

CITY OF SEATTLE

Superintendent of Parks and Recreation



SEATTLE

The City of Seattle was incorporated in 1869, and is the largest city in the State of Washington. Located 113 miles south of the Canadian border, Seattle is situated between the Puget Sound and the shoreline of Lake Washington, with panoramic views of the Cascade and Olympic mountain ranges. With a population of more than 652,405 residents, and an equivalent daytime workforce, Seattle is an active urban center with safe neighborhoods, vibrant retail and commercial centers, and an outstanding quality of life. Seattle serves as the commercial, cultural and technology hub of the region, and is home to Boeing, Microsoft, REI, Nintendo, Starbucks, and Amazon.

Twenty-seven performing arts centers draw major national and regional events to Seattle, and the City is home to opera, symphony, ballet and theater companies. The City's rich historic heritage has been preserved, and historic districts now house specialty shops, cafes, microbreweries, fine dining, bookstores, antique malls, and galleries.

The Seattle Mariners (baseball), 2014 Super Bowl Champion Seattle Seahawks (football), Storm (women's basketball), Sounders FC (soccer), Seattle Reign FC (women's soccer) and Thunderbirds (hockey) provide year-round entertainment for sports fans. Outdoor enthusiasts enjoy activities at the area's numerous lakes, rivers, and mountains. Residents can ski the Cascades and sail Puget Sound in the same day; walk and cycle miles of trails; and experience world-class concerts, making this one of the best places for fun on the West Coast.

Seattle offers a wide variety of housing opportunities, and residents enjoy the amenities of metropolitan living combined with a beautiful natural environment. Choose from a single-family home, condominium, a restored Victorian dwelling, or a home in a thoughtfully planned new development.

The City has numerous major colleges, universities, and private schools serving the community, including the University of Washington, Seattle University, and a nationally-recognized community college system.



Seattle has a moderate climate, with daytime temperatures ranging between 50 and 80 degrees year-round. The City receives an average annual rainfall of 36", much of which falls in the foothills.

MISSION

Seattle Parks and Recreation will work with all citizens to be good stewards of our environment, and to provide safe and welcoming opportunities to play, learn, contemplate and build community.

SEATTLE PARKS AND RECREATION DEPARTMENT

Seattle Parks and Recreation Department (Parks Department) manages a 6,200 acre park system of 465 parks with hundreds of athletic fields, tennis courts, and play areas, extensive natural areas, 120 miles of trails, and more than 25 miles of boulevards. The system comprises about 11% of the City's land area, and includes 26 community centers, eight indoor swimming pools, two outdoor (summer) swimming pools, three environmental education centers, two small craft centers, four golf courses, an outdoor stadium, specialty gardens, and much more. The Woodland Park and Seattle Aquarium Zoological Society, while owned by Seattle Parks and Recreation are operated by non-profit entities.

The Parks Department is a large complex department organized into five divisions: Recreation, Facilities Maintenance, Finance and Administration, Planning and Development, and Regional Parks and Strategic Outreach. The Human Resources, Policy and Performance Management, and Communications teams report directly to the Superintendent. The Department has a volunteer Board of Park Commissioners appointed by the City Council that consults and makes recommendations to the Mayor, City Council, and Superintendent regarding policies for planning, development and use of the City's park system. The 2015 proposed budget includes an operating budget of \$147 million and a capital budget of \$21 million with more than 930 regular FTE and approximately 400 temporary assignments.

Department employees work hard to develop partnerships with park neighbors, volunteer groups, non-profit agencies, local businesses, and Seattle Public Schools to effectively respond to increasing requests for use of Seattle's park and recreation facilities. Perhaps the most significant partnership is with the Associated Recreation Council (ARC), which provides child care and recreation programs at city-owned facilities, including community centers and small craft centers. ARC also supports and manages the recreation advisory councils. These councils are made up of volunteer community members who advise Parks' staff on recreation programming.

SEATTLE PARK DISTRICT

In August of 2014, Seattle voters approved the formation of the Seattle Park District (District), a separate municipal corporation, to provide long-term sustainable funding for park and recreation services in Seattle. Historically, Park funding has been a combination of tax dollars from the City's General Fund and revenue from a variety of other sources including user fees, rental charges and payments from capital funds. Funding for new park facilities has come from voter-approved levies, grants, and City real estate excise tax revenue.

The Park District will provide for a new taxing authority and revenue source to fund increased parks and recreation services and capital projects. An inter-local agreement codifies the responsibilities for the City and the District and includes an Oversight Committee that reviews how funds are spent and reports periodic progress in alignment with the goals and strategies as set-forth in Seattle's 2014, Parks and Recreation Legacy Plan.

The Seattle Park District will levy only the amount necessary to fund its budget. The City shall provide the staff and other resources to implement the projects, programs and services identified in the adopted Seattle Park District budget. The first year of the Park District represents a ramp up year, with full funding of all capital projects and new or expanded services starting in 2016.

SUPERINTENDENT OF PARKS AND RECREATION

The Superintendent of Parks and Recreation reports to the Mayor and by City Charter has "responsibility for the management and control of the park and recreation system of the City." The City of Seattle, including the Parks Department, maintains a high commitment to the Race and Social Justice Initiative (RSJI), and this effort is supported by an internal council (RSJI core team) that works with the Superintendent and other leadership staff to ensure RSJI values are integral to administration, programming capital efforts, management and all park services and operations. The second commitment of the Parks Department is to innovation and creating a culture of innovation as the department embarks on its very aggressive strategy for growth and development.

STRATEGIC OBJECTIVES

DESIGN & IMPLEMENT SEATTLE PARK DISTRICT:

The new Superintendent will be responsible for creating and implementing the operational infrastructure of the Seattle Park District that includes: establishing policies and procedures; a performance management system that includes regular audits and reporting to the Park District Board, Oversight Committee and the community; ensuring the department is accountable and transparent in delivering/realizing park developments, facility maintenance and recreation programming objectives/outcomes; and building a positive working relationship with the Oversight Committee.

INNOVATION: The Superintendent will initiate on-going community engagement processes in conjunction with Seattle's 2014 Parks and Recreation Legacy Plan to gauge how people recreate and identify the respective community/neighborhood needs. Using the outcomes from the Legacy Plan and emerging

park and recreation trends, the new Superintendent will lead the department in building an innovative culture and visionary approach to rethink and transform the way that public and park spaces are utilized in Seattle.

THE SEATTLE WATERFRONT PARK: The Seattle waterfront is slated to undergo significant change with the impending removal of the Alaskan Way Viaduct. Planning is underway for large, new public open space along the waterfront that is inclusive of park space. Some have described the new waterfront park to be the largest parkland in the US. The park will transform the waterfront and citizen usage with the potential of becoming one of the greatest parks in America. Existing park spaces in other areas of downtown Seattle continue to bring challenges in how they are used by residents and visitors. Designing the public spaces along the new waterfront and facing the challenges of providing downtown parks that are active and welcoming are high priorities for the new Superintendent.



ENHANCE DEPARTMENT OPERATIONS:

Evaluate department operations, processes and management practices to recommend and implement strategic changes to: streamline and enhance a "world class" Parks and Recreation Department that measures success; provide a high-level of service to the community and support for the Mayor's vision; and foster a collaborative and cohesive work environment throughout the Parks Department and with other city departments.

TECHNOLOGY UPGRADES:

The Parks Department needs to aggressively address the adoption and use of technology throughout the department. Current systems need substantial overhauling and new asset management/work order systems must be identified, selected and installed as part of a larger technology plan that

enhances technology across all divisions of the department. The development of a performance management system will likely require more sophisticated technology solutions, including mobile applications. The website and use of social media are in the early stages of development and will become key communication platforms going forward. The new Superintendent will guide the development of these and other new technology initiatives.

KEY RESPONSIBILITIES

The Superintendent is responsible for planning, organizing, and administering a large complex and diverse parks and recreation system. The Superintendent oversees a vast network of facilities, open-spaces, and innovative opportunities to meet the needs of a growing number of diverse parks and recreational constituents consistent with best practices, environmental stewardship, and an unwavering commitment to the City's Race and Social Justice Initiatives.

Specific duties include:

1. Develop long and short range strategic plans and system-wide goals that are inclusive, innovative and focus on accountability and performance measures.
2. Stress public safety as a core value; ensure that all park facilities and open spaces are safe, well maintained and inviting while being accessible to a broad cross section of constituents.
3. Inspire and create an internal culture of creativity and innovation while enhancing effective relationships with a diverse array of public and private partners, and building an organization that values trust.
4. Direct “best in class” administrative and operational functions that demonstrate excellence in budgeting and fiscal management; program and project planning; capital projects and system-wide maintenance; technology; marketing and civic engagement; and performance based-management.
5. Build culture of inclusion, creativity and innovation using data driven decision-making techniques and ensure workforce accountability at all levels.
6. Develop and implement succession plans to address changing workforce demographics and retirements; implement employee development and training programs that foster teambuilding, collaboration and inspire new generations of employees who are customer centered and community focused.
7. Lead efforts to build effective, open and collaborative relationships with internal and external partners.
8. Perform other duties as needed.

EXPERIENCE AND EDUCATION

- A Bachelor’s degree from an accredited four-year college or university; an advanced degree in public or business administration is desirable;
- A minimum of ten years of experience in an executive management position directing a large complex organization. Experience could include parks and recreation, community services and/or municipal management with strong community engagement processes;
- An interest in and commitment to performance management and accountability, centered in best practices and evidence based approaches to growth and development.

PERSONAL QUALIFICATIONS:

- A set of values characterized by commitments to innovation, race and social justice, integrity, service excellence and responsive leadership;

- Ability to improve the effectiveness of the organization and achieve targeted goals by means of strategic positioning, direction, and leadership;
- Strong communication and interpersonal skills with the ability to communicate with diverse stakeholder groups;
- Politically savvy and sensitive to the interest of a wide-range of key stakeholder groups, elected officials and administrative colleagues;
- Integrity personally, professionally and politically; emotionally mature;
- Organizational and fiscal management skills noted for transparency, fairness and clarity;
- A courageous and bold visionary leader who is decisive, authentic, flexible and possesses a passion for parks and recreation;
- Sense of humor.

COMPENSATION & BENEFITS

The salary for this position is competitive and depends on experience and qualifications. The City of Seattle also offers an attractive benefits package.

APPLICATION PROCESS

To be considered, please submit your resume and cover letter with current salary information electronically to seattle.super.parks@thehawkinscompany.com by **November 21, 2014**. Resumes received by November 21st will receive first consideration. The position is open until filled. Materials should reflect size and scope of management experience including staffs managed, budgets administered, programs directed, and significant leadership accomplishments. Preference is for an electronic submission. However, materials may be mailed to

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For additional information or questions, please contact Bill Hawkins at 310-348-8800 or Chris Boulware at 312-401-3089.

The City of Seattle is an equal opportunity employer, values workforce diversity and seeks to create an environment and culture that embraces employee differences. All qualified applicants are considered in accordance with applicable laws prohibiting discrimination on the base of race , religion, color, gender, age, national origin, sexual orientation, physical or mental disability, marital status or veteran status or any other legally protected status. We will provide assistance in the recruitment, application and selection process to applicants with disabilities who request such assistance.