

TO: Personnel Board

FROM: Emaan Abdel-Halim, Human Resources

DATE: 6 November 2014

SUBJECT: Golf Clubhouse Operations Supervisor – Parks Division

At the request of the Parks Superintendent, Eric Knepp, and Parks Operations Manager, Charlie Romines, I have studied the 0.8 FTE position (#4415) of Golf Clubhouse Operations Supervisor in CG 18, Range 3. After reviewing the position description (see attached), and conversations with Mr. Romines and the incumbent, Ryan Brinza, I conclude that the position be recreated as a 1.0 FTE Golf Clubhouse Operations Supervisor 1 / 2 progression series and reclassified in CG 18, Range 5 and 6, respectively, for the reasons outlined in this memo.

The class specification defines the Golf Clubhouse Operations Supervisor as:

...responsible managerial, professional, and administrative work in directing and coordinating all clubhouse operations for the City's golf courses.... This role incorporates oversight of the pro shop operations and merchandising, clubhouse food and beverage services, golf cart fleet operations, driving range, tournament coordination, programming, and golf lessons/instruction.

In 2012, the Parks Division transitioned the Golf program from a contracted operation to an in-house operation. Since then the Golf Program Supervisor and the Golf Clubhouse Manager have left the enterprise, allowing Parks leadership an opportunity to re-evaluate the program and re-create the structure to best fit the program's needs. Parks has concluded that it makes the most sense for the Golf Clubhouse Operations Supervisor to take on direct supervision of course maintenance and related permanent and hourly staff, formerly done by the Golf Program Manager. The Golf Clubhouse Operations Supervisor is present at the course daily and is in better position to oversee the maintenance needs of the courses. With this change and the shifting of various administrative duties between the Golf Clubhouse Operations Supervisor and the Parks Operations Manager; the Golf Clubhouse Operations Supervisor, reporting directly to the Parks Operations Manager, has oversight for the entire clubhouse operations of the golf courses, golf course maintenance, staff supervision and related administrative functions and needs at the designated locations. Additionally, the position is responsible for soliciting lessons, league, and tournament play, as well as other revenue generating and promotional activities for their respective golf courses. This position is also responsible for the supervision of several permanent staff as well as dozens of golf attendants and laborers during the season. On the other hand, the Parks Operations Manager will retain responsibility over the entire golf budget and setting the overall programmatic direction of the Golf operation.

The updated classification of Golf Clubhouse Operations Supervisor contains additional responsibility not found in the previous description. Specifically, the Operations Supervisor is now responsible for supervising the maintenance staff at the courses and has additional administrative responsibility relative to golf. As a result, it is appropriate to move the classification to a higher salary range. In reviewing the City's structure, the new classification lines up closely with a Public Works Foreperson, in CG18, Range 5. Parks has a Public Works

Foreperson who works weekends and is in charge of the Parks Ranger program. This supervisor has broad supervisory responsibility over all the parks on the weekend, and direct program responsibility for the Ranger program. This includes establishing administrative procedures for the Ranger program. Because of this, I recommend placement of the Golf Clubhouse Operations Supervisor in Range 5. However, if the incumbent secures a Class A PGA Card, the incumbent would be moved to a Range 6 to reflect this certification. The Class A PGA Certification is valuable to Parks in that it allows hourly staff to work towards obtaining their own certifications and lends credibility to the various events at the golf courses.

Mr. Brinza became a City hourly employee in the golf operation in March 2013, when the City transitioned to the in-house golf operations. He previously worked for the contracted Head Golf Pro at the Odana golf course since 2008. Since 2013, working under the Golf Program Supervisor, Mr. Brinza primarily was responsible for the oversight of the day to day operations of the clubhouse and staff scheduling for the Odana golf course. When the Golf Program Supervisor abruptly resigned at the start of the 2014 season, Mr. Brinza competitively promoted into the permanent Golf Clubhouse Operations Supervisor position and took over the management of the City's golf courses, as well as the supervision of the Professional Aides and maintenance staff. His new role also requires him to collect and make cash deposits from the courses, and manage internal budgets and tracking reports for the City's new enterprise program.

Having been a longstanding staff member at a city golf course, Mr. Brinza took this new opportunity to implement some significant changes to improve the overall function of the courses. First, he began holding bi-weekly meetings for the Assistant Golf Pros to come together and share information and successes that helped create consistency and enhance the overall customer experience at all the courses. Next, Mr. Brinza created a master Outlook calendar for all the courses to see the events and tournaments scheduled at each location. This greatly improved the lines of communications from the greenskeepers and laborers to the clubhouse attendants. Additionally, Mr. Brinza further developed the Golf enterprise's First Tee program by implementing the program at all the City's courses; creating greater consistency with the Golf enterprise. This national program is not only a youth golfer skills development program, but also focuses on life skills development. Lastly, Mr. Brinza obtained his PGA Class A certification this past July and therefore would meet the requirements for the Golf Clubhouse Operations Supervisor 2 level. Because Mr. Brinza has been in the position of Golf Clubhouse Operations Supervisor overseeing maintenance and clubhouse staff for at least 6 months and currently holds his PGA class A card, it is appropriate to reclassify him to the new level of Golf Clubhouse Operations Supervisor 2.

For the reasons outlined in this memo, I recommend the current 0.8 FTE position (# 4415) be recreated as a 1.0 FTE Golf Clubhouse Operations Supervisor. Additionally, I recommend the position be reclassified into CG 18, Range 6; and reallocating the incumbent, Mr. Brinza, into the new position. I have prepared the necessary ordinance and resolution to implement this recommendation.

Editor's Note

Compensation Group/Range	2014 Annual Minimum (Step 1)	2014 Annual Maximum (Step 5)	2014 Annual Maximum +12% longevity
18/03	\$46,656	\$53,201	\$59,592
18/05	\$49,852	\$57,800	\$64,740
18/06	\$51,222	\$60,311	\$67,548

cc: Eric Knepp –Parks Superintendant
Charlie Romines – Parks Operations Manager
Ryan Brinza - Incumbent