

CLASS SPECIFICATION
Director of Golf

FLSA Status: Exempt
Union Representation: Nonrepresented

GENERAL PURPOSE

Under policy direction, plans, organizes, directs and evaluates the operations and maintenance of all City-owned golf courses; ensures the availability of high-quality golf facilities that support the recreational activities of the public; accountable for revenue and expenses of the golf enterprise budget; provides environmental stewardship over 600 acres of park land; and performs related duties as assigned.

DISTINGUISHING CHARACTERISTICS

This single-position class has full authority and responsibility for managing the Eastmoreland, Heron Lakes, Rose City and Redtail Golf Courses. In addition to the administrative and supervisory responsibilities associated with the management of a public facility with a large number of permanent, seasonal and contract/concessionaire employees, the incumbent directs the City's golf program marketing and event scheduling activities, fiscal activities, public relations, and facility design and construction programs. The work of this class is complex and involves significant accountability and decision-making responsibilities.

The City's golf courses are operated, collectively, as a "business enterprise" on a private-sector model with expectations for maximizing revenues, controlling costs, and producing an operating surplus. The operation is characterized by aggressive efforts to achieve optimum course utilization, improve service and course conditions, enhance the golf experience for customers while maintaining affordability, and contributing to the City of Portland's attractiveness as a tourist and convention destination.

ESSENTIAL DUTIES AND RESPONSIBILITIES

Any one position in this class may not perform all the duties listed below, nor do the listed examples of duties include all similar and related duties that may be assigned to this class.

1. Plans, organizes, controls, integrates and evaluates the work of the assigned enterprise; with subordinate supervisors and concessionaire management, develops, implements and monitors work plans to achieve the golf operation's mission, goals and performance measures; directs the development of and monitors performance against the biennial budget; manages and directs the development, implementation and evaluation of work programs, plans, processes, systems and procedures to achieve City and bureau goals, objectives and performance measures consistent with the City's quality and citizen service expectations.
2. Plans, organizes, directs and evaluates the performance of assigned supervisors and contracted clubhouse concession managers; establishes performance requirements and personal development targets; regularly monitors performance and provides coaching for performance improvement and development; provides compensation and other rewards to recognize performance; takes disciplinary

action, up to and including termination, to address performance deficiencies, in accordance with City Charter, Code, human resources policies and labor and concession contracts.

3. Provides leadership and works with supervisors to develop and retain highly competent, service-oriented staff through selection, compensation, training and day-to-day management practices that support the City's and bureau's mission, objectives and service expectations; provides leadership and participates in programs and activities that promote workplace diversity and a positive employee relations environment.
4. Establishes golf course operational and maintenance policies and procedures to accommodate thousands of rounds of golf played by the public each year; recommends green fees pricing policy.
5. Plans, budgets, directs and evaluates the maintenance programs overseen by the Golf Course Superintendents at each facility; approves maintenance equipment acquisition.
6. Develops, negotiates and administers concession contracts necessary to operate golf clubhouse facilities and other golfer services, including marketing, merchandise sales, food service and customer service; ensures concessionaire compliance with operating policies and contractual agreements.
7. Leads required golf course design and remodeling efforts.
8. Develops marketing strategies and plans to ensure optimum revenue generation.
9. Plans, organizes and hosts special golfing events ranging from small private group outings to large national golf championships; represents the City at appropriate events.
10. Develops and implements special golfing opportunity programs focused on youth, senior citizens and others with special needs in the community.
11. Manages customer satisfaction initiatives and ensures quality customer service; handles customer complaints; serves as the key intermediary between the golfing public and City government; attends public meetings and makes presentations; provides staff support and manages agenda of the Gold Advisory Committee.

MINIMUM QUALIFICATIONS

Knowledge of:

1. Principles and practices of enterprise business management as related to municipally-owned golf courses.
2. Administrative principles and methods including goal setting, program development and implementation, golf facility development and employee supervision/direction.
3. Principles and practices of enterprise accounting, including revenue, cost and budget.
4. Current trends in the golf industry and the recreational golfing market, including spending patterns.
5. The needs of Portland's public golfing community.

6. The needs of event sponsors or sanctioning bodies for special events.
7. Applicable federal, state and local laws, codes and regulations regarding the operations, construction and maintenance of publicly owned golf courses.
8. Agronomy as it applies to turf grass maintenance and other factors that impact a golf course's playability.
9. Marketing, sales, food service and customer service necessary to successfully operate a public, fee/revenue-based golf operation.
10. Theories, principles and techniques of landscape and golf course architecture; construction techniques of grading, irrigation and drainage as they apply to golf course maintenance/ improvement.
11. Formats and operational/support requirements for golf tournaments and events.
12. USGA Rules of Golf.

Ability to:

1. Plan, assign, direct and coordinate the work of permanent, seasonal and contract employees at multiple golfing venues.
2. Profitably manage a large business enterprise.
3. Select, motivate and evaluate staff and provide for their training and development.
4. Prepare and administer a business budget.
5. Analyze complex operational and administrative problems, evaluate alternatives and implement effective courses of action; maximize efficiencies and economics of scale.
6. Redesign or remodel a golf course.
7. Develop and implement goals, objectives, policies, procedures, work standards, and management and safety controls.
8. Prepare clear and concise records, reports, correspondence and other written materials; deliver effective public presentations.
9. Exercise independent judgment and initiative within general policy guidelines.
10. Establish and maintain effective working relationships with the golfing public, the City's golf advisory committee, professional golf associations and tournament sanctioning bodies, governmental agencies, and others encountered in the course of work.
11. Ensure the City's golf course operations meet the needs of many diverse interests.

Training and Experience:

A typical way of obtaining the knowledge, skills and abilities outlined above is graduation from a four-year college or university with a degree in business administration, landscape architecture, or

another pertinent discipline; and at least eight years of experience in golf course enterprise management, construction, maintenance and business operations; or an equivalent combination of training and experience.

Licenses; Certificates; Special Requirements:

A valid state driver's license.

PHYSICAL AND MENTAL DEMANDS

Persons with disabilities may be able to perform the essential duties of this class with reasonable accommodation. Reasonable accommodation will be evaluated on an individual basis and depends, in part, on the specific requirements for the job, the limitations related to disability and the ability of the hiring bureau to accommodate the limitation.

Class History:

Adopted: 07-01-02

Revised:

Class created as a result of Nonrepresented Classification & Compensation Study, 2000-2002. This class is composed of positions from the following class(es):

4175 GOLF COURSES MANAGER. Adopted: 12-16-75; Revised: 07-01-92

June 2009 - Change Job Class number from 7852 to 30000765, due to system change.