

*The County of Marin*

invites interest for

*Director of Parks and Open Space*





## The Community

Located in the North Bay Area across the Golden Gate Bridge from San Francisco, Marin County is a dynamic community of 250,000 well-educated and involved residents. From its tidelands to the top of Mt. Tamalpais, Marin enjoys a high quality of life marked by beautiful beaches, groves of redwoods and oaks, rolling foothills, and scenic valleys. The mild, year-round Mediterranean climate is highlighted by cool, coastal fog tempering the warm inland temperatures of summer. Incorporated communities include Belvedere, Corte Madera, Fairfax, Larkspur, Mill Valley, Novato, Ross, San Anselmo, San Rafael (the County seat), Sausalito, and Tiburon.

Marin County is known for its combination of rural and suburban lifestyles. A recreation destination for the entire Bay Area – the Golden Gate National Recreation Area and Point Reyes National Seashore are just two destinations out of more than 140,000 acres of public lands within Marin. The County's active economy includes insurance (e.g., Fireman's Fund), finance (e.g., GreenPoint Mortgage), movie and video production (e.g., Lucas Films), agriculture, aquaculture, computer software (e.g., Autodesk), communications equipment, printing, and tourism.

Marin County children excel in school with test scores well above the average. The 19 school districts in Marin range in attendance from 20 to 8,000 and the Marin Community College has two campuses (Kentfield and Novato).

## The County

The County of Marin is comprised of 23 agencies and departments with approximately 2,400 employees. The County has an operating budget of some \$431 million for FY08/09 and also serves over 100 special districts with accumulated budgets similar in value to the County's. The Board of Supervisors is made up of an elected representative from each of the five voting districts in this general law County. Among several other responsibilities, the Board of Supervisors also serves as the governing board of the County's Open Space District, County Free Library, flood control districts, lighting districts, county service areas, sewer maintenance districts, and the Redevelopment Agency.

The County provides a full array of district attorney, law enforcement, probation, community development, public works, health and human services, library, fire, parks and open space, housing, employment, and administrative services pursuant to local, State, and Federal guidelines and funding. The historic Marin County Civic Center, designed by Frank Lloyd Wright, is located in the City of San Rafael and serves as the County seat.

## Department of Parks and Open Space

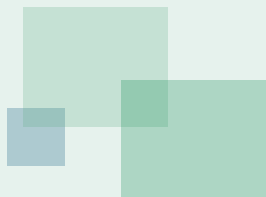
The Department of Parks and Open Space (POS) plays a vital role in helping the County of Marin achieve its goals related to environmental protection and healthy communities. The Department consists of two divisions: the Parks and Landscape Division and the Marin County Open Space District (MCOSSD). The Department is responsible for planning, acquiring, and managing the County's open space system, which includes more than 15,000 acres of open space and more than 160 miles of public trails, as well as the County's park system with five regional parks, eight neighborhood parks, six bike paths and 26 landscaping areas. The County's park and open space systems are enjoyed by millions of visitors annually.

The Director of Parks and Open Space leads a staff of 64 employees (full-time equivalent) and the Department's FY09-10 budget totals \$12.8 million.

## The Position

Appointed by and reporting to the County Board of Supervisors, the Director of Parks and Open Space is responsible for directing the County's parks and open space systems and developing and directing strategic facilities, programs, and services to meet the evolving recreation and resource management needs of County residents.

The Director provides a leadership role with the County's Parks and Open Space Commission, a nine member, volunteer body appointed by the Board of Supervisors to study and recommend policies and projects to the Board related to the acquisition, development, funding, management and operation of County parks, open space, and trail systems, and to encourage the donation of funds for parks and open space from private sources.



# The Ideal Candidate

This is an exciting executive level position for an individual that has a tremendous passion and love for parks and open space and, at the same time, is able to inspire a shared vision working collaboratively with an active and involved community. The ideal candidate will embrace the importance of access by a diverse group of recreational users and strive to balance enhancement, expansion and environmental concerns while still preserving the exceptional quality of life in Marin County. The ideal candidate will also have substantial experience and knowledge of parks and open space resources, facilities and programs, as well as an understanding of current issues, trends, and innovations in the field. Additionally, the Director must be a charismatic leader with a customer-service orientation and have a proven track record of effectively managing programs, budgets, and staff. Given the County's extensive open space holdings, experience in land stewardship, resource conservation, and managing open space are critical for success. A broad understanding of financial management supporting parks and open space, and the ability to work collaboratively in the community to obtain new, related funding are also of vital importance. The individual selected for this position will be effective in leading a dynamic organization, open to new ideas and implementing best practices. As such, the Director must have extremely strong management skills complemented by outstanding communication and interpersonal skills.

# Opportunities and Challenges

In June 2008, following 18 months of community outreach, the Board of Directors adopted the first Marin County Parks and Open Space Strategic Plan. The Plan offers a new vision for the future parks and open space system and will guide the expansion of open space and the revitalization of County parks. Plan goals include restoring and protecting lands; completion of the system of parks, open space and trails; education and community participation; innovation and partnership; and organizational effectiveness. The POS Department is now moving forward with the next steps in development of a vegetation management plan and a roads and trails plan, as well as master plans for a number of park facilities. As part of this engagement, the Department is also addressing the following important issues:

- **Management of diverse park facilities and open space lands with reduced funding:** Responsibilities of the Department of Parks and Open Space range from management and maintenance of park facilities, boat docks, community landscaping, hosting special events, open space management and preservation, and enforcement. Open space resources include extensive trail systems, endangered species, and sensitive habitat areas. With the economic downturn and accompanying reduction

in revenue, County and Open Space budgets have been reduced over the past three years resulting in the loss of positions and funding for administrative and contract service support. The issue for the Department is how to fulfill its land stewardship responsibilities and the increasing demand for services and enforcement with fewer resources, and how to develop new revenues in the future.

- **Increasing public recreation and use of open space resources:** Marin County is a destination for hikers, bicyclists, and equestrians due to the amount and diversity of its open space. In the past traditional trail users in Marin consisted of hikers and equestrians. Today, bicyclists are requesting access to the trails in open space areas as well. Safety and access for user groups is a growing concern. The issue for the Department is how to manage trails to resolve user conflict, allow appropriate trail access for diverse user groups, design for safety, protect natural resources, and provide enforcement.
- **Vegetation management, remediation of environmental damage, and preservation of wildlife in high-impact open space areas:** Control of erosion and sediment flowing into streams which are habitat for coho salmon, and control of invasive plant species such as barbed goat grass and mixed broom species are significant issues for the Open Space District. An important step in addressing these issues is the development of a Vegetation and Biodiversity Management plan. The challenge for the Department is to collaborate with other agencies such as the water district and fire districts, as well as the community and various interest groups to develop an effective plan that will provide a roadmap for managing and preserving biodiversity on open space lands from the present into the future.

# Qualifications

Marin County is seeking a seasoned professional with broad experience supported by appropriate experience. Candidates should be aware that this is a national search effort in order to attract the strongest pool of candidates for consideration. Although California experience may be considered a plus, individuals with the experience from other out-of-state jurisdictions are also strongly encouraged to apply.





This position requires, at a minimum, the equivalent of graduation from a four year college or university with major coursework in park administration, natural resources management, planning, landscape architecture, business or public administration, or in a related area with seven (7) years senior management experience in planning, acquisition and operations of a variety of parks and open space programs and facilities. A Masters degree in a related field is highly desirable. Additional experience with the Americans with Disabilities Act (ADA) compliance and environmental preservation are also desirable.

## Compensation and Benefits

The annual salary range for the Director of Parks and Open Space is \$149,490 to \$165,672. Placement within the range will depend on the selected candidate's experience and salary history. This is an at-will position and, as a result, the Board of Supervisors, working in conjunction with the County Administrator's Office, may negotiate a mutually beneficial package that could include other transition assistance. In addition, the salary is supplemented by a generous benefit program, which includes the following elements:

**Retirement** – The County retirement system is authorized by the County Employees Retirement Law of 1937 with a plan of 2% @ 55. This plan has a reciprocity relationship with CalPERS. The County does not participate in Social Security except for the mandatory Medicare contribution.

**Auto Allowance** – \$800 per month.

**Insurance** – The County offers a cafeteria-style benefits plan that allows employees to choose from a variety of health, dental, vision, life, and long-term disability insurance plans.

**Vacation** – Vacation accrual (15 days per year for new employees) based on years of service with the County.

**Holidays** – 11 paid days annually.

**Leave Allowances** – Generous leave package including management, personal, and sick leave benefits.

**Deferred Compensation** – The County does offer choices within a tax deferred 457k plan to which employees may contribute in order to enhance their retirement.

For additional information about Marin County's benefits, visit their website at [www.co.marin.ca.us/depts/HR/Jobs/Benefits.cfm](http://www.co.marin.ca.us/depts/HR/Jobs/Benefits.cfm).

## To Be Considered

This is a **confidential recruitment** and will be handled accordingly throughout the various stages of the process. Candidates should be aware that references **will not** be contacted until mutual interest has been established. **Apply prior to Friday, January 29, 2010. Electronic submittals are strongly preferred via email to Ralph Andersen & Associates at [apply@ralphandersen.com](mailto:apply@ralphandersen.com)**, and should include the following:

- Compelling cover letter;
- Comprehensive resume;
- Salary history; and
- Five (5) professional references.

Ralph Andersen & Associates will conduct the initial evaluation of submitted materials to determine the best overall match with the established criteria as outlined in this recruitment profile. Candidates will also be required to respond to supplemental questions to assess management approach and writing skills as well as demonstrate presentation skills in this high profile position. This comprehensive process will also include multiple interview panels and the use of other evaluation tools to assess "overall fit" with the organization. Confidential inquiries welcomed at (916) 630-4900 to Ms. Heather Renschler. The selected Director of Parks and Open Space will be expected to join Marin County in April 2010 or at a mutually agreeable date.



For more information pertaining to Marin County, please visit their website at [www.co.marin.ca.us](http://www.co.marin.ca.us).

*Marin County is an Equal Employment Opportunity Employer.  
Women, minorities and persons with disabilities are encouraged to apply.*

# The County of Marin

## The County of Marin

### Mission Statement

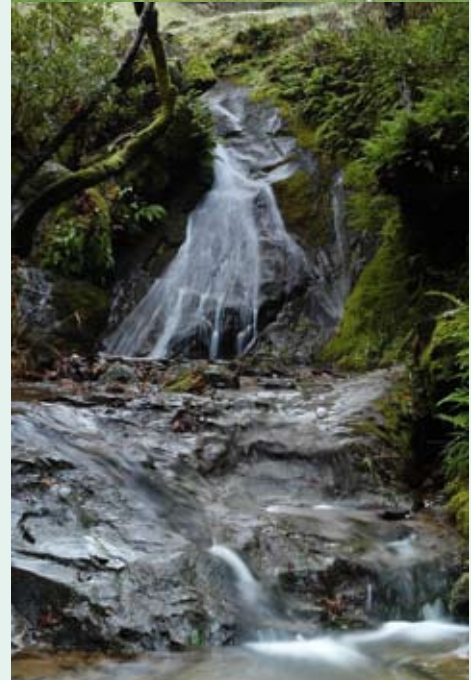
The mission of the County of Marin is to provide excellent services that support healthy, safe and sustainable communities; preserve Marin's unique environmental heritage; and encourage meaningful participation in the governance of the County by all.

## Department of Parks and Open Space

### Mission Statement

The Marin County Parks and Open Space Department is dedicated to educating, inspiring, and engaging the people of Marin in the shared commitment of preserving, protecting, and enriching the natural beauty of Marin's parks and open spaces, and providing recreational

opportunities  
for the  
enjoyment  
of all  
generations.





# The County of Marin

## Department of Parks & Open Space

