

## Golf Courses

## Function: Public Works

### Budget Overview

#### Agency Budget by Fund

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Golf Courses	3,133,012	3,370,320	3,654,184	3,307,654	3,307,652	3,584,310
<b>TOTAL</b>	<b>\$ 3,133,012</b>	<b>\$ 3,370,320</b>	<b>\$ 3,654,184</b>	<b>\$ 3,307,654</b>	<b>\$ 3,307,652</b>	<b>\$ 3,584,310</b>

#### Agency Budget by Service

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Golf Operations	3,133,012	3,370,320	3,654,184	3,307,654	3,307,652	3,584,310
<b>TOTAL</b>	<b>\$ 3,133,012</b>	<b>\$ 3,370,320</b>	<b>\$ 3,654,184</b>	<b>\$ 3,307,654</b>	<b>\$ 3,307,652</b>	<b>\$ 3,584,310</b>

#### Agency Budget by Major-Revenue

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Charges For Services	(2,729,105)	(3,176,709)	(3,614,639)	(3,259,654)	(3,259,654)	(3,481,792)
Investments & Other Contributions	-	-	-	-	-	(20,000)
Misc Revenue	(40,041)	(48,000)	(15,722)	(48,000)	(48,000)	(48,000)
Other Financing Source	(363,867)	(145,611)	-	-	-	(34,518)
Transfer In	-	-	(23,824)	-	-	-
<b>TOTAL</b>	<b>\$ (3,133,012)</b>	<b>\$ (3,370,320)</b>	<b>\$ (3,654,185)</b>	<b>\$ (3,307,654)</b>	<b>\$ (3,307,654)</b>	<b>\$ (3,584,310)</b>

#### Agency Budget by Major-Expenses

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Salaries	1,337,091	1,462,119	1,388,905	1,468,906	1,478,966	1,528,575
Benefits	391,479	265,868	312,794	278,575	283,676	283,678
Supplies	476,366	599,600	362,838	564,766	564,766	621,179
Purchased Services	424,930	475,321	679,989	471,349	471,442	687,810
Debt & Other Financing	33,107	46,348	426,283	32,088	45,733	-
Inter Depart Charges	273,791	311,064	291,759	247,205	218,304	218,304
Transfer Out	196,250	210,000	191,617	244,765	244,765	244,765
<b>TOTAL</b>	<b>\$ 3,133,012</b>	<b>\$ 3,370,320</b>	<b>\$ 3,654,184</b>	<b>\$ 3,307,654</b>	<b>\$ 3,307,652</b>	<b>\$ 3,584,310</b>



## Madison Parks Division

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To: Dave Schmiedicke, Finance Director  
From: Eric Knepp, Parks Superintendent  
Date: July 12, 2021  
Subject: 2022 Golf Enterprise Operating Budget Transmittal Memo

### ***Major Goals***

The 2022 Operating Budget request for the Golf Enterprise includes a continuation of existing service levels, including the implementation of reopening Glenway to golf. The Golf Enterprise aims to provide accessible, affordable and quality municipal golf courses while covering all expenses related to the operation of the courses. Madison's golf courses are key for promoting affordable golfing opportunities and the courses are used by a diverse group of residents and visitors.

### ***COVID Recovery***

The Golf Enterprise continues to provide a safe outdoor recreational outlet for the community. Golf has been a key asset to community members throughout the pandemic and effectively all services at the courses are back in place in 2021 and it is anticipated that will continue in 2022.

### ***2022 Request & Equity***

The Golf Enterprise plans to work with the Parks Equity Team to add elements of the Equity Action Plan to encourage marketing and outreach strategies in 2022 to draw in a more diverse group using the courses. One such cooperation is with The First Tee of South Central Wisconsin, a 501(c)(3) non-profit corporation which is part of a nationwide initiative that impacts the lives of young people by providing educational programs that build character, instill values, and promote healthy choices through the game of golf. The program is largely funded by donors and scholarships. These scholarships open doors for youth from low-income families, by providing financial aid for those who need it to participate in the program.

In addition, improvements being made to the Glenway Golf Course will transform the area into more of a community park with a golf course. This will provide an area of green space for all community members to utilize, which is valuable for community mental and physical health. A community-focus area will connect more members of the community with the courses through alternative recreational activities, which will boost the community's intrinsic value of the courses and possibly introduce new players to the game.

### ***2022 Request & Sustainability***

The Golf Enterprise has a continued focus on natural landscape enhancements to support sustainability efforts at golf properties. Examples include the natural area restoration work at Glenway and the pollinator habitat work at Odana. The Golf Enterprise works with the UW's OJ Noer Turfgrass Research and Education facility to modify turfgrass management practices to reduce inputs and promote excellent playing conditions. OJ Noer studies rain harvesting and subsurface irrigation, course runoff, fungicide degradation, pest management and bio solids.

### ***Major Changes in 2022 Operating Request***

The 2022 Requested Operating Budget does not include any substantial changes from existing budgeted service levels. It is anticipated that additional work on the Task Force's recommendations will have significant financial and budgetary implications for the Enterprise. The Golf Enterprise will work with the Finance Department and policymakers on appropriately modifying the budget during the formulation and adoption stages of the process if progress is made on the recommendations during that timeframe.

### ***Summary of Reductions***

No reductions have been proposed with this submission, as this is an Enterprise Service.

### ***Future Golf Enterprise Planning***

Golf continues to work to achieve operational profitability and long term financial sustainability within available resources provided by the current accounting system structure. A major ongoing concern for the Parks Division regarding Golf Enterprise Program is the failing infrastructure, including both courses and building conditions, as well as equipment, that poses an increasingly concerning problem to the GEP's overall profitability. In recent decades, these deteriorating conditions have led to course closures and increased operating expenses as staff work to make repairs and short term fixes to keep mission critical areas and equipment functional. The Golf courses will require significant capital investment to provide adequate playing conditions and viable facilities in order to ensure adequate revenue streams in to the future.

c.c. Deputy Mayors  
Budget & Program Evaluation Staff  
Lisa Laschinger, Assistant Parks Superintendent  
Christopher Peguero, Assistant Parks Superintendent  
January Vang, Parks Financial Manager  
Pat Hario, Parks Administrative Assistant  
Katie Pollock, Financial Management Intern

# 2022 Operating Budget

## Service Budget Proposal

### **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.

### **Part 1: Base Budget Proposal**

#### **BUDGET INFORMATION**

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$0	\$0	\$0	\$0	\$0	\$0
Other-Expenditures	\$3,133,012	\$3,370,320	\$3,654,184	\$3,307,654	\$3,307,654	\$3,584,310
Total	\$3,133,012	\$3,370,320	\$3,654,184	\$3,307,654	\$3,307,654	\$3,584,310
<i>Budget by Major</i>						
Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Personnel	\$1,728,569	\$1,727,987	\$1,701,699	\$1,747,481	\$1,762,644	\$1,812,252
Non-Personnel	\$1,130,652	\$1,331,269	\$1,660,727	\$1,312,968	\$1,326,706	\$1,553,754
Agency Billings	\$273,791	\$311,064	\$291,759	\$247,205	\$218,304	\$218,304
Total	\$3,133,012	\$3,370,320	\$3,654,185	\$3,307,654	\$3,307,654	\$3,584,310
FTEs		8.30		8.30	8.30	8.00

#### **PRIORITY**

Citywide Element      Culture and Character

Describe how this service advances the Citywide Element:

Provide quality and affordable golf recreational opportunities to residents and visitors.

#### **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 clubhouses	45%	Provide clubhouses for golfers to set up tee times, check in, rent golf carts and pay green fees. Opportunities to purchases concession at the snack bars and golf accessories at the pro shops.

#### **SERVICE BUDGET CHANGES**

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

0

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

Revenue increased \$276,656

Personnel increased by \$49,608

Non-personnel increased by \$272,781

Agency billing decreased by \$45,733

Impact of proposed funding change is net neutral.

Note position #1537 budgeted in Golf Perm Wages and benefit should be budgeted in Parks Operating Budget, total of \$34,518, part of the \$49,608 increase in personnel. Will be fixed during Finance recommendation.

#### Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service?  Yes

Type	Fund	Amount	Description
Perm Wages	Other	\$43,000	Decrease of salary savings does not include position # 1537
Benefits	Other	\$0	
Total		\$43,000	

Explain the assumptions behind the allocation change.

Decreased salary savings to provide ability to adjust perm staffing on team and reduce reliance on seasonal staffing. Does not include position #1537 budgeted in error.

What is the justification behind the allocation change?

Review of staffing need accounts for a decrease in salary savings to provide room for adjustment.

#### Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay?  No

Type	Fund	Amount	Description
Overtime	Other	(\$65)	Increase in OT Perm net with decrease in OT Hourly
Premium Pay			
Hourly	Other	\$6,673	Increase in potential need for hourly wages and benefits
Total		\$6,608	

Explain the assumptions behind the requested funding.

Estimated actual hourly work and overtime at max operating capacity resulted in a need to increase in Hourly wages and benefit offset with overtime perm and hourly.

What is the justification behind the increased funding?

Review of prior year actuals and operating hours notes the need to increase hourly wages and benefits.

#### Revenue

Are you proposing a change to the service's budgeted revenue?

Yes

Are you proposing an increase or a decrease to the budgeted revenue?

Increase

Fund	Major	Amount	Description
Other	43	\$222,138	Membership and Golf courses
Other	46	\$20,000	Contribution and Donation
Other	48	\$34,518	Fund balance use to offset decrease in perm wages/benefit of position #1537

Explain the assumptions behind the change to budgeted revenue.

A projected increase in golf course revenue due to all 4 golf course operating at full capacity along with potential contribution for Glenway Golf course.

What is the justification behind the proposed change?

Increases in golf courses anticipated in 2022 due to new updated Glenway Golf Course and increased visitors to all 4 golf courses.

#### Non-Personnel

Are you requesting additional non-personnel funding for this service?

Yes

Fund	Major	Amount	Description
Other	53,54	\$272,781	Increase in Office supplies, hardware supplies, work supplies, building supplies, landscaping supplies, equipment supplies, inventory, water, stormwater, telephone, building improvement repair maint., pest control, equipment improvement repair maint., lease rental of equipment, credit card services, advertising services, other services and expenses and permit and licenses with a decrease in system and software maintenance.

Explain the assumptions behind the requested funding.

Increases in supplies and services are necessary to ensure the full operating capacity of the 4 golf courses. Utilities such as water and stormwater are adjusted to account for dry weather and cost increases.

What is the justification behind the increased funding?

With Teesnap, point of sale system, credit card fees will increase and be offset with a decrease in software maintenance.

#### Part 2: 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. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.*

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

Black, Indigenous, and People of Color, people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) often suffer disproportionately from chronic diseases, such as obesity, diabetes, depression, hyper tension, and heart disease as well as others. This is caused by barriers to health care, lack of access to healthy foods, and barriers to opportunities for active and healthy lifestyle choices. Access to parks and recreation services provides mental, physical and spiritual benefits for the community. BIPOC and other marginalized groups will be positively affected by the proposed budget and budget changes.

a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?

Players who utilize the courses throughout the year, along with residents and visitors who use the land for non golf purposes benefit directly from the proposed budget. In 2022, City of Madison residents will directly benefit from the golf courses, specifically Glenway becoming more of a community park with a golf course. The green space that the golf courses provide are a valuable asset for community mental and physical health. The surrounding community benefits indirectly as the spaces are managed to ensure environmental sustainability. Those who do not benefit are individuals and groups who do not visit the courses because they do not feel welcome, do not play the game or otherwise recreate in the spaces. The Glenway redesign project will seek to create a culture of accessibility and inclusiveness on the course as a variety of programs are offered to attract golfers and non-golfers alike with an intentional focus on BIPOC and other marginalized communities.

b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

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 both golfers and non-golfers regarding how they like to use the spaces currently and into the future. The Task Force conducted a survey, which garnered significant public input and included demographics. The results of this survey were considered as the Task Force created recommendations

c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

regarding the future of the golf program. It is clear that significant work is still needed to better engage with BIPOC and other underrepresented communities.

d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an “action” and could affect populations differently.

The Golf Program has a number of long-time partners, including the Golf Subcommittee, The First Tee of South Central Wisconsin, Change Golf Instruction, various regular leagues, returning outings, high school and college teams. Staff regularly interact with these groups and seek feedback, and have incorporated their ideas and feedback in a multitude of ways to improve services.

e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

Proposed budget could potentially harm those who rely on affordable municipal golf, in the event expenses far out pace revenues and additional funding is not provided to invest in capital needs, resulting in course closures and overall price increases in the local golf market. By continuing to function as an enterprise, opportunities to better engage with non-golfers on a broader scale are limited if not absent, as the courses must generate revenue whenever possible. The Glenway programming plan for 2022 will allow the ability to gather data on how uses, specifically including non-golfers, can complement each other on the course and how it impacts revenue streams.

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

If so, please identify the respective group and recommendation.

Yes       No

Staff will continue to implement the recommendations set forth by the Task Force on Municipal Golf. Staff will continue to work towards achieving objectives of the Division's Equitable Workforce Plan through recruitment efforts, training and implementation of Equity Action Plan within available resources.

### Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

\$0

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

\$0

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.

Activity	\$Amount	Description
<b>Total</b>	\$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?

Select...

Does the proposed reduction result in eliminating permanent positions?

Select...

If yes, what is the decrease  
in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

Select...

If yes, which agencies:

Describe why the proposed reduction was chosen.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

#### Section 4: Optional Supplemental Request

**NOTE:** Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. 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. Agencies should not include Town of Madison requests in this section.

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
<b>Total</b>	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		
<b>Total</b>	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, Select... Finance, HR, Fleet)?

If yes, which agencies? \_\_\_\_\_

Describe why the proposed increase is critical.

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