | 2022 Request          | 2022 Executive        | 2022 Adopted          |
|--------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Catering Concessions     | (329,704)             | (480,000)             | (433,941)             | (480,000)             | (480,000)             | (480,000)             |
| Facility Rental          | (658,037)             | (670,000)             | (660,919)             | (670,000)             | (670,000)             | (670,000)             |
| Memberships              | (243,525)             | (300,000)             | (331,557)             | (320,000)             | (320,000)             | (320,000)             |
| Reimbursement Of Expense | (903)                 | (2,000)               | (940)                 | (2,000)               | (2,000)               | (2,000)               |
| Golf Courses             | (2,382,470)           | (1,807,654)           | (2,180,716)           | (2,009,792)           | (2,009,792)           | (2,009,792)           |
| <b>TOTAL</b>             | <b>\$ (3,614,639)</b> | <b>\$ (3,259,654)</b> | <b>\$ (3,608,073)</b> | <b>\$ (3,481,792)</b> | <b>\$ (3,481,792)</b> | <b>\$ (3,481,792)</b> |

## Investments &amp; Contributions

|                           | 2020 Actual | 2021 Adopted | 2021 Projected | 2022 Request       | 2022 Executive     | 2022 Adopted       |
|---------------------------|-------------|--------------|----------------|--------------------|--------------------|--------------------|
| Contributions & Donations | -           | -            | -              | (20,000)           | (20,000)           | (20,000)           |
| <b>TOTAL</b>              | <b>\$ -</b> | <b>\$ -</b>  | <b>\$ -</b>    | <b>\$ (20,000)</b> | <b>\$ (20,000)</b> | <b>\$ (20,000)</b> |

## Misc Revenue

|                       | 2020 Actual        | 2021 Adopted       | 2021 Projected     | 2022 Request       | 2022 Executive     | 2022 Adopted       |
|-----------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Miscellaneous Revenue | (15,722)           | (48,000)           | (24,444)           | (48,000)           | (48,000)           | (48,000)           |
| <b>TOTAL</b>          | <b>\$ (15,722)</b> | <b>\$ (48,000)</b> | <b>\$ (24,444)</b> | <b>\$ (48,000)</b> | <b>\$ (48,000)</b> | <b>\$ (48,000)</b> |

## Other Finance Sources

|                      | 2020 Actual | 2021 Adopted | 2021 Projected     | 2022 Request       | 2022 Executive    | 2022 Adopted      |
|----------------------|-------------|--------------|--------------------|--------------------|-------------------|-------------------|
| Fund Balance Applied | -           | -            | (11,599)           | (34,518)           | (9,896)           | (9,896)           |
| <b>TOTAL</b>         | <b>\$ -</b> | <b>\$ -</b>  | <b>\$ (11,599)</b> | <b>\$ (34,518)</b> | <b>\$ (9,896)</b> | <b>\$ (9,896)</b> |

## Transfer In

|                         | 2020 Actual        | 2021 Adopted | 2021 Projected | 2022 Request | 2022 Executive | 2022 Adopted |
|-------------------------|--------------------|--------------|----------------|--------------|----------------|--------------|
| Transfer In From Grants | (23,824)           | -            | -              | -            | -              | -            |
| <b>TOTAL</b>            | <b>\$ (23,824)</b> | <b>\$ -</b>  | <b>\$ -</b>    | <b>\$ -</b>  | <b>\$ -</b>    | <b>\$ -</b>  |

## Salaries

|                            | 2020 Actual         | 2021 Adopted        | 2021 Projected      | 2022 Request        | 2022 Executive      | 2022 Adopted        |
|----------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Permanent Wages            | 469,125             | 565,867             | 465,912             | 575,927             | 550,525             | 556,030             |
| Salary Savings             | -                   | (49,314)            | -                   | (6,314)             | (6,314)             | (6,314)             |
| Pending Personnel          | -                   | 63,542              | -                   | 64,017              | 70,301              | 64,017              |
| Premium Pay                | 23,805              | 2,564               | 17,498              | 2,564               | 2,564               | 2,564               |
| Workers Compensation Wages | 1,300               | -                   | 8,752               | -                   | -                   | -                   |
| Compensated Absence        | 132,005             | 16,467              | 4,018               | 16,467              | 16,467              | 16,467              |
| Hourly Wages               | 723,202             | 830,610             | 743,837             | 836,809             | 836,809             | 836,809             |
| Overtime Wages Permanent   | 19,890              | 8,970               | 87,288              | 14,375              | 14,375              | 14,375              |
| Overtime Wages Hourly      | 19,578              | 30,200              | 53,855              | 24,730              | 24,730              | 24,730              |
| <b>TOTAL</b>               | <b>\$ 1,388,905</b> | <b>\$ 1,468,906</b> | <b>\$ 1,381,161</b> | <b>\$ 1,528,575</b> | <b>\$ 1,509,457</b> | <b>\$ 1,508,678</b> |

# Golf Courses

Function: Public Works

## Line Item Detail

Agency Primary Fund: Golf Courses

### Benefits

|                              | 2020 Actual       | 2021 Adopted      | 2021 Projected    | 2022 Request      | 2022 Executive    | 2022 Adopted      |
|------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Unemployment Benefits        | 61,903            | 71,184            | 169,556           | 71,184            | 71,184            | 71,184            |
| Health Insurance Benefit     | 88,499            | 107,606           | 113,098           | 110,820           | 108,386           | 108,386           |
| Wage Insurance Benefit       | 2,099             | 1,824             | 2,233             | 2,546             | 2,392             | 2,392             |
| WRS                          | 50,270            | 38,195            | 54,911            | 38,875            | 35,783            | 36,141            |
| FICA Medicare Benefits       | 97,255            | 42,372            | 90,115            | 42,859            | 40,670            | 41,091            |
| Licenses & Certifications    | 641               | -                 | -                 | -                 | -                 | -                 |
| Post Employment Health Plans | 7,329             | 17,394            | 30,797            | 17,394            | 17,394            | 17,394            |
| Other Post Emplymnt Benefit  | 4,039             | -                 | -                 | -                 | -                 | -                 |
| Pension Expense              | 760               | -                 | -                 | -                 | -                 | -                 |
| <b>TOTAL</b>                 | <b>\$ 312,794</b> | <b>\$ 278,575</b> | <b>\$ 460,710</b> | <b>\$ 283,678</b> | <b>\$ 275,809</b> | <b>\$ 276,588</b> |

### Supplies

|                           | 2020 Actual       | 2021 Adopted      | 2021 Projected    | 2022 Request      | 2022 Executive    | 2022 Adopted      |
|---------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Office Supplies           | (742)             | 7,700             | 5,388             | 10,350            | 10,350            | 10,350            |
| Copy Printing Supplies    | 327               | 400               | 248               | 400               | 400               | 400               |
| Hardware Supplies         | 2,338             | 100               | 158               | 1,929             | 1,929             | 1,929             |
| Work Supplies             | 9,880             | 28,000            | 39,214            | 43,900            | 43,900            | 43,900            |
| Janitorial Supplies       | 6,775             | 7,300             | 6,779             | 7,300             | 7,300             | 7,300             |
| Safety Supplies           | 25,522            | 3,500             | 2,818             | 3,500             | 3,500             | 3,500             |
| Uniform Clothing Supplies | 375               | -                 | -                 | -                 | -                 | -                 |
| Building                  | -                 | -                 | -                 | 300               | 300               | 300               |
| Building Supplies         | 1,451             | 7,650             | 2,531             | 11,650            | 11,650            | 11,650            |
| Landscaping Supplies      | 10,034            | 13,650            | 12,655            | 16,150            | 16,150            | 16,150            |
| Trees Shrubs Plants       | -                 | 500               | 500               | 500               | 500               | 500               |
| Fertilizers And Chemicals | 121,738           | 136,000           | 135,773           | 136,000           | 136,000           | 136,000           |
| Machinery And Equipment   | 3,984             | 72,000            | 45,157            | 72,000            | 72,000            | 72,000            |
| Equipment Supplies        | 66,681            | 79,600            | 87,269            | 91,600            | 91,600            | 91,600            |
| Oil                       | -                 | 100               | 100               | 100               | 100               | 100               |
| Inventory                 | 114,474           | 208,266           | 248,100           | 225,500           | 225,500           | 225,500           |
| <b>TOTAL</b>              | <b>\$ 362,838</b> | <b>\$ 564,766</b> | <b>\$ 586,689</b> | <b>\$ 621,179</b> | <b>\$ 621,179</b> | <b>\$ 621,179</b> |

# Golf Courses

Function: Public Works

## Line Item Detail

Agency Primary Fund: Golf Courses

### Purchased Services

|                              | 2020 Actual       | 2021 Adopted      | 2021 Projected    | 2022 Request      | 2022 Executive    | 2022 Adopted      |
|------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Natural Gas                  | 8,568             | 12,000            | 26,640            | 12,000            | 12,000            | 12,000            |
| Electricity                  | 69,000            | 68,000            | 70,538            | 68,000            | 68,000            | 68,000            |
| Water                        | 163,582           | 112,000           | 171,691           | 149,000           | 149,000           | 149,000           |
| Stormwater                   | 88,089            | 49,500            | 103,549           | 90,500            | 90,500            | 90,500            |
| Telephone                    | 1,827             | 1,788             | 1,310             | 2,000             | 2,000             | 2,000             |
| Cellular Telephone           | 184               | 220               | 220               | 220               | 220               | 220               |
| Systems Comm Internet        | 2,887             | 2,000             | 3,793             | 2,000             | 2,000             | 2,000             |
| Building Improv Repair Maint | 1,966             | 4,600             | 1,780             | 5,100             | 5,100             | 5,100             |
| Waste Disposal               | 21,981            | -                 | -                 | -                 | -                 | -                 |
| Pest Control                 | 965               | 500               | 700               | 2,280             | 2,280             | 2,280             |
| Comm Device Mntc             | -                 | 2,000             | -                 | 2,000             | 2,000             | 2,000             |
| Equipment Mntc               | 16,106            | 20,120            | -                 | 25,120            | 25,120            | 25,120            |
| System & Software Mntc       | -                 | 33,378            | 10,650            | 16,078            | 16,078            | 16,078            |
| Rental Of Equipment          | 127,723           | 129,200           | 127,865           | 145,000           | 145,000           | 145,000           |
| Mileage                      | 176               | -                 | -                 | -                 | -                 | -                 |
| Memberships                  | 250               | -                 | 58                | -                 | -                 | -                 |
| Uniform Laundry              | 367               | 700               | 700               | 700               | 700               | 700               |
| Audit Services               | 1,525             | 1,525             | -                 | 1,525             | 1,525             | 1,525             |
| Credit Card Services         | 108,479           | 1,320             | 163,103           | 117,000           | 117,000           | 117,000           |
| Management Services          | 4,809             | 9,850             | 9,250             | 9,850             | 9,850             | 9,850             |
| Consulting Services          | 556               | -                 | 4,444             | -                 | -                 | -                 |
| Advertising Services         | 3,567             | 11,500            | 9,500             | 17,000            | 17,000            | 17,000            |
| Printing Services            | 249               | -                 | -                 | -                 | -                 | -                 |
| Security Services            | 1,501             | 1,560             | 1,785             | 1,670             | 1,670             | 1,670             |
| Other Services & Expenses    | 52,978            | 7,000             | 16,008            | 18,000            | 18,000            | 18,000            |
| Permits & Licenses           | 2,654             | 2,588             | -                 | 2,767             | 2,767             | 2,767             |
| <b>TOTAL</b>                 | <b>\$ 679,989</b> | <b>\$ 471,349</b> | <b>\$ 723,585</b> | <b>\$ 687,810</b> | <b>\$ 687,810</b> | <b>\$ 687,810</b> |

### Debt & Other Financing

|                        | 2020 Actual       | 2021 Adopted     | 2021 Projected | 2022 Request | 2022 Executive | 2022 Adopted |
|------------------------|-------------------|------------------|----------------|--------------|----------------|--------------|
| Interest               | 19,851            | -                | -              | -            | -              | -            |
| Depreciation           | 145,917           | -                | -              | -            | -              | -            |
| Fund Balance Generated | 260,515           | 32,088           | -              | -            | -              | -            |
| <b>TOTAL</b>           | <b>\$ 426,283</b> | <b>\$ 32,088</b> | <b>\$ -</b>    | <b>\$ -</b>  | <b>\$ -</b>    | <b>\$ -</b>  |

### Inter-Departmental Charges

|                                | 2020 Actual       | 2021 Adopted      | 2021 Projected    | 2022 Request      | 2022 Executive    | 2022 Adopted      |
|--------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| ID Charge From GF              | 8,124             | 10,054            | 10,054            | 10,054            | 20,778            | 20,778            |
| ID Charge From Civil Rights    | -                 | 2,207             | 2,207             | 2,207             | 2,271             | 2,271             |
| ID Charge From Clerk           | 388               | -                 | -                 | -                 | -                 | -                 |
| ID Charge from EAP             | -                 | -                 | -                 | -                 | 476               | 476               |
| ID Charge From Finance         | 51,056            | 35,403            | 35,403            | 35,403            | 42,995            | 42,995            |
| ID Charge From Human Resource  | 44,635            | 18,299            | 18,299            | 18,299            | 20,485            | 20,485            |
| ID Charge From Information Tec | 19,758            | 30,508            | 30,508            | 30,508            | 14,419            | 14,419            |
| ID Charge From Fleet Services  | 140,027           | 123,099           | 123,099           | 94,198            | 92,259            | 92,259            |
| ID Charge From Mayor           | 3,317             | 4,276             | 4,276             | 4,276             | 3,941             | 3,941             |
| ID Charge From Traffic Eng     | 601               | -                 | -                 | -                 | -                 | -                 |
| ID Charge From Insurance       | 11,498            | 9,430             | 9,430             | 9,430             | 9,430             | 9,430             |
| ID Charge From Workers Comp    | 12,355            | 13,929            | 13,929            | 13,929            | 13,929            | 13,929            |
| <b>TOTAL</b>                   | <b>\$ 291,759</b> | <b>\$ 247,205</b> | <b>\$ 247,205</b> | <b>\$ 218,304</b> | <b>\$ 220,983</b> | <b>\$ 220,983</b> |

**Golf Courses**

**Function: Public Works**

*Line Item Detail*

**Agency Primary Fund: Golf Courses**

Transfer Out

|                              | <b>2020 Actual</b> | <b>2021 Adopted</b> | <b>2021 Projected</b> | <b>2022 Request</b> | <b>2022 Executive</b> | <b>2022 Adopted</b> |
|------------------------------|--------------------|---------------------|-----------------------|---------------------|-----------------------|---------------------|
| Transfer Out To General      | 191,617            | 200,000             | 200,000               | 200,000             | 200,000               | 200,000             |
| Transfer Out To Debt Service | -                  | 44,765              | 44,765                | 44,765              | 44,451                | 44,451              |
| <b>TOTAL</b>                 | <b>\$ 191,617</b>  | <b>\$ 244,765</b>   | <b>\$ 244,765</b>     | <b>\$ 244,765</b>   | <b>\$ 244,451</b>     | <b>\$ 244,451</b>   |

**Golf Courses**

**Function: Public Works**

*Position Summary*

| Classification           | CG | 2021 Budget<br>Adopted |                | Request     |                | 2022 Budget<br>Executive |                | Adopted     |                |
|--------------------------|----|------------------------|----------------|-------------|----------------|--------------------------|----------------|-------------|----------------|
|                          |    | FTEs                   | Amount         | FTEs        | Amount         | FTEs                     | Amount         | FTEs        | Amount         |
| GOLF CLUB OPER SUPV 2-18 | 18 | 1.00                   | 75,840         | 1.00        | 75,264         | 1.00                     | 75,263         | 1.00        | 76,016         |
| GOLF PROGRAM SUPV-18     | 18 | 1.00                   | 60,863         | 1.00        | 71,430         | 1.00                     | 71,429         | 1.00        | 72,143         |
| GREENSKEEPER 1-16        | 16 | 2.00                   | 122,349        | 2.00        | 121,419        | 2.00                     | 121,419        | 2.00        | 122,633        |
| GREENSKEEPER 2-16        | 16 | 1.00                   | 70,813         | 1.00        | 70,912         | 1.00                     | 70,912         | 1.00        | 71,621         |
| GREENSKEEPER 3-16        | 16 | 1.00                   | 72,762         | 1.00        | 72,870         | 1.00                     | 72,870         | 1.00        | 73,599         |
| MAINT MECH 1-16          | 16 | 1.00                   | 71,456         | 1.00        | 70,911         | 1.00                     | 70,912         | 1.00        | 71,621         |
| PKS EQUIP MECH 1-16      | 16 | 1.00                   | 68,237         | 1.00        | 67,719         | 1.00                     | 67,718         | 1.00        | 68,395         |
| <b>TOTAL</b>             |    | <b>8.00</b>            | <b>542,320</b> | <b>8.00</b> | <b>550,525</b> | <b>8.00</b>              | <b>550,523</b> | <b>8.00</b> | <b>556,028</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.