

TO: Personnel Board
FROM: William Wick, Human Resources Analyst
DATE: September 5, 2023
SUBJECT: Golf Program Supervisor

On June 20, 2023, Parks Superintendent Eric Knepp submitted a request to Human Resources for a position study of vacant Golf Program Supervisor position #1531 in CG18, Range 10. The request indicates that the Golf Enterprise Program is undergoing significant transition and transformation while working to implement recommendations from the Task Force on Municipal Golf in Madison Parks. This taskforce was established in June 2019 and charged with considering all options for the parkland currently in use for municipal golf; reviewing available research, best practice and operational models related to municipal golf; soliciting input from stakeholders; and making recommendations to the Mayor, Common Council, Committees, or Commissions on the future of the City's Municipal Golf Courses. The Adopted 2023 Operating Budget authorized the reclassification of an 18/05 position of Golf Club Operations Supervisor to Golf Program Supervisor in 18/10. A recruitment for the 18/10 position in early 2023 failed, as the hiring panel determined that no candidates had the necessary knowledge, skills, and abilities required to perform the duties and responsibilities of the position.

There is a need for this position to provide higher level business management of the Golf Enterprise Program, which has brought in an average annual revenue of \$4 million over the past three years and is currently ahead of pace compared to 2022's record revenues. This position will be responsible for developing and overseeing a strategic plan for the Golf Program, to ensure financial stability and consistency in customer service as the program undergoes future changes, and requires a high level of expertise, understanding, and oversight of golf program operations. In addition, this position will be responsible for managing the Golf Course Improvements team and any contracts necessary to position the Golf Program to be financially and environmentally sustainable for generations to come. After a review of the updated position description, meetings with the Parks Superintendent and Assistant Parks Superintendent Lisa Laschinger, and upon a full analysis, I recommend the following for the reasons outlined in this memo.

- Delete the classification of Golf Program Supervisor in CG 18, Range 10;
- Create a new classification of Golf Operations Director in CG 18, Range 13;
- Recreate position #1531 into the new classification of Golf Operations Director; and
- Fill the position through an open and competitive recruitment process.

Both permanent supervisor positions within the Golf Program, position # 1531 of Golf Program Supervisor in CG18/R10 and position #4415 of Golf Clubhouse Supervisor 2 in CG18/R06, are currently vacant; with the Golf Program Supervisor being filled with a provisional appointee. Existing Golf Enterprise personnel resources are insufficient to run day-to-day operations, provide managerial oversight, and address significant improvement projects; staff does not have capacity to perform more intentional planning and outreach that are necessary for the ongoing success of the Program. Recreating the position and assigning it responsibility for financial analysis of the Golf Program, with administrative support from the Golf Programming Assistants,

will alleviate workload from the Parks Finance Team, while also allowing for more cross-program coordination of Parks improvement efforts. The proposed reclassification will lessen the day-to-day demands on the Assistant Parks Superintendent, who has been significantly involved in overseeing Golf Program operations due to the supervisory vacancies in 2023, allowing the Assistant Superintendent to focus on other areas of need. The Assistant Parks Superintendent will continue to be involved in providing executive level oversight to the Golf Program, while giving greater attention to work plan oversight of Olbrich Botanical Gardens and the Parks Planning & Development and Parks Finance sections, in addition to oversight in many other Parks Division initiatives.

A review of the classification for Golf Program Supervisor describes the work as:

... responsible supervisory and program administration work in **overseeing the City's Golf Course Program, including programming, budget and personnel management of clubhouse, building and course maintenance operations of all City golf courses.** Under the general supervision of the Parks Superintendent, the employee **exercises considerable judgment and discretion in meeting program objectives both through the supervision of greenskeeping and clubhouse staff.** The position **oversees marketing and brand image, and represents the city to promote golf and answer the public's questions, comments, and concerns.** The position will also be **responsible for overseeing continued implementation of recommendations from the Task Force on Municipal Golf in Madison Parks. Input is received from the Golf Subcommittee and program objectives and overall results are reviewed by the supervisor.** [emphasis added]

The classifications of Botanical Center Director and City Forester were identified as being similar in scope and responsibility to the proposed classification of Golf Operations Director. Following the recent reclassification of City Forester, both it and Botanical Center Director are in CG18, Range 13.

The classification specification for Botanical Center Director describes the work as:

... **managerial and professional work in planning, developing, and directing the operations, programs, functions, and staff of the Olbrich Botanical Center within the Parks Division;** in developing the full scientific and educational potential of the Center; and in **promoting sustained private sector and community support.** The Botanical Center Director also serves as the Executive Director of the Olbrich Botanical Society (a large non-profit) and serves on the Olbrich Botanical Society Foundation, both of which provide considerable services and support for the center. These respective roles **require considerable skill and discretion in the integration/coordination of resources and their effective utilization.** Work is **performed under the general direction of an Assistant Parks Superintendent** and the Olbrich Botanical Society Board of Directors, and is **evaluated periodically for compliance with established goals and objectives.** [emphasis added]

The Botanical Center Director is responsible for managing the operations and programs of the Olbrich Botanical Center, which requires considerable skill and discretion in the integration and coordination of resources and their effective utilization. The Botanical Center Director is responsible for oversight of a number of technically skilled positions in the area of horticulture, and a lower level CG 18 Range 8 supervisor. The highest level technical position under the Botanical Center Director is the Horticulturist in CG 16 Range 15.

The classification specification for City Forester describes the work as:

. . . manages the Urban Forestry work unit within the Streets Division. This position plays a lead role in all initiatives to the care, protection and promotion of Madison's urban forest. This is **responsible professional, technical, supervisory, programmatic, and administrative work** involving the direction of the maintenance, removal, and planting of all public trees within the City of Madison. The work **involves supervising a large staff of permanent and hourly employees through lower level supervisors as well as direct supervision of administrative staff engaged in the following work:** inspections for compliance with DPW specifications, updating street tree inventory, code enforcement, hazard tree inspections, chemical treatment programs and street tree planting. This position has **significant input in the formation and responsibility of the Forestry annual budget, developing and implementing new programs, overseeing ongoing programs** directly related to forestry activities as well as **providing technical expertise and guidance to those work groups and committees** focused on overall sustainability efforts. This position also is responsible for coordinating the processing of owner assessments in certain situations. The City Forester monitors and directs tree protection requirements for construction activities impacting right of way trees and is **responsible for short and long term planning and coordinating projects and work unit activities.** This position will have **considerable interaction and collaboration with staff from other agencies as well as engagement with residents, developers and elected officials is expected.** The City Forester reports to the Streets Superintendent and **carries out its duties and responsibilities independently.** [emphasis added]

The City Forester supervises the Forestry Specialists which are also in CG 16 Range 15. While the Olbrich Botanical Center Director has single site responsibilities and the City Forester has responsibilities that are citywide, the Botanical Center Director also has responsibility for event management, volunteer coordination, and coordination with the Olbrich Botanical Society which is an external non-profit organization. The Golf Operations Director will have oversight responsibility for four City golf courses distributed citywide and operated as an Enterprise with annual revenues of approximately \$4 million, with several technical positions, including CG16/R14 Golf Operations Leadworker and Greenskeeper 3; a professional CG18/R06 Golf Clubhouse Supervisor 2 position, a four person LTE construction team and approximately 100 seasonal hourly employees each year..

Without higher level work in the Golf Enterprise Program being performed by this position, the Program will not be able to realize operational efficiencies and consistency, which could jeopardize the overall success and sustainability of the Program. Further, expertise in this position is required to ensure wise investment of Program resources and overall coordination of course improvement work. This position will work with external partners, including FirstTee and Change Golf Instruction, to sustain and grow programming at The Glen Golf Park through these strategic partnerships. Additionally, the position will be responsible for managing contracts as the Parks Division moves forward with improvements to City golf courses.

Therefore, I recommend the deletion of the classification of Golf Program Supervisor in CG 18, Range 10; the creation of the classification of Golf Operations Director in CG 18, Range 13; and further recommend that position #1531 be recreated in the new classification in the Golf Enterprise operating budget and that the position be filled through an open and competitive process.

The necessary resolution has been prepared to implement these recommendations.

Editor's Note:

Compensation Group/Range	2023 Annual Minimum (Step 1)	2023 Annual Maximum (Step 5)	2023 Annual Maximum (+12% Longevity)
18/10	\$75,645.96	\$90,912.64	\$101,822.24
18/13	\$86,805.94	\$104,425.10	\$116,956.06

Cc: Eric Knepp, Parks Superintendent
Lisa Laschinger, Assistant Parks Superintendent
Erin Hillson, Human Resources Director
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