

**Agenda Item No. 14**  
**Request for Town Council Action**

**TO: The Honorable Mayor and Town Council**  
**FROM: Arosha Jayawickrema, Town Manager**  
**DATE: September 26, 2022**  
**SUBJECT: Re-establish the Director of Golf Position**

**Summary of Agenda Item:**

Since the departure of the Director of Golf at Timberlin in October 2020, the Assistant Director / Superintendent of Golf was asked to take on the responsibilities of the Director on an interim basis. The Blue-Collar Union agreed to accommodate this arrangement until a permanent solution was established.

During this two-year period, the Assistant Director / Superintendent who has also been acting as the Director has done a remarkable job managing the day-to-day operations as well as the Course. Unfortunately, the current staffing model is unsustainable, and a full-time golf director is needed to manage the daily operations as well as the strategic initiatives at Timberlin.

During FY 2021 and FY 2022 Timberlin has averaged a surplus of approximately \$142K, which is more than sufficient to cover the cost of the Golf Director's annualized salary and benefits.

**Action Needed:**

Move to authorize to re-establish the Golf Director's position for Timberlin and fill the position no sooner than November 1, 2022.

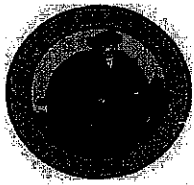
Move to transfer \$10,000 from the Pro Share of Cart Revenue account and \$49,040 from the Golf Pro Contractual Services account to the Department Head and related fringe benefit accounts, all in the Golf Course Department, in the General Fund, pending approval by the Board of Finance.

**Attachments:**

Director of Golf job description  
Budget Change Form  
Certificate of Sufficiency of Funds

**Prepared By:**

Arosha Jayawickrema, Town Manager



# TOWN OF BERLIN

240 KENSINGTON ROAD, BERLIN, CONNECTICUT 06037-2648

**Job Title:** Director of Golf, Timberlin Golf Course

**Function:**

Under the direction of the Town Manager plans, organizes and manages all aspects of the Timberlin Golf Course. Oversees the performance of all golf operations with strong emphasis on management of staff, technology, vendors, contracted services and customer service. The position will promote an exceptional "golf experience" and provide excellent service and programs for all patrons. *This is a top management position.*

**Typical Duties, Responsibilities, Tasks & Assignments:**

- Performs a variety of administrative and professional duties in the management of all aspects of an eighteen-hole golf course with a high volume of playing rounds and dynamic programming.
- Oversees all fiscal responsibilities and performance operations including; planning, budgeting, forecasting, monitoring and corrective management.
- Plans, develops and implements short- and long-range strategic initiatives for the continued improvements of the golf course. Develops and presents strategic multi-year capital improvement budget plans in an effort provide continuous improvement and maintenance of the golf course.
- Develops strategic marketing plans that include; social media, web based, mobile applications and other forms of traditional media marketing. Implements golf promotional specials to increase customer base translating into enhanced revenues. Performs public relations activities, establishes quality customer service standards and ensures implementation in all areas of the golf course.
- Provides oversight of the pro-shop and concessionaire, ensuring contractual obligations are maintained. Serves as liaison between these contracted professionals and the Town Manager.
- Provides daily direction and guidance to the Assistant Director / Superintendent regarding renovation projects, course maintenance, irrigation scheduling, and disease identification, as well as the potential pesticide applications. Monitors all areas of course property for agronomic health balance, to ensure a quality golf experience for all patrons.
- Meets regularly with contracted vendors and the Assistant Director / Superintendent to review and discuss various areas of concern, aiding in conflict resolution and problem solving. Provides guidance on staff management and ensures compliance with policies and procedures.
- Establishes and maintains strong working relationships with public and private golf groups, special interest groups within municipal government, golf associations, contractors, vendors, Town administration and various other golf course constituents. Represents the golf course at golf events, providing course updates and information on a regular basis.
- Develops, implements and maintains departmental systems, policies and procedures that continually promote and assure quality improvement as well as exhibit a clear commitment to customer service.
- Researches and identifies cost effective solutions for seasonal maintenance of property. Negotiates vendor services including chemical purchases, course supplies and computer support. Makes purchase recommendations for large quantity cost saving initiatives to the Town Council as necessary.

This job description of the job is for identification and administrative purposes only. It is not intended to be a complete statement of all duties, which may be assigned by the supervisor according to varying needs.

Created: March 2022

- Prepares and submits annual Department of Environment Protection reports on pesticide usage and ensures accuracy.
- Ensures compliance with all relevant federal and state requirements as they relate to chemical applications. Maintains educational recertification requirements as necessary. Maintains and observes all safety policies and procedures to ensure safe work conditions and reduce hazards at all times. Practices energy conservation.
- Establishes operational procedures for all pro-shop and ranger staff.
- Implements point of sale operational standards and procedures as well as trains key staff in these operations.
- Develops merchandising plan for the pro shop to ensure customer satisfaction and profitability.
- Oversees all event promotions including; club events, golf leagues, outings and other special events at the course.
- Represents the course at all required functions, meetings and other engagements deemed necessary by the Town Manager and the Golf Commission.
- Develops annual end of season report.
- Drafts all Bid/RFP documents necessary for the operation of the course.
- Establishes goals for the golf operations including; player development, sales, rounds and membership.
- Represents the course at P.G.A. events and plays golf with patrons as time and duties permit.
- Oversees golf instruction, clinics, and player development programs by developing schedules, lesson plans and new programs.
- Creates fee and policy recommendations commiserate with the goals and objectives of the course and complies with the Town Charter.
- Monitors, schedules and assigns duties to driving range staff.
- Completes all duties necessary in operating the golf course providing an exceptional "golf experience."
- Performs other related duties as assigned.

#### **Special Skills & Requirements:**

Bachelor's Degree in a golf related field with at least five years of golf course management experience required. Strong leadership and communication skills required. Must possess an extensive knowledge of the rules of golf and the desire to play. Ability to organize and direct the management of various divisions of course operations and supervise the functions and staff. Must be a P.G.A. Class A golf professional in good standing with the P.G.A. of America and maintain a good standing rating with the P.G.A. of America for the duration of employment. Prior experience as a P.G.A. Class A-1 head golf professional at 18 hole or larger golf facility for a period of 3 years is preferred. Proficient skills in MS Office, golf course software, irrigation software, and the ability to troubleshoot technology issues with systems.

**Job Environment:** In addition to the regular office environment, this position may be required to work in adverse weather conditions. May require long periods of walking; recurring standing, stooping, or climbing. Must be able to lift up to 25 pounds, may be required to occasionally lift over 50 pounds.



# TOWN OF BERLIN

## BUDGET CHANGE FORM

**Section 1: To be completed by Department:**

Department:	<b>Golf Course</b>	Fiscal Year:	<b>FY2023</b>	Date:	<b>9/27/22</b>
To Acct #:	Description:	Amount:	Requested by:		
001.25.2543.0.51100.00000	Department Head	\$50,000.00	<b>A. Jayawickrema</b>		
001.25.2543.0.52100.00000	Social Security	\$3,825.00			
001.25.2543.0.52200.00000	Pension	\$3,000.00			
001.25.2543.0.52220.00000	Life Insurance	\$300.00			
001.25.2543.0.52010.00000	Worker's Compensation	\$1,915.00			

Are there funds from another account which can be requested: Yes ☒ No ☐ Partially ☐ Don't Know ☐

From Acct #:	Description:	Amount:	Approved by:
001.25.2543.0.53501.00000	Pro Share of cart revenue	\$10,000.00	
001.25.2543.00.53510.00000	Golf Pro Contractual Services	\$49,040.00	

**Contingency Balance (If applicable):**

Explanation of request, include reason why funds are available for transfer if applicable (use additional pages if necessary):

As part of the Timberlin reorganization, the Department Head position will be re-opened. The Department Head will be responsible for the day-to-day operation of the course, maintenance, restaurant, golf carts and driving range. The Department Head will also be responsible for long-term planning and will serve as the liaison to the Golf Commission.

Funding is available in the two accounts identified above as part of the Golf Professional RFP. Currently, the Golf Professional receives 6% of the golf cart revenue and a stipend. The stipend pays the Golf Professional for his services and reimburses him for the cost of starters and other support staff. These costs will no longer be incurred with the new Golf Professional contract starting in January 2023.

**Section 2: To be completed by Town Manager:**

Request approved <input checked="" type="checkbox"/>	Disapproved <input type="checkbox"/>	Partially Approved <input type="checkbox"/>	Date:	<b>9/27/22</b>
Comments:				

**Section 3a: Town Council action:**

Request approved <input type="checkbox"/>	Disapproved <input type="checkbox"/>	Partially Approved <input type="checkbox"/>	Referred to Town Mtg. <input type="checkbox"/>	N/A <input type="checkbox"/>
Comments:				

**Section 3b: Board of Finance action:**

Request approved <input type="checkbox"/>	Disapproved <input type="checkbox"/>	Partially Approved <input type="checkbox"/>	Referred to Town Mtg. <input type="checkbox"/>	N/A <input type="checkbox"/>
Comments:				

**Section 4: To be completed by Finance Department:**

Budget Change # :	JE#	Approved by Town Meeting	Date approved:
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# TOWN OF BERLIN

## CERTIFICATION OF SUFFICIENCY OF FUNDS

(Sec. 6-10-2 of the Town Charter)

DATE 26-Sep-22

Purchase Item or Contract: Golf Course		Requested by: Arosha Jayawickrema	
QUANTITY	DESCRIPTION	PRICE PER UNIT	\$ AMOUNT
1.00	Re-open Timberlin Golf Director (Department Head) position	\$61,500.00	\$61,500.00
			-
			-
			-
			-
TOTAL			\$61,500.00

Account No. 001.25.2543.0.51100.00000

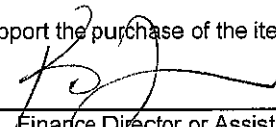
Budgeted Amount.....	\$65,427.00	Available balance.....	\$61,500.00
Encumbrances to Date.....	\$1,450.00	Amount Needed for This Package.....	\$61,500.00
Expenditures to Date.....	\$2,477.00	Available Balance After Purchase.....	\$0.00

Is a budget change needed? ☒ Yes ☐ No

If so, has a budget change been prepared? ☒ Yes ☐ No

☒ I certify that there ARE sufficient funds available to support the purchase of the items described above.

or:

  
Finance Director or Assist.Finance Director

☐ I certify that a budget change in the amount of \$\_\_\_\_\_ must be processed concurrently with this certification to support this commitment.

\_\_\_\_\_  
Finance Director or Assist.Finance Director