



The City and County of San Francisco

invites applications for the position of

Recreation and Parks Director



San Francisco Recreation & Parks



The Opportunity

The City and County of San Francisco is seeking a dynamic and highly accomplished individual to serve as Recreation and Parks Director, providing high level oversight of this celebrated City's excellent variety of parks, playgrounds and outdoor space. Appointed by Mayor Gavin Newsom, the Recreation and Parks Director manages a Department budget of \$136 million and a staff of 1,000. This is an exciting opportunity to match hands-on management with visionary leadership to operate, maintain and expand a broad array of facilities and programs that in no small way contribute to the character of this world-class city.

Known for significant public engagement and civic dialogue, San Francisco residents and a large coalition of volunteers are focused on their parks, open space and recreation programs as a vital foundation of their daily lives. With more than 232 major and neighborhood parks that draw millions of local residents and visitors from across the country, these green spaces are an essential component of both a healthy environment and healthy neighborhoods. San Francisco's 47 square miles support a resident population of over 776,000 and is a blend of different neighborhoods rich in both cultural and ethnic diversity, where residents care deeply and passionately about their parks and recreational programs.

Governing Structure for the City and County of San Francisco

San Francisco is the only city in California with a consolidated City/County government. The Mayor is the Chief Executive Officer of the City/County. In 2007, Gavin Newsom was re-elected to his second term as the 42nd Mayor of the City and County of San Francisco. The legislative branch consists of an eleven-member Board of Supervisors, elected by district, with each Supervisor serving a four-year term. The City Assessor, Treasurer, City Attorney, Public Defender, Department Attorney, and Sheriff are also elected by the voters to four-year terms.

The Department

The Recreation and Park Department functions under the guidance of an advisory seven-member Commission appointed by the Mayor to four-year terms. In accordance with the Charter, the Recreation and Park Commission is primarily a policy-making body, establishing the policies by which the Recreation and Park Department operates. The Department enjoys great community participation with dedicated residents continually involved in a wide range of Department programs.

The Department of Recreation and Park administers and maintains more than 232 parks, playgrounds, and open spaces throughout the City, including two outside the city limits – Sharp Park in Pacifica and Camp Mather in the High Sierras. The Department's assets also include fifteen large, full-complex recre-

ation centers, nine swimming pools, five golf courses, and hundreds of tennis courts, ball diamonds, athletic fields and basketball courts. The Department's oversight also includes the Marina Yacht Harbor, the San Francisco Zoo (under contract management), and the Lake Merced Complex, which is operated for recreational purposes under the San Francisco Water Department.

Additionally the Department owns and manages a professional football stadium (Candlestick Park) and also manages more than 60 concessions/leases located throughout numerous key locations. The Department is also responsible for the implementation of a \$150 million general obligation bond program focused on infrastructure improvements and deferred maintenance. Department staff represent an array of technical and support functions including 10 building trades and 17 unions.

The Department is comprised of five divisions including:

- Administration – Managing the Department's business functions, the Administration Division is made up of Financing, Human Resources, Purchasing, and Management Information Systems.
- Operations – As the largest division, Operations carries out the day-to-day work of maintaining the wide array of City parks and recreational facilities. Operations are comprised of the Park Patrol, Strybing Arboretum & Conservatory of Flowers, Urban Forestry, Neighborhood Services, City-wide Services, Permits & Reservations, Nursery/Natural Areas, and Structural Maintenance.
- Capital Improvement – Working closely with the Parks, Recreation and Open Space Advisory Committee, the award winning Capital Program implements the City's Capital Improvement Plan renovating and developing some 440 projects over a ten-year period.
- Planning – Together with Capital Improvement, the Planning Division develops land use planning and acquisitions including recreation needs assessment and implementation, public outreach, and implementation of strategic and operations plans.
- Partnership and Resource Development – Responsible for the management of the Department's various properties, this Division includes Resource Development.

In addition to these divisions, the Director oversees the Department's Communications and Volunteer Programs. Since the Park Guard was established in 1874, San Francisco Parks have had their own special security unit. Park Ranger Patrol Officers visit and respond to calls at all of the Department's parks and recreational centers situated on 3,400 acres of land throughout the City.

The Position

This is an at-will position that serves at the pleasure of the Mayor. As defined by the City Charter, the Director is selected by the Recreation and Park Commission with final approval and appointment by Mayor Newsom. The Director

serves as the senior executive of a very important and vital agency that is multifaceted and highly visible throughout the community.

The Department places significant value on engagement of various communities in their parks. The ideal candidate will embrace this process, which includes at least one annual commission meeting in each of the City's eleven neighborhood districts, with an open leadership style that places value on public input in the Department's strategic direction.

Operating within broad general policy guidelines, the Director exercises substantial latitude and discretion to achieve effective and efficient utilization of resources to manage a dynamic and robust organization that serves a diverse group of stakeholders.

Key responsibilities of the Director include the following:

- Provide executive leadership to this large and complex organization;
- Manage, guide and support a diverse work force;
- Inspire others to achieve and contribute at the highest levels of public service;
- Expand revenue sources including leveraging funding through philanthropy and identification of grants and other opportunities;
- In support of the Mayor and the Commission, be visible by the general public as the recognized administrative leader of the Department;
- Establish the ongoing vision and ensure that operations and services are aligned with the strategic direction; and
- Continue the commitment to value positive employee and labor relations.

Additionally, in this leadership capacity, the Director will develop the Strategic Plan for the Department and set short- and long-range planning goals with clear and measurable objectives.

Desired Characteristics

The ideal candidate will be a well-rounded executive manager committed to providing day-to-day oversight of this significant organization. Strong management skills combined with the ability to oversee a complex organization are vital for success. The Director will also serve the community by providing the highest degree of customer service and ensure the delivery of top-quality parks and an expansive recreation program. Individuals under consideration will be effective in working in a dynamic and fast-paced organization; eager to seek the highest level of quality and responsiveness for employees. Top candidates will need to be comfortable in collaborating on a shared vision. As such, the Director must have extremely strong management skills complemented by outstanding communication and interpersonal skills.

Additionally, the new Director will be comfortable in guiding and leading change by providing strategic leadership as follows:

- Be known as a visionary that will inspire a common and shared vision;
- Act as the catalyst for organizational change and efficiencies;
- Vigorously support and increase environmental sustainability;

- Enhance and expand recreational opportunities through public/private partnerships; and
- Coalesce and channel positive energy to support a dedicated volunteer network and community partners.

In addition, to having a passion and love for public parks, successful candidates will also secure further consideration by demonstrating a career history that supports:

- Being entrepreneurial and creative, apolitical, fair and having a balanced approach to management with effective decision-making skills;
- Exceptional communication and interpersonal skills;
- Ability to inspire and mentor staff to excel and achieve highest standards;
- Strong emphasis on customer service;
- Genuine desire to engage the public in discussion and debate for the overall good of the community; and
- Ability to build and maintain strong relationships across a broad and diverse spectrum.

The ideal candidate will be an uncommon leader known as a person of high ethics, incredible energy, devotion to public parks and ultimately able to achieve the best-of-the-best in organizational management, public service and customer relations.

Opportunities and Challenges

The Director and the executive management team will be confronted with a number of opportunities and challenges that will require inspired leadership, out-of-the box thinking, diplomacy and creative problem solving. Among these challenges are:

Management

- Manage a \$136 million budget and 1,000 employees within a civil service and union environment;
- Develop a constructive culture for the organization and build a high-performance team;
- Balance competing interests from community based organizations, non-profit organizations and other park partners;
- Marshal the resources of an active volunteer community within the structure of a unionized workforce;
- Find the best balance between resource stewardship, facility construction and maintenance, and recreation and educational programming;





- Develop performance standards for every facet of park and facility maintenance; and
- Institute an environment that emphasizes that each park should be unique and designed for each particular site through a needs assessment.

Infrastructure and Capital Program

- Administer and implement a \$150 million bond program that received overwhelming public support (70%) in February 2008;
- Manage a growing deferred maintenance program (estimated in excess of \$1 billion) with limited available resources; and
- Continue working toward maintaining the high level of ongoing public support to secure the future approval of the general obligation bond scheduled for 2012.

Funding

- Manage in an environment that has shrinking resources and increasing demands;
- Continue to secure the Department's fair share of General Fund resources;
- Develop a funding system and process for determining priority resource needs; and
- Improve internal financial reporting and contracting procedures.

Qualifications

Education – A Bachelor's degree from an accredited college or university with emphasis in business management, public administration, recreation administration, or other related program is required; a Master's degree is preferred.

Experience – At least ten (10) years of significant, high-level management experience for a large public organization is desired. Candidates with a combination of public and private experience are also encouraged to apply. It will be the responsibility of the candidate to effectively match past experiences and career history with this exceptional opportunity. Ideally, candidates will have a demonstrated track record of managing a large and diverse staff, ideally working directly with parks and recreational programs. Non-traditional candidates are also encouraged to apply if they are able to effectively transfer leadership and management skills to this type of organization structure with similar complexities that demands excellence in a public and highly visible environment.

The Search Committee will reserve the right to consider any combination of education, professional experience and career history that best fits the needs of the Department.

Executive Compensation

The starting salary range for the position is \$155,766 – \$198,822 annually with additional funding available based on qualifications and experience. In addition to a competitive salary, the City offers benefit plans with pre-tax elections; medical and dental insurance; Retirement Plan (non-PERS); Deferred Compensation Plan; Social Security; Long-term Disability; Life Insurance; Paid Management Teaching program; 11 paid holidays per year; 10 floating holidays, vacation based on years of service; and 5 days of executive leave per year.

To Be Considered

This is a confidential process and will be handled accordingly throughout the various stages of the recruitment. Candidates should be aware that references will not be contacted until mutual interest has been established. This position is open until filled.

Electronic submittals are required. Interested candidates should immediately submit a resume, compelling cover letter of interest, salary history and professional references to:

Ms. Heather Renschler
 Ralph Andersen & Associates
apply@ralphandersen.com

Ralph Andersen & Associates will conduct the initial screening of candidates after the closing date and review the entire candidate pool with the Search Committee. In consultation with Ralph Andersen & Associates, the Search Committee will decide on those candidates that warrant further consideration. The Search Committee will conduct the first round of preliminary interviews in January 2009. Further steps in the process will include presentation to the full Recreation and Park Commission for the final steps in the selection process. Following on-site interviews by the full Commission in late January, three candidates will be recommended to Mayor Newsom for his final selection and appointment. It is anticipated that the newly selected Recreation and Parks Director will join the organization in February 2009 or at a mutually agreeable date.

If you have questions or would like to discuss this opportunity further, please call Ms. Heather Renschler at (916) 630-4900. For more information visit www.sfgov.org/site/recpark.