

# SALT LAKE CITY COUNCIL STAFF REPORT

## BUDGET ANALYSIS – FISCAL YEAR 2005-06

**DATE:** May 31, 2005

**SUBJECT:** **GOLF ENTERPRISE FUND**

**STAFF REPORT BY:** Jennifer Bruno, Budget & Policy Analyst

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The City has provided golf facilities for over 80 years. The City owns and operates eight golf facilities. The main policies that guide the division are to offer an accessible, reasonably priced, recreational opportunity to all sections of the golfing public and to preserve open spaces in an urban setting. Golf participants pay fees that underwrite the cost of providing these services. The Council traditionally sets golf fees at a level necessary to ensure the long-term financial stability of the Golf Fund while maintaining the golf program's competitiveness within the market.

<b>GOLF ENTERPRISE FUND PROPOSED BUDGET</b>				
	<b>Adopted 2004-05</b>	<b>Proposed 2005-06</b>	<b>Difference</b>	<b>Percent Change</b>
<b>Revenue &amp; other sources</b>				
Green fees	\$5,429,100	\$ 4,570,175	\$ (858,925)	-15.8%
Cart rental	1,926,967	1,796,763	(130,204)	-6.8%
Retail sales	725,000	667,668	(57,332)	-7.9%
Marketing-Related Revenue	0	366,000	366,000	-
Driving range fees	400,287	314,256	(86,031)	-21.5%
Concessions	145,988	153,248	7,260	5.0%
Other Golf Fees	55,767	66,324	10,557	18.9%
Advertising fees	73,600	58,840	(14,760)	-20.1%
Interest income	50,000	33,219	(16,781)	-33.6%
Miscellaneous Leases	26,763	26,763	-	0.0%
Season passes	22,000	19,904	(2,096)	-9.5%
Other	1,000	7,260	6,260	626.0%
Appropriation of reserves	977	11,618	10,641	1089.2%
<b>Total revenue &amp; other sources</b>	<b>\$8,857,449</b>	<b>\$ 8,092,038</b>	<b>\$ (765,411)</b>	<b>-8.6%</b>
<b>Expenses &amp; other uses</b>				
<b>Operating &amp; Maintenance</b>				
Personal Services	\$ 3,822,903	\$ 3,653,018	\$ (169,885)	-4.4%
Materials and Supplies	1,224,855	1,131,327	(93,528)	-7.6%
Other (Charges/Services/Fees, Admin Service Fee, PILOT, Intradepartmental Chgs)	2,909,225	2,927,646	18,421	0.6%
Capital outlay	408,950	120,800	(288,150)	-70.5%
<b>Debt Related</b>				
Debt/Interest Charges	491,516	259,247	(232,269)	-47.3%
<b>Total expenses &amp; other uses</b>	<b>\$ 8,857,449</b>	<b>\$ 8,092,038</b>	<b>\$ (765,411)</b>	<b>-8.6%</b>

The budget for fiscal year 2005-06 is proposed to decrease by \$765,411 or 8.6% over fiscal year 2004-05, for a total expense budget of \$8,092,038. Of this, \$259,247 is dedicated to debt and interest charges.

- A. Revenue – The Administration has set a goal for each golf course to increase revenue to bring in an overall total of \$366,000 (approximately 5% increase in budgeted rounds and related revenue for each course) through increases in golf rounds, sale of merchandise, and rentals. Because the Administration will leave it up to each course to increase revenues in the optimal way for each particular course, the \$366,000 has been allocated as “Marketing-Related Revenue” in the proposed budget. During the year, the actual revenue will be reported in the appropriate category (greens fees, concessions, rentals, retail sales). This goal is an effort to offset the expected loss in revenue, driven by fewer rounds played because of increasing competition by new courses in the region.
- B. Personal Services – A savings of \$169,885 was realized by eliminating a net of 2.01 FTE. Three FTE positions were eliminated (Office Tech II, Golf Course Maintenance Worker, Golf Course Groundskeeper). The office tech position will be offset by a part time (.89 FTE) office tech. In addition, .10 FTE was transferred into the golf fund for the golf accountant. Previously, this .10 was covered in the general fund. A further breakdown of staffing distribution has been provided by the Administration (**See Attachment A**).
- The proposed budget includes \$692,563 for hourly/seasonal employees (this represents just under 19% of the total personal services cost in the proposed budget). The Department has evaluated the hourly/seasonal and full-time balance based on council comments, and determined that at this time the balance is appropriate. The department will continue to evaluate this balance as the facilities age and are replaced to determine an appropriate balance.
  - There are currently 3 facilities with more than one non-superintendent full-time groundskeeper – Bonneville, Mountain Dell, and Rose Park (all with 2). Mountain Dell and Rose Park both have in essence two facilities in one (Rose Park with the Jordan River Par 3).
- C. Capital Outlay – The Administration is proposing to reduce the capital outlay budget by \$288,150, or 71%, which would have been spent for course improvements and equipment. This represents the second year of substantial delays in capital improvements and purchases. The Council may wish to enquire how this may affect operating efficiencies. Additional monies will be available in fiscal year 2008/2009, as debt service payments for the Golf bonds will expire.
- D. Water – Water costs have increased \$27,762 (from \$904,271 to \$932,033), or 3.1% in the proposed budget.

## **POTENTIAL MATTERS AT ISSUE**

1. Golf Employee Compensation Plan – The Council may wish to have a further discussion of how the proposed compensation plan for Golf employees (first presented to the Council on April 7, 2005) would affect the proposed budget, and if it would be feasible to implement at this point in the season. The proposed compensation plan would build in more salaried employees than there are

currently. With that comes predictability in the budgeting process (currently there are varying quantities of comp time that is built up and has to be paid).

- a. The total amount of comp time accrued in calendar year 2004 was 9,806, down approximately 811 hours from calendar year 2003 (7.6 percent). This change could partially be due to inclement weather.
  - b. As a result of the briefing regarding the proposed Golf employees compensation plan, the Council posed many questions to the Administration regarding operations. The Administration has answered these questions that Council staff assembled (**see Attachment B**).
  - c. Recreational Compensation Research - Bountiful Ridge Golf Course does not have a specific written compensation plan for golf employees, however they do specifically use the Fair Labor and Standards Act exemption (not allowing time-and-a-half overtime payments to recreational employees). They have not defined their golf season specifically, but their golf employees receive the same benefits as other regular full-time employees. Salt Lake County does take advantage of a part of the exemption, in that they do not pay time and a half for overtime accrued. However, they allow their employees to accrue overtime during the season, to get them through the winter months, but pay them for straight time. Their golf employees also receive the same benefits as other regular full-time employees. Private golf courses investigated in the area contract for their employees.
  - d. Vacation Time - The examples listed above give employees full benefits, meaning that they can accrue vacation and sick leave at the same rate as other regular full-time employees. The proposed compensation plan for Salt Lake City golf employees scales back this vacation accrual to 9/12ths that of a regular full-time employee, being that their "year" is nine months. They are still technically allowed to take vacation time during the season, as a typical work week can be 6 to 7 days.
  - e. Overtime - Even though the proposed compensation plan does not define "overtime" it is the expectation of the job requirements that the peak season will require more than 40 hours per week. Management will handle staffing assignments accordingly.
2. Golf fees - The Golf Enterprise Fund operates without assistance from the General Fund. All operating and capital expenditures are funded by user fees. User fees increased an average of 8% on January 1, 2004. The Golf Division has not proposed any fee increase for fiscal year 2006.
  3. Season passes - Season passes continue to be phased out, but no new ordinance changes to season passes are proposed. Juniors and seniors that had passes for the 1997 season and renewed their passes each year are the only individuals eligible for passes. The cost for a season pass is \$400 and a surcharge of \$3 per 9 holes is imposed for residents and \$4 per 9 holes for non-residents.
  4. Rounds - Locally, the increase in golf courses has been greater than the increase in population to play the courses. Salt Lake City's golf rounds for calendar year 2004 of 477,352 represents a decrease of 9% over 2003 calendar year's rounds of 524,846. This is likely due to the increased number of courses in the greater Salt Lake region. Over the past few years supply has exceeded demand. It is likely that this trend will continue. Because of the decrease in rounds (and expected decrease in green fees), the Department has proposed a realistic goal for each

course to increase play by 5%. While this goal will not make up for the 9% overall decline in play in the last calendar year, it will help offset the loss of revenue.

5. Marketing Plan – The Golf Division is continuing the implementation of the Golf Marketing Plan and is following the advertising, marketing, and discount programs identified in the plan. The Council may wish to ask for an update regarding these programs.
6. Audit – The Audit subcommittee has discussed the potential of initiating a Golf audit, and has reviewed a preliminary scope of inquiry. The Council may wish to discuss this further, and decide whether or not to recommend an audit be performed.
  - a. Complimentary Golf Rounds – The Department believes that courses do receive a benefit by having employees that are familiar with the courses, through playing themselves. All rounds played by employees, both complimentary and paid for, must be played on the employee's personal time (**see Attachment C**). If the Council decides to conduct an audit of the Golf Division, this policy may be an area of interest.

## **LEGISLATIVE INTENT STATEMENTS**

No legislative intent statements are outstanding for the Golf Course Fund.

*During the briefing on the proposed budget, the Council may wish to identify legislative intents relating to the Golf Division of the Public Services Department.*

## **SIX YEAR BUSINESS PLAN**

The following has been identified as specific and likely future changes to budget and/or staffing of the Golf Division, as outlined in the Six Year Business Plan (Note: The Department's Six Year Business Plan was written in fiscal year 2004. A more current version of the Six Year Business Plan will be available in August):

- Fees are scheduled to increase by 5% in FY 2007-08, in order to keep pace with projected growth in expenses, relatively flat demand, and over-supplied market.
- Personal services expenses are projected to increase an average of 4% per year over the next six years.
- Water expenses are expected to increase as City water rates increase (9% in FY 2005).
- Other expenses are anticipated to increase 2.5% annually.
- Retirement of debt service obligation in FY 2009 will free up \$720,000 per year for other large capital improvement projects.

## Attachment A

### Golf Division

#### Staffing, FY2006 proposed positions in FTEs

#### DETAIL OF POSITIONS BY GRADE AND FUNCTION

	Grade	Admin & Mech	Bonn	Forest Dale	Glendale	Jordan River GC	Mt Dell	Nibley	Rose Pk	Wingpte	Total
<b>FTEs FOR FULL-TIME POSITIONS</b>											
Golf Manager	611	1.00	-								1.00
Golf Marketing Manager	606	1.00	-	-	-	-	-	-	-	-	1.00
Accountant III	312	1.00	-	-	-	-	-	-	-	-	1.00
Office Facilitator I	307	1.00	-	-	-	-	-	-	-	-	1.00
Office Tech II	219	1.00	-	-	-	-	-	-	-	-	1.00
Equipment Mechanic Supervisor	123	1.00	-	-	-	-	-	-	-	-	1.00
Equipment Mechanic II	119	2.00	-	-	-	-	-	-	-	-	2.00
<b>Pro Shop: (Covered by proposed pay plan)</b>											
Golf Professional (note 1)	609-610	-	0.50	0.50	0.50	0.20	1.00	0.50	0.80	1.00	5.00
Assistant Golf Professional	307	-	1.00	1.00	1.00		1.00	1.00	1.00	1.00	7.00
Golf Starter	213	-	1.00		1.00		1.00		1.00	1.00	5.00
<b>Maintenance: (Covered by proposed pay plan)</b>											
Superintendents, 27 & 36 holes (note 1)	604	-	-	-	-	0.20	1.00	-	0.80	-	2.00
Superintendents, 18 holes (note 1)	603	-	1.00	0.50	1.00	-	-	0.50	-	1.00	4.00
Assistant Superintendents	119	-	1.00	1.00	1.00	-	2.00	1.00	1.00	1.00	8.00
Golf Course Maintenance Worker	118	-	-	-	1.00	-	1.00	-	-	1.00	3.00
Golf Course Groundskeeper	114	-	2.00	-	1.00	1.00	2.00	1.00	2.00	1.00	10.00
Total full-time		8.00	6.50	3.00	6.50	1.40	9.00	4.00	6.60	7.00	52.00
<b>FTEs FOR PART-TIME POSITIONS</b>											
PT/Office Tech		0.89	-	-	-	-	-	-	-	-	0.89
PT/Pro Shop (Starter, Marshall, Range, Nibley Café)		-	3.28	1.52	2.52	1.14	3.93	4.12	2.16	2.30	20.97
PT/Groundskeeper & Watermen		-	3.40	1.79	2.31	0.79	3.88	2.80	1.95	3.45	20.37
PT/Equipment Mechanic		0.69	-	-	-	-	-	-	-	-	0.69
Total part-time		1.58	6.68	3.31	4.83	1.93	7.81	6.92	4.11	5.75	42.92
<b>FTEs FOR ALL POSITIONS</b>		<b>9.58</b>	<b>13.18</b>	<b>6.31</b>	<b>11.33</b>	<b>3.33</b>	<b>16.81</b>	<b>10.92</b>	<b>10.71</b>	<b>12.75</b>	<b>94.92</b>

#### Notes:

(1) Partial FTEs indicate sharing between sites

## **Attachment B**

### **Responses to Council Issues Concerning the Proposed Golf Compensation Plan**

- 1. Is this a typical compensation plan for municipal golf courses?**
  - a. In particular, are there examples of this being used in cold/seasonal climates?**

Several years ago, the City Attorney's Office and Human Resources contacted the Department of Labor (DOL) about this concept of an exemption for recreation employees from the Fair Labor Standards Act (FLSA). The DOL indicated it was common practice for golf course operations to take advantage of this exemption if they met the qualifying criteria as noted in the Act. Analysis demonstrated that golf employees did qualify for the exemption and current analysis verifies that the golf course operation still meets the exemption test. Documentation is available to verify the exemption test.

Although the intent of the Department of Public Services in taking advantage of the FLSA exemption for recreation employees was to solve internal issues and create a compensation plan that met our organization needs, Human Resources has conducted further market analysis at the Council's direction. This is what was discovered:

#### **Municipalities –**

Only one municipality locally specifically uses this exemption from FLSA; Bountiful Ridge Golf Course. They employ 5 full-time workers that fall under this exemption but they do not have a "written" compensation plan that we can use to compare fully to our proposed compensation plan. It appears they only use the exemption as it applies to overtime. They have not defined their golf season and their golf employees receive the same benefits as other regular full-time employees.

#### **Counties –**

Salt Lake County takes advantage of only a *portion* of the recreational exemption allowed in the FLSA. The County practice is to not pay "time and one half" for hours worked over 40. But they do allow employees to accrue straight time on payroll in the form of compensatory pay for any hour worked over 40 per week to be used to get them through the winter months when they are not working. It should be noted that the County also does not define their golf season. Other than the exemption noted previously the County allows their golf employees the same benefits as other regular full-time employees.

#### **Private Courses –**

Three local private courses were contacted - Homestead, Wolf Creek, and Sun River - and they all contract out their personnel services therefore they are not responsible for pay issues. They did not know if their contractor took advantage of the FLSA exemption and we could not find out that information either.

**b. Do other recreational entities (of any type) take advantage of the FLSA exemption?**

Yes. Lagoon, some positions at Raging Waters, and most local ski resorts all take advantage of the recreational exemption in the FLSA.

**2. Is there an issue regarding Vacation time? If a golf employee has 3 months "off" is it fair to enable them to take vacation during the 9 months on? If an employee leaves town in December or January, is it anticipated that she/he will take "vacation" time?**

During the busy 9 months on golf courses, employees have longer than normal work days and many times they work 6 or 7 days a week. To maintain this many hours without time off is difficult even with an extended break during the winter months. Additionally, employees have events and family activities that can't be limited to only those 3 winter months. Our plan addresses this issue by recognizing their need to have vacation time granted during the golf season but then they will only accrue 9/12ths of what other full-time employees accrue. During the 3 months of winter, if an employee is not readily available to work as needed, they are required to use accrued vacation time.

**3. Will there be a staffing shortage once the overtime "incentive" is gone? What is the incentive to work 12 hours a day if you get paid the same for 8?**

Like employee challenges in other organizations, management will need to ensure that their operations are fully staffed and motivated. Golf employees will need to understand that dependability will affect their performance ratings and continued future employment. There is still an incentive to work 12 hours a day in that the employee will get paid when not working during the off season. This will be a job expectation and requirement that management will continually communicate and take steps to assure it is implemented correctly.

**4. What are the responsibilities of the various golf employees? Is there no way to schedule staff so that overtime is not a regular necessity? Given the nature of golf operations, there is no practical way to avoid "overtime work" during the regular season.**

Salt Lake City golf courses benefit from having a competitive level of expertise about the golf industry on staff. Salt Lake City has adopted the practice of ensuring this high level of expertise by the number of full-time employees as

defined in the staffing document. For example, each golf course has several miles of irrigation pipes and wires. The full-time staff knows exactly where these wires lie and what operations they support. This allows for easier access and lowers down time for repair work. When irrigation pipes break, the maintenance staff knows exactly how to fix the problems with a minimal impact on the golf course operations and to ensure customers have a quality golf experience in spite of the maintenance activities. Turf management is a science requiring a high degree of technical knowledge best obtained in the environment of full-time employment. In the competitive market of golf, most other courses use full time employees to manage their operations similarly.

**5. How much overtime does the staff work currently?**

Golf employees presently work and accumulate enough overtime (at time and one half the regular rate) to get them through the off-season. Many times there is even additional compensatory time left over that will continue to accrue until used or paid out upon termination. The following table shows total comp time accrual for the past three years:

<b>Year</b>	<b>Comp Time Accrued</b>
2004	9,806.41
2003	10,617.10
2002	11,260.76

**6. What level of employee will be responsible at each course to manage the work hours?**

Each course has a Golf Professional (currently a 610) to manage the Pro Shop side of the business. Each course also has a Maintenance Superintendent (currently a 604) that is accountable for maintenance activities.

**7. If employees are already 'on call' for golf why would they need additional pay to be 'on call' for snow removal?**

The snowfighter premium was developed citywide and negotiated into employee contracts to take the place of call-out and stand-by pay. If the city paid call-out and stand-by to each employee scheduled to remove snow, it would cost far more than the established premium. Three people in Golf currently receive snowfighters pay. They are 100 series employees and are not covered in the proposed golf plan. However, we anticipate that we will need one or two additional golf employees to be available for snow removal and they should receive the snowfighter premium as well as the others in the City who receive it and for the same reasons.



**8. Does the FLSA recreation exemption require that employees earn the equivalent of time and a half off for every hour worked, or is it more like hours can be grouped in the season and taken off at another time?**

The recreation exemption does not require that employees earn the equivalent of time and one-half for every hour worked. The exemption is that we are not required to pay that or the equivalent. The City must pay employees for time worked but the exemption allows us to do this at straight time for all hours or place them on a salary. Grouping hours during the season to be taken off at another time is what the City currently does (at time and one-half). This would be allowed to continue under FLSA but with the exemption it would be "grouped" at straight time. The City has proposed in the new plan to place the employees on salary to alleviate the burden and stress associated with attempting to accrue all the hours necessary for the winter months. Allowing hours to be "grouped" under the FLSA exemption for winter use would just exacerbate the current problem because many more straight time hours would need to be accumulated.

**a. What is the value of the exemption if the pay is equivalent to them earning time and a half?**

The value of the exemption to the employer is that over time personnel costs will be less and can be better predicted and budgeted with greater reliability. Currently all the compensatory time accrued by employees and not used has to be paid out to the employee upon termination. Additionally, the exemption allows employers to pay employees an annual rate without having to pay the overtime costs – similar to our 600 series employees.

The value of the exemption to the employee is one of peace of mind, knowing that he or she will receive a pay check and benefits year round.

**b. Is there some sort of "other credit" given for an employee who works overtime?**

No. Under the exemption from the FLSA there is no "overtime". Employees work whatever time necessary to get the job done; these hours are not differentiate into overtime vs. non-overtime. The employees are treated as 600 series employees currently are now.

**9. Why is the premium pay included? Was it a 'compromise' with employees?**

Yes. The off-season premium grew out of employee concerns regarding equity. Those working at Wing Point, for example, where the course may be open ten or eleven months, would otherwise receive the same pay as those working at

Mountain Dell, where the course is typically open only eight or nine months a year. The off-season premium pay was a way of achieving equity.

**10. Regular employees are prohibited from using City equipment and resources personally. Are golf employees allowed to golf without charge? If so, is any of that time considered 'on the clock' or 'inspection' time?**

It is the policy of the Department of Public Services that golf employees are allowed to golf a limited number of times on City courses without pay. **(See Policy in Attachment C.)** Golf courses do receive a benefit by employees being familiar with the courses and their playability and by performing an “inspection” function as they are playing them. However, there is an element of personal benefit so they may only take advantage of this opportunity on their own personal time. Employees who do not comply with this policy are subject to and have been disciplined.

**11. Is there a portion of work that is currently being performed by full time employees at a time and a half rate that could be performed by truly seasonal workers? Could seasonal assistance reduce the long hours of this group mid-summer for example in mowing the fairways and not the putting greens (where more expertise is needed)?**

The Department of Public Services feels that the balance between full time workers and seasonal has been optimized. If the balance were shifted toward a more seasonal workforce, the quality of Salt Lake City golf will diminish. Additionally, the Department would still seek to have a pay plan that took advantage of the FLSA exemption so that even if the golf program moved to a more seasonal workforce, we would still be only compensating seasonal employees for straight time for all hours even those over 40 hours per week.

**a. A list of the various positions that require specific expertise and expertise needed would be helpful.**

Here is a list of those jobs requiring specific golf expertise from the City's Website. This list can also be found at the following website  
<https://apps1.slcgov.com/ManagementServices/JobDescriptions/jobpage1.asp>.

Job Code	Title	Pay Class
69	GOLF CLUB PROFESSIONAL MULTIPLE COURSE	610
229	GOLF MARKETING AND ADVERTISING MANAGER	606
515	GOLF COURSE MAINTENANCE WORKER	G06
516	ASSISTANT GOLF COURSE SUPERINTENDENT	G07
517	GOLF COURSE GROUNDSKEEPER	G04
518	ASSISTANT GOLF CLUB PROFESSIONAL	G07
519	GOLF COURSE SUPERINTENDENT - 9 HOLES	G17
520	GOLF COURSE SUPERINTENDENT - 18 HOLES	G18
521	GOLF COURSE SUPERINTENDENT - 36 HOLES	G19
522	GOLF COURSE SUPERINTENDENT - 27 TO 36 HOLES	G19
523	GOLF CLUB PROFESSIONAL	G24
524	GOLF CLUB PROFESSIONAL (MULTIPLE COURSE)	G25
5045	GOLF MANAGER	611

**12. What has the Administration done to try to cut back on comp time? Are there plans for future changes?**

The Department of Public Services has an Overtime policy that is strictly enforced to minimize both overtime and compensatory time. **See Attachment D for the Department's Overtime Policy.** There are no future plans to change it except for those anticipated with changes in the proposed golf pay plan.

## **Attachment C**

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### **COMPLIMENTARY GOLF POLICY**

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***Golf Division  
Public Services Department  
Salt Lake City Corporation***

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## **SALT LAKE CITY GOLF DIVISION COMPLIMENTARY GOLF POLICY**

### **Purpose**

This policy describes the method of determining eligibility for, and the recording of, all complimentary golf activities in the Salt Lake City Golf Division. In this policy, the term complimentary golf includes any 9-hole or 18-hole round, golf car rental, golf club rental, or range ball token given to an eligible customer or employee free of charge.

The purpose of offering the privilege of complimentary golf is intended:

- To establish professional courtesy extended procedurally to certain members of the golf industry. Acceptance and issuance of these courtesies are strictly governed by this policy and through the Code of Ethics established by each of the eligible golf-related professional associations described in this policy;
- To establish and maintain golf playing ability for the continuing professional certification of staff members;
- To closely maintain knowledge of current golf course conditions by Golf Division staff;
- To assist in the promotion, marketing and customer relations of the City's golf courses within the community;
- To eliminate financial irregularities.

### **Audience**

1. This policy applies to all Golf Division employees who conduct point-of-sale transactions or manage golf play in the Golf Division's Pro Shops.
2. This policy applies to those individuals who are eligible to receive complimentary golf as described in this policy.

### **Introduction**

The eligibility to receive complimentary golf at a Golf Division facility is a stringently controlled privilege for a narrowly defined group of recipients. The proper allocation and recording of all complimentary golf is a very important function. Historical practices shall not constitute justification for deviation from the procedures and guidelines presented in this document. The material in this document supersedes all previous policies and procedures regarding complimentary golf.

## **RESPONSIBILITIES**

### **Golf Professional Responsibilities**

At each golf course Pro Shop for which they have supervisory responsibility, Golf Professionals are responsible for assuring that complimentary golf is only issued to

individuals who are eligible to receive it. Golf Professionals are responsible for ensuring that all complimentary golf is accurately recorded in the point-of-sale system.

### **Employee Responsibilities**

Each Golf Division Pro Shop employee who conducts complimentary golf transactions at the point-of-sale or who manages golf play is responsible for following all of the policies and procedures outlined in this document. Whenever complimentary golf is granted, a point-of-sale receipt appropriately documenting the transaction shall always be issued to the recipient.

Each Golf Division employee who receives complimentary golf is responsible to abide by the policies described herein, and is responsible for verifying that the complimentary golf was correctly recorded in the point-of-sale system using their personal bar-coded identification card.

## **ELIGIBILITY**

### **Visiting Members of Golf-Related Professional Organizations**

As a reciprocal professional courtesy, visiting members of the American Society of Golf Course Architects; the Golf Course Superintendents Association of America; the Intermountain Golf Course Superintendents Association; the Ladies Professional Golf Association; and the Professional Golf Association possessing current, valid membership cards will be considered visiting professionals, and may be extended the reciprocal privilege of receiving complimentary golf on the City's golf courses. Visiting members of these organizations will be limited to one complimentary 9-hole or 18-hole round – including ½ golf car – per month. The single monthly complimentary round may be played at any City golf course.

### **Charitable Organizations, Visiting Dignitaries and Others**

Complimentary golf involving charitable organizations, visiting dignitaries, and others who may be considered for the privilege, will only be offered at the discretion of the Public Services Department Director and will be subject to the Director's approval or to that of the Director's designee.

### **Full-time Salaried Golf Division Employees**

Each Golf Division employee shall be issued a personal bar-coded photo ID card to facilitate point-of-sale tracking of all complimentary golf transactions. These cards must be used in every instance any employee receives complimentary golf, whether at the employee's golf course of employment, or at any other of the City's golf courses.

Non-supervisory employees must receive supervisory approval – and, on each occasion, an employee's supervisor must make prior arrangements with the respective Pro Shop of the affected course – for an employee to be granted complimentary golf.

A limited number of complimentary tee times may be reserved via the tee time reservation system and these times shall be allocated equally between the Golf Course Maintenance operations and the Pro Shop operations at the respective courses. Golf Course Maintenance operations and Pro Shop operations at the course will be allocated tee times in the following manner:

- Nine hole facilities:  
One (1) tee time per week (up to four players) for the pro shop and one (1) tee time per week (up to four players) for the maintenance operations.
- Eighteen hole facilities:  
Two (2) tee times per week (up to 8 players) for the pro shop and two (2) tee times per week (up to 8 players) for the maintenance operations.
- Thirty-six hole facilities:  
Four (4) tee times per week (up to 16 players) for the pro shop and four (4) tee times per week (up to 16 players) for the maintenance operations.

Allocated complimentary tee times will only be distributed to the full-time salaried employees under the direction of the respective supervising Golf Professional or Golf Course Superintendent. Only supervisors may use the automated tee time system to ensure tee-time reservations for the appropriate number of allocated complimentary tee times.

At the discretion of the Golf Professional of the respective golf course, employees may be granted the use of ½ golf car while playing these allocated complimentary tee times, when business needs permit and when golf cars are readily available and in plentiful supply.

Beyond the limited, allocated tee times that may be reserved under this policy, salaried golf employees may receive complimentary golf only on a space-available basis during off-peak hours. Space-available tee times may be used only when no paying customers are available to fill the tee time, and employees must relinquish such times if a paying customer should appear to fill these times.

### **Former Golf Division Employees**

Complimentary golf privileges of one 9-hole or 18-hole round per week – including ½ a golf car – played during off-peak hours on Monday through Friday, may be extended to any former Golf Division employee who has 25 years or more of service in the Division and who was not terminated for cause.

### **Seasonal and Regular Part-Time Golf Division Employees**

Seasonal and regular part-time golf employees who work more than 20 hours per week may receive complimentary golf on a space-available basis during off-peak hours. Space-available tee times may only be used when no paying customers are available to fill the tee times, and employees must relinquish such times if a paying customer should appear to fill these times. Employees in these categories who do not regularly work 20 hours or more per week for the Golf Division are not eligible for complimentary golf.

### **Range Ball Tokens and Rental Clubs**

Individuals eligible for complimentary golf, as defined in this section, may receive complimentary range ball tokens or rental clubs at the discretion of the supervising Golf Professional and based on immediate business needs.

### **PROHIBITION FROM PLAYING GOLF DURING WORK SHIFT**

Under no circumstance are Golf Division employees allowed to play golf during a regularly scheduled work shift or at any time while “punched in” on the City’s time keeping system.

### **VIOLATION OF POLICY**

Employees governed by this policy who fail to comply may be subject to disciplinary action, up to and including termination. Failure to follow these policies and procedures may result in the elimination of the complimentary golf privilege.



## Attachment D

### DEPARTMENT OF PUBLIC SERVICES *Overtime Policy*

#### **POLICY:**

Overtime work should only be performed in cases of *extreme* need. When this occurs, non exempt employees (100, 200, & 300 series) will be compensated for overtime worked at the rate of one and one half times their regular hourly rate. All overtime must be approved in advance by the Division Director or designee if it has been budgeted. If it has not been budgeted, the Department Director or designee must approve it.

#### **DEFINITIONS:**

***Fair Labor Standards Act (FLSA):*** The FLSA is federal legislation enforced by the Department of Labor. FLSA discourages compensatory time off except under limited circumstances. In addition, there are rigid requirements that must be complied with concerning overtime and the use of compensatory time off. According to the FLSA, employees should be paid for overtime worked when possible.

**Work Week:** Salt Lake City Corporation's work week is defined by policy as beginning at 12:01 a.m. Sunday and ending at 12:00 midnight Saturday.

**Exempt:** Employees with an exempt classification (600 series and executives) are exempt from the provisions of the FLSA and are not eligible for overtime or compensatory time off.

**Nonexempt:** Employees with a "nonexempt"

classification (100, 200, & 300 series) are covered by the FLSA and entitled to receive overtime pay at the rate of one and one half their regular rate for all time worked in excess of 40 hours in a work week.

***Recreation:*** FLSA recognizes the uniqueness of employees classified as working in a recreation activity and exempts them from its provisions.

Employees in the Golf Division will be covered under this exemption and, therefore not be paid overtime. Instead they are allowed to accumulate up to a maximum of 600 hours of compensatory time off. Department and Division Management must ensure that all employees use their compensatory time off balances by March 1<sup>st</sup> of each year.

*Employees working in administrative or support roles in golf and in non-golf recreation activities in the department will be subject to the provisions of this policy unless further analysis provides additional guidelines.*

#### **GUIDELINES:**

Work is to be accomplished within the normal work week. Overtime expenses and compensatory time off should be kept at a minimum. Work schedules need to be adjusted to keep overtime expenses at the bare minimum while providing the level of service approved in the budget.

When overtime is required nonexempt employees should receive overtime pay for hours worked unless they choose to receive compensatory time off and they have less than 40 hours accrued on the books.

Compensatory time off is only allowed up to a 40 the hour maximum balance allowed by union contract. **No employee will be allowed to accumulate a balance of compensatory time off in excess of 40 hours unless it is pre-approved by the Department Director or designee.**

#### **RESPONSIBILITY:**

Budgeted overtime or compensatory time off must be pre-approved by the **Division Director** or designee.

Nonbudgeted overtime or compensatory time off must be pre-approved by the **Department Director** or designee.

Compensatory time off in excess of a 40 hour balance must be pre-approved by the **Department Director** or designee.

Employees who violate this policy may be subject to disciplinary action.