

Executive Recruitment for

FORT WORTH, TEXAS

The City of Fort Worth is seeking an innovative leader and high energy professional to fill the Assistant Director position in the Park and Recreation Department's Golf and Athletics Division. This Recruitment Profile provides background information on the Fort Worth Park and Recreation Department and outlines qualifications and experience identified as desirable traits and attributes for candidates applying for this position.

This profile was prepared following personal interviews with the Director of Park and Recreation, past Assistant Directors of Golf and Athletics and other stakeholders. Information was also developed from a review of written materials relevant to the City of Fort Worth.

Importantly, this profile will be used as a guide in the recruitment process, providing specific criteria by which applications will be screened and individuals selected for final interview and appointment consideration.

This recruitment is being conducted on an open, impartial, local, regional, and nationwide basis, encouraging applications from all persons wishing to compete for the position who meet the qualifications. All inquiries relating to the recruitment and selection process for the Assistant Director-Golf and Athletics Division position are to be directed to the attention of the consultants working with the City of Fort Worth, Texas.

Additional information about Fort Worth can be found on the City's website: www.fortworthtexas.gov.

All inquiries relating to the recruitment and selection process for the Assistant Director-Recreation Division are to be directed to the attention of the Consultant working with Director of Park and Recreation and his designated Search Committee:

Charles Balling, Vice President

GovHRUSA, LLC
630 Dundee Road, Suite 130
Northbrook, Illinois 60062
847-380-3240
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Formal Applications should be submitted to:
www.GovHRjobs.com

ASSISTANT DIRECTOR - GOLF AND ATHLETICS



PROFESSIONAL ANNOUNCEMENT

Fort Worth, Texas (population 812,238) is seeking highly professional and energetic candidates interested in serving as the next Assistant Director-Golf and Athletics Division with the City of Fort Worth. Fort Worth is located in North Central Texas and covers 350 square miles (910-km) including Tarrant, Denton, Parker, and Wise counties-serving as the seat for Tarrant County.

Fort Worth is the 15th largest city in the United States and the fifth largest city in the State of Texas. The city has a small town feel, affordable housing and outstanding parks. Fort Worth was the fastest-growing large city in the United States from 2000-2006 and voted as one of "America's Most Livable Communities". The city has several universities and many multinational corporations.

The quality of life in Fort Worth is greatly enhanced by a nationally known "Gold Medal" award-winning Park and Recreation Department. The City of Fort Worth Park and Recreation Department is made up of 12,032 acres of parkland and includes 281 parks and recreation facilities. From hike and bike trails to fitness centers, the Park and Recreation Department is a vital part of Fort Worth.

Fort Worth is under a City Manager form of government with an eight single member City Council district and Mayor elected at-large. The City has a nine person appointed advisory Park and Recreation Board. The Park and Recreation Director serves as the liaison to the Park Board and City Manager. The Assistant Director-Golf and Athletics Division is appointed by and reports directly to the Park and Recreation Director and is responsible for the implementation of policy and overall operations of this Division.

The City of Fort Worth is seeking an innovative leader and high energy professional to fill the Assistant Director position in the Park and Recreation Department's Golf and Athletics Division. This position reports to the Park and Recreation Director, supervises golf and athletic operations with a staff of 75 employees through six direct reports. The division has a total annual operating budget of \$8.2 million (\$5.2 million – Golf; \$3 million Athletics).

The City of Fort Worth owns and operates four golf courses: Meadowbrook (18 holes), Pecan Valley (36 holes plus driving range), Rockwood Park (18 holes, six-hole practice course, driving range and home to The First Tee of Fort Worth), and Sycamore Creek (nine holes with double set of tees). The athletics division is composed of adult programming, oversight of 46 competition soccer fields and 25 competition baseball/softball fields (youth and adult), and the McLeland Tennis Center management (14 outdoor/two indoor courts) contract.

The next Assistant Director-Golf and Athletics Division shall:

- Be a transformative leader with a strong commitment to excellent customer service and a highly motivated self-starter combined with a proven successful track record in the management of multiple public golf courses and athletic field operations.
- Be a strong administrator with an engaging communication style and excellent listening skills.
- Be a person who leads and motivates by personal example; encouraging high standards of performance, productivity, and ethical conduct from all staff.
- Possess a strong golf operations as well as finance/budget background with the ability to find creative approaches to the challenging market conditions and developing sustainable revenue sources.
- Be knowledgeable in golf course and athletic field turf management including the operations and upkeep of equipment, pumps and irrigation systems.
- Be flexible yet well organized and efficient, paying attention to detail.

Requirements:

Bachelor's degree from an accredited college or university with major course work in recreational science, physical education, public or business administration, or a related field, and six years of increasingly responsible experience in park and recreation and/or golf shop and maintenance operations, including three years of marketing, administrative and supervisory responsibility.

Other Requirements: Possession of, or ability to obtain an appropriate, valid Texas driver's license within three months.

Preferences:

One or more of the below is desired and preferred but not required:

- PGA "Class A" Member and/or GCSAA "Class A" Member
- Experience with the management of multiple public golf courses
- Master's in Public Administration
- CPRP (Certified Park and Recreation Professional) or CPRE (Certified Park and Recreation Executive) Certification

The City of Fort Worth offers a competitive salary and benefits package including a Health Benefit Plan with two levels of PPO coverage. The salary range for the position is \$102,308 - \$120,000 DOQ. The City offers tuition reimbursement to employees wishing to improve or continue their education. Apply online to GovHR USA with your resume, cover letter, and contact information for five professional references by April 8, to the attention of Chuck Balling, Vice President GovHR USA.

Apply at www.govhrjobs.com.



HISTORY AND BACKGROUND

The City of Fort Worth Park and Recreation Department is made up of 12,032 acres of parkland and includes 281 park and recreation facilities. From hike and bike trails to fitness centers, the Park and Recreation Department is a vital part of Fort Worth.

Through the acquisition and development of new park land and facilities along with the maintenance of existing infrastructure, the Department strives to effectively and efficiently manage natural and developed resources. A focus on conservation and preservation is found in departmental programs and facilities such as the community tree planting program, the Fort Worth Nature Center and Refuge, the Log Cabin Village and the Fort Worth Zoo.

The Park and Recreation Department provides services, programs and opportunities that enhance the well-being of the community. Unique facilities such as skate parks, mountain bike trails, foot golf courses, and dog parks reach a diverse population. Programs pertaining to fitness, adult and youth athletics, nature, arts, culture and education are offered throughout the Department.

The Department continues to develop and implement strategies, policies, programs and partnerships that effectively leverage resources resulting in positive economic impact for the City of Fort Worth. Overall the Park and Recreation Department serves all people, including special and vulnerable populations, by creating spaces and places for all to enjoy.

Fort Worth was the fastest-growing large city in the United States from 2000 to 2006 and was voted one of “America's Most Livable Communities”. Fort Worth is the 15th largest city in the United States and the fifth-largest city in the State of Texas. Fort Worth’s cost of living is nearly 14 percent below the national average.

The city was established in 1849 as an Army outpost on a bluff overlooking the Trinity River. It is located in North Central Texas and covers nearly 350 square miles (910 km) in Tarrant, Denton, Parker, and Wise counties - serving as the seat for Tarrant County.

According to the 2014 census, Fort Worth has an estimated population of 812,238 and is projected to exceed one million people by 2030. The city is the second-largest in the Dallas–Fort Worth–Arlington metropolitan area.

Today Fort Worth still embraces its Western heritage and traditional architecture and design. The City continues to have a small town feel, affordable housing and be nationally known for outstanding parks.

FORT WORTH QUICK FACTS

Population: 812,238

Square Miles: 350 square miles

Park and Recreation Facilities: 281

Acres of Parkland: 12,032

GOLF AND ATHLETICS DIVISION SUMMARY

The City of Fort Worth is seeking an innovative leader to plan, direct, and manage the activities and operations of the Park and Recreation Department's Golf and Athletics Division, including direct management of four 18 hole golf courses, programming and maintenance of 71 athletic fields, and coordination and monitoring of multiple contracts and partnerships.

Golf

The City of Fort Worth manages the newly renovated Rockwood Golf Course, Pecan Valley Hills and River Golf Courses, Meadowbrook, and Sycamore Creek. The golf facilities range from Championship level to older park style municipal layouts. Currently, the clubhouse at Rockwood is being redesigned and rebuilt with construction scheduled to begin in November, 2019.

Adult Athletics

The City of Fort Worth currently manages adult sports leagues for basketball, volleyball, flag football, and softball. These programmed activities help increase the use rates of the athletic fields and Haws Athletic Center. The Athletics Maintenance Staff maintain athletic fields throughout the City.

McLeland Tennis Center

This 16-court facility includes two indoor air-conditioned courts that are very busy whenever the weather is not ideal. The facility hosts local and regional tournaments and is operated through a management agreement.

Sports Partnerships

Sport programming is optimized through partnerships with many local organizations including: Texas Wesleyan University, North Fort Worth Youth Soccer Association, the Vaqueros Soccer Club, Fort Worth Youth Soccer Association, Fossil Creek Little League, the Fort Worth Sports Advisory Council, Lifetime Tennis, and many independent sports leagues.

Associated Projects

With a growing population, many projects are planned to stay ahead of the growth and to repair and replace the existing facilities. Current projects include replacing the clubhouse and improving the maintenance facilities at Rockwood Park Golf Course, replacement of the irrigation pumps at Meadowbrook Golf Course, bunker renovation at Pecan Valley Golf Course, construction of athletic fields at Alliance Park, and the possible repurposing of Sycamore Creek Golf Course.



DUTIES AND RESPONSIBILITIES

The ideal candidate will direct the activities of the Golf/Athletics division including, but not limited to the following:

- Plan, coordinate, administer and evaluate current programs and projects; ensure compliance with federal, state and local laws, regulations, codes and/or standards as well as City, Department and Division policy and procedures.
- Supervise staff (six direct reports) including the prioritization and assignment of work, conduct performance evaluations and make personnel decisions or recommendations.
- Assist with management development and implementation of departmental goals, objectives and policies as well as development and oversight of marketing and promotional activities.
- Review golf operations and athletics policy and procedures as well as turf maintenance programs and practices; development and review of all user fees as part of the annual budget process and recommend the annual budget for both the golf and athletics division.
- The candidate should have the ability to analyze and assess adult athletic programs, policies and operational needs and make appropriate adjustments if required; prepare strategic business and work plans for customer requirements and priorities to serve the needs of a demographically diverse community; ability to prepare and track complex budgets, accurately reflecting organizational needs and priorities; prepare new programs, feasibility and financial reports that justify and support service needs and operations.
- The candidate should have excellent interpersonal skills, the capacity to maintain positive employee morale and the ability to collaborate and build strong partnerships with community organizations, neighborhood groups and other City departments. This position interacts closely with adult athletic leagues, golf associations, Fort Worth Convention and Visitors Bureau, and the Fort Worth Sports Advisory Council.
- This position provides support to the Director of Park and Recreation as requested. Candidate's ability to create presentations and present information and ideas clearly is essential to this position's role. Strategic thinking and planning as well as preparation and tracking of complex budgets are vital to the role as the Assistant Director – Golf/Athletics.

- This position may participate on boards, commissions and committees as required; and prepares and presents staff reports and other necessary correspondence.



CHALLENGES AND OPPORTUNITIES

The next Assistant Director-Golf and Athletics Division can expect to work closely with the Director of Park and Recreation and the Department's leadership team, City Departments, and their team members on the following challenges and opportunities:

- The Assistant Director will be expected to take a fresh look at the Department's current golf operations, short and long-term capital plans, effectively anticipating and responding to market conditions and changing demographics of the community. This includes the possible closing and assisting in the repurposing of a nine-hole golf course that is strategically located in the city.
- The Division has several aging golf courses that are in need of renovation. The next Assistant Director will be responsible for the overall effective/efficient operations, capital planning, development, and identification of resources for the updating and revitalization of these facilities. With a growing population, many projects are planned to stay ahead of the growth and to repair and replace the existing facilities.
- Like many public and private golf courses, there is a backlog of deferred maintenance. In addition, the agency has invested in numerous improvements in

the last several years. It will be critical for the next Assistant Director to work collaboratively to develop strategies and tactics for the sustainability of these investments and setting the future vision for the Department's golf courses.

- The Assistant Director must be able to adjust quickly to changing priorities and be open to new challenges, holding team members accountable for revenues, expenses and financial profitability that is driven by operational efficiencies and excellence.
- The next Assistant Director must be a strong advocate for golf and athletics presenting analytical information justifying the division's budgetary priorities and expenses as well as seeking out additional sources of sustainable revenues.
- The Park and Recreation Department has a strong working relationship with the Fort Worth Sports Authority and is currently assisting in a city-wide assessment of athletic facilities. The next Assistant Director will work closely with the authority.
- The Assistant Director will be expected to be a self-starter and problem solver who will develop partnerships for cooperative facility use with other governmental entities and non-profit agencies serving the City of Fort Worth.
- Several employees in the agency are eligible for retirement in the next few years. The Assistant Director will be relied upon for succession planning as well as helping with the effective recruitment, selection, and training of staff and the mentoring of future leaders of the Park and Recreation Department.

EDUCATION AND EXPERIENCE

- Candidates must hold a Bachelor's degree from an accredited college or university with major course work in recreational science, physical education, public or business administration, or a related field.
- Candidates must have **six years** of increasingly responsible experience in park and recreation and/or golf shop and maintenance operations, including three years of marketing, administrative and supervisory responsibility.
- Candidates must possess or be able to obtain an appropriate, valid Texas driver's license within three months.

- Preferences: One or more of the below is desired and preferred but not required:
 - ⇒ PGA "Class A" Member and/or GCSAA "Class A" Member
 - ⇒ Experience with the management of multiple public golf courses
 - ⇒ Master's in Public Administration
 - ⇒ CPRP (Certified Park and Recreation Professional) or CPRE (Certified Park and Recreation Executive) Certification



MANAGEMENT STYLE AND PERSONAL TRAITS

- Have a passion for golf and athletics, conducting all division business with integrity and transparency.
- Be a true professional with an engaging communication style both internally as well as externally and excellent listening skills.
- Be a person who leads and motivates by personal example; encouraging high standards of performance, productivity, and ethical conduct from all staff.
- Have a management style that includes effective delegation of responsibility and authority while holding staff accountable for the achievement of goals and objectives as well as budgets.
- Be a high-energy self starter who projects a strong professional presence in appearance, actions, and personal demeanor.
- Be politically astute; maintain completely non-political and non-partisan behavior.

- Be persistent, flexible yet well organized and efficient, paying attention to detail.
- Have the ability to prioritize, direct, and complete multiple activities and assignments effectively.
- Have an awareness of emerging trends and where appropriate, utilize intuition and innovative methods to bring them to the Fort Worth Park and Recreation Department – Golf and Athletics Division.
- Create an environment where staff members are comfortable seeking out the Assistant Director for Golf and Athletics to discuss emerging opportunities, potentially difficult situations and/or problems.
- Have the confidence to seek expert advice when dealing with challenging situations that may arise and be a quick learner.
- Be an individual with a sincere and caring attitude toward the Fort Worth community and its growing and diverse population, promoting a “customer service-oriented” approach by all employees.
- Have some level of community involvement, personally taking part in civic and community events.
- Be open minded, sincerely appreciative and trusting of the contributions of employees.

