

TO: Personnel Board

FROM: Emaan Abdel-Halim, Human Resources

DATE: 13 January 2017

SUBJECT: Food and Beverage Server – Parks Division/Golf

At the request of Parks Superintendent, Eric Knepp, and Parks Assistant Superintendent, Charlie Romines, a position study was conducted to determine the appropriate placement in the hourly salary schedule for a newly created hourly classification within the Golf Program of the Parks Division. Since the City transitioned the Golf program to in-house operations in 2013, the Parks Division has continuously evaluated staffing needs and structures to best operate this enterprise agency efficiently. We have seen the re-creation of positions such as the Golf Program Supervisors and Assistant Golf Professionals previously staffed through the Golf Professionals outsourced by the City prior to 2013. This current study will review the rationale for the creation of a new hourly classification of Food and Beverage Server and recommend placement in the Compensation Group 16, Range 00 salary schedule at a pay rate of \$7.25 per hour plus gratuities.

Prior to the City taking over the clubhouse operations, and continuing today, the clubhouses offer food and beverage service to the patrons both within the clubhouse and on the courses with beverage carts. Traditionally, the standard societal practice is to offer gratuities to servers and wait staff in the food service industries. When this occurred prior to the food and beverage servers being City employees, there were no concerns by the City in allowing the servers to receive tips. However, when these positions became occupied by City employees, they were hired as Attendants, and other employees classified as Attendants work at the clubhouses checking in golf patrons. Typically, these Attendants are not in a position to receive gratuities and the City's compensation plan does not have a separate classification which allows for the receipt of gratuities. This causes inconsistencies within the Attendant classification as some employees may be offered tips and others are not. In fact, the practice of tipping remains ingrained in the customer's minds which continues, despite the fact that the golf courses are now operated by City employees. While all hourly Attendants are paid at the same 2017 rate of \$13.30 per hour; there are now some Attendants who are offered gratuities on top of the base rate.

The Parks Division recognizes this inequitable pay structure within the same classification with hourly Attendants currently serve food and beverages for the Golf program receiving tips, and the other Parks Attendants who perform duties that do not receive tips. The goal now is to create a classification that allows these specified food and beverage service positions be paid at a lower base rate, and still allowing the customers to offer gratuity as is the standard societal/cultural norm. While this is a unique request for a City employee to accept gratuities, the practice will continue by customers regardless; and declining such tips puts the Attendant in a situation that could potentially lead to an unpleasant customer interaction and experience. Again with the issue of pay equity as the ultimate goal, the recommendation is to pay this new classification at the federal minimum wage (\$7.25). Employees classified as Food and Beverage Servers will be required to report the gratuities they receive within each payroll period, and a system to reconcile their pay (as needed) will be coordinated with Finance/Payroll to ensure these positions are ultimately compensated at the living wage rate of \$13.30 per hour.

In consultation with Mr. Steve Brist from the City Attorney's Office, Parks has been assured that creating a Food and Beverage Server classification in this way would not violate the City's Ethics Code. Additionally, Payroll Supervisor, Ms. Brook Digregorio, is aware and prepared to work on a system with

Parks to effectively track and process payroll for this new classification. Lastly, the Parks Division is looking to transfer roughly 10-15 hourly Attendant positions into this new Food and Beverage Server classification for the 2017 golf season. This will result in a minimal fiscal savings to Golf Enterprise fund.

The necessary resolution to implement these recommendations has been drafted.

Editor's Note:

Classification Title	Compensation Group/Range	2017 Hourly Pay Rate
Food & Beverage Server	16/00	\$7.25 + tips
Attendant	16/00	\$13.30

cc: Eric Knepp – Superintendent, Parks
Charlie Romines – Assistant Superintendent, Parks
Kay Rutledge – Assistant Superintendent, Parks
Greg Leifer – Employee and Labor Relations Manager
Mike Lipski – HR Services Manager