

# General Manager



East Bay   
Regional Park District

*Healthy Parks Healthy People*



The East Bay Regional Park District (EBRPD) is searching for an accomplished executive to serve as its General Manager to lead this large single-focus California Special District in its mission to balance the operational complexity of land and environmental resource management with the demand for increased public access within a diverse two-county jurisdiction in San Francisco's East Bay area.



### **Mission**

*The East Bay Regional Park District preserves a rich heritage of natural and cultural resources and provides open space, parks, trails, safe and healthful recreation, and environmental education. An environmental ethic guides the District in all its activities.*



## ■ About the East Bay Regional Park District

With 73 parks, 125,000 acres, 55 miles of San Francisco Bay and Delta shorelines, 1,330 miles of park trails and a regional green trail transportation network of 250 miles of paved trails, EBRPD is the largest regional Park District in the United States and is a pioneering and progressive national leader in the parks and conservation field. From shorelines, lakes, wilderness areas, forests, visitor centers, swim facilities, golf courses and cultural sites, EBRPD has a diverse portfolio of parks across two counties which include 33 urban cities.

Headquartered in Oakland, a staff of 874 (FTEs) permanent and seasonal employees oversee all facets of the Park District's responsibilities including Acquisition, Development and Stewardship; Finance and Management Services; Human Resources; Legal and Risk Management; Park Operations; Public and Government Affairs; and a Public Safety Division with a full-time police and fire department.

Most of the Park District's employees are represented by one of two labor organizations, AFSCME Local 2428 or the Police Association.

## ■ History

Founded in 1934 in the depths of the Depression, EBRPD founders represented a cross section of the community including university presidents, labor and civic leaders, government officials and business owners. The renowned architect Fredrick Law Olmstead, Jr., who planned several iconic national parks led the effort to create the first formal plan for the EBRPD. On November 6, 1934, voters approved the EBRPD by a margin of greater than two to one. The District's subsequent history has been one of increased land stewardship and programmatic responsibilities.

Because of continued urbanization, the need for a regional system of publicly owned parks and open space, recreational facilities and trails is perhaps even greater than it was when the Park District was originally established.





## ■ Success in Expanding Access for All

The Park District's mission is to preserve natural and cultural resources, and provide quality parks, trails, healthful recreation, and environmental education. A primary goal also includes keeping parks and people safe while accommodating increased demand and access for diverse park uses. Some key activities of the past five years include:

- » Opened 11 new parks and trails.
- » Invested \$125 million in local city and special district development as part of a 2008 East Bay Regional Park District \$500 million voter-approved bond initiative to enhance regional and local parks in the East Bay.
- » Acquisition of 14,000 acres of critical species habitat in Eastern Contra Costa County.
- » Invested \$206 million in capital projects generating over 2000 local jobs.
- » Secured \$60.7 million in grant funding.
- » Enacted a 2018 local parcel tax measure (Measure FF) with 85.6% of the vote.

## ■ Present and Future Priorities

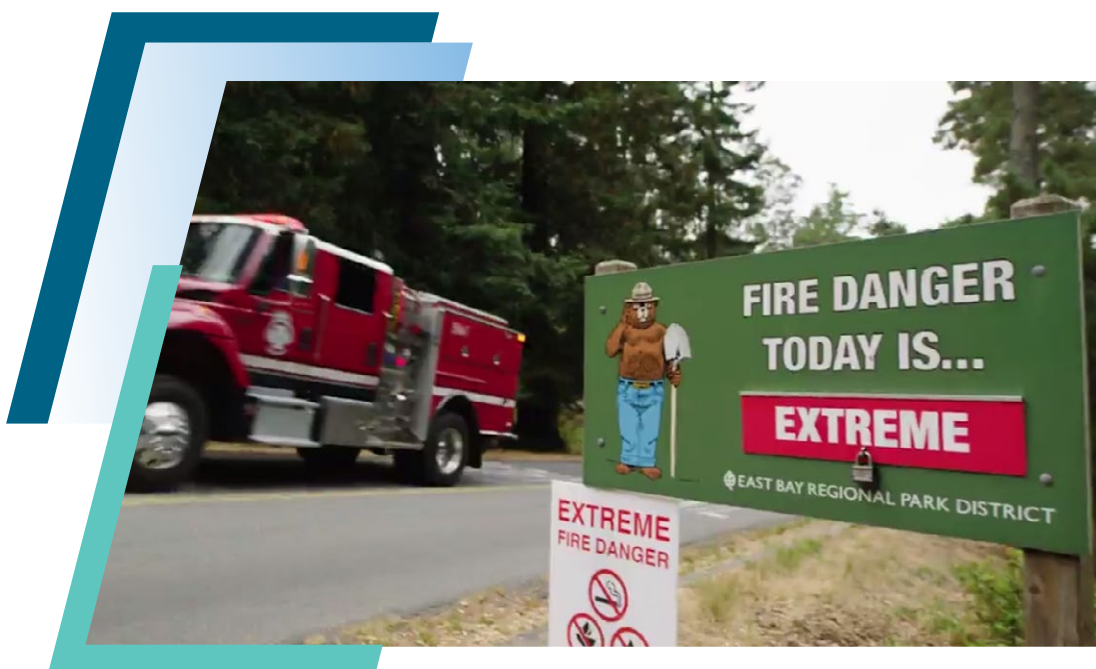
EBRPD parks are ideal for healthful recreation and environmental education. 25 million park visits are documented annually by visitors who enjoy hiking, biking, picnicking, horseback riding, camping, fishing, boating, golfing, and nature study in our parks.

Climate change, population growth, the increased multi-cultural diversity of the East Bay, improved scientific knowledge in managing natural and cultural resources, land use changes, and a desire to create new regional parks in urban (and formerly industrial) areas are among the key opportunities and challenges that will shape EBRPD now and into the future.

Managing increased park demand is a critical issue to avoid overuse and ensure that EBRPD can effectively manage and maintain parks while protecting wildlife and sensitive habitats. Other Park District priorities include:

- » Multi-cultural outreach, and creating and promoting inclusion across all our public spaces, parks, facilities and programs
- » Climate change resiliency, including coastal protection for 55 miles of shorelines, and fuels management and fire prevention for 26 miles of the wildland urban interface
- » Ensuring successful partnerships with our cities, counties, legislators, and stakeholder groups
- » Sustaining essential funding and seeking new sources of funds to meet growing demands
- » Park safety
- » Trail use policies to reduce user conflicts
- » Completing \$50 million in capital projects to enhance visitor experience in regional parks
- » Recruitment and retention of staff that reflect the communities served by EBRPD
- » Conversion of former military bases to parks/ open space (e.g. Alameda Point, Concord Naval Weapons Station and Oakland Army Base)
- » Addressing internal organization development and administration in response to growth, Park District priorities, and a changing workforce

**For more information, see the:  
[East Bay Regional Park District 2013 Master Plan](#)**



## ■ Impact of COVID-19

The coronavirus pandemic has brought forth national awareness that **Parks are Essential** for physical and mental wellbeing. In a 2020 survey of East Bay residents, 96% expressed their support for EBRPD parks as essential services and the role of parks in reducing stress during the pandemic. During this unprecedented and challenging time, the County Health Officers have relied upon the Park District to provide safe outdoor public spaces for essential activity.

The Park District has been a leader in keeping parks open and accessible during the pandemic. However, to comply with local health orders, the Park District canceled in-person recreation and interpretative programs and closed its visitor centers and reservable facilities. Much of the Park District's administrative staff is working remotely while the main office is closed to the public. The General Manager will lead the Park District's continued response to the pandemic and the eventual reopening of programs and facilities, while ensuring the safety of our workforce and visitors.

## ■ Fiscal Success/Fiscal Stability

Throughout the Park District's long history, financial decisions have been driven by sustainable, conservative policies. In recent years, the District has adopted policies to maintain long-term financial stability, while funding existing services, park improvements, and facility and infrastructure needs. Funded primarily through property taxes from Alameda County and Contra Costa County residents, District resources have remained stable because of continued regional growth.

2020 highlights:

- » Passage of \$276.9 million balanced budget, including a \$1 million contribution to the District's pension trust to stabilize and minimize future pension costs.
- » Appropriation of over \$40 million for dozens of capital projects throughout the Park District.
- » AAA ratings from Standard & Poor's and Moody's Investors Service – the highest possible ratings.
- » Continued to generate nearly \$500 million in annual regional economic benefit with every \$1 spent by the District yielding a \$4 return.

The Park District is also supported by the Regional Parks Foundation, a 501(c)(3) organization, that raises private funds to provide universal access, environmental stewardship, educational and recreational programs and the acquisition of parklands.

## ■ Governance

The District is governed by a seven-member elected Board of Directors. The Board selects the Board President and other Board Officers to serve a one-year term. Each Director represents a specific geographic area of the District known as a ward. The District itself comprises all of Alameda and Contra Costa counties representing 2.8 million residents. The General Manager serves at the pleasure of the Board. Bi-monthly public Board meetings and monthly committee meetings are conducted to transparently discuss policies and conduct Park District business.

## ■ About the East Bay

The quality of life available in the San Francisco Bay Area, and the East Bay in particular, is well documented as fundamental to its vital, innovative, and diverse economy. Located on the eastern side of the San Francisco Bay, the East Bay quality of life is enhanced by a Mediterranean climate, easily accessible high-quality parklands, open spaces, waterways, world-class educational and cultural/arts institutions, a culturally diverse and well-educated work force, vital urban centers, and transportation connectivity. As a result, the East Bay has attracted many of the region's most innovative employment sectors, small businesses, workers, and students from around the world, while also creating economic opportunities. The East Bay has shaped the national discussion around issues of environmental protection, social justice, and parkland preservation.

## ■ Position Overview

Under the policy direction of an elected Board of Directors, the General Manager serves as the District's chief executive officer with overall responsibility for the implementation, direction and leadership of the operations and maintenance of an extensive and expanding system of parks, trails, natural resources, facilities and recreation and educational programs. The General Manager must foster trust and positive relationships with the Board of Directors, the community, legislative and governmental agencies, non-profit and community groups, and the Park District's employees to implement the vision and mission of parks for all.



## ■ Ideal Candidate

The General Manager of the EBRPD shall be a proven executive leader in the public sector eager to build upon the District's historical success. EBRPD is well positioned for future-oriented leadership which creatively adapts to emerging trends – financial, societal, and political.

Described as a calm and steady hand, the General Manager will be a natural and effective communicator to every sector the District touches, from our employees, to the community, to elected officials, and other stakeholders. The General Manager needs to be confident, focused and approachable. The General Manager should have experience working with an elected governing body and must possess the ability to treat all Board members equally while focused on the Park District's overall strategic goals. The General Manager should be an inclusive, strategic thinker focusing on the best interest of the organization, its employees, and East Bay communities.

The General Manager will have experience with top-notch staff members and a strong track record of inclusive, open and team-oriented management. Public sector labor relations experience will be a strong part of the General Manager's background. Unflappable, inspiring, with the right amount of empathy, and humility; collaborative, passionate, and accessible are words we expect to hear when backgrounding this candidate.

The General Manager should have experience in negotiating with external entities. Awareness that negotiation includes a strategic balance between the willingness to take risks, proceed with caution and knowing when to walk away enables the District to maintain a long-term vision and not settle for short-term wins. The successful candidate for this role will value and understand the need to balance preservation of natural resources and with expanding public access to parklands.

We are tasked with a huge responsibility to pick the best-fit individual to lead the jewel of the East Bay, the EBRPD. We unapologetically believe that this is one of the best public sector jobs in the nation.



## **The ideal candidate for the next General Manager shall have the following core competencies:**

- » **Forward-Thinking** – Has patience and perseverance to foster a vision and direction for the District; seeks “best practices” and trends for continued growth and relevance; develops short and long-range plans, strategies, priorities, goals, and objectives
- » **Adaptable and Manages Change** – Able to adapt to ongoing challenges and capable of shifting direction when necessary; effectively communicates within the organization
- » **Results Oriented** – Improves and sustains superior project and program delivery; maintains and builds high-performing teams that hold themselves and staff accountable for their performance; delegates appropriately; makes financially-sound decisions; optimizes resources; pursues aggressive, achievable goals and works strategically to achieve them
- » **Problem-Solving and Strategic Thinking** – Demonstrates the ability to analyze, interpret and effectively identify and solve problems; makes informed decisions, and successfully addresses complex organizational challenges; provides/implements creative solutions and provides direction by clearly and effectively setting courses of action
- » **Inspirational Leadership** – Empowers a diverse workforce; creates an environment where ideas are fostered and nurtured; exhibits engaging and approachable behavior; listens attentively to understand the needs, intentions, and values of others
- » **Politically Astute / Community Collaborator** – Successfully engages with the Board of Directors, senior management, external stakeholders, and civic leaders; maintains positive, productive community partnerships and collaborations; maintains relationships with elected officials and agencies
- » **Financial Development / Acumen** – Ensures innovative revenue development strategies; understands community priorities using data to advocate for funding; prioritizes securing the necessary financial resources to sustain and grow the agency; ensures continual adherence to generally accepted accounting principles, and related budget and financial matters; understands and can manage operations within budget constraints; experience with all forms of government finance mechanisms; experience pursuing ballot measures, legislative advocacy and seeking grant funding opportunities
- » **Talent Management** – Demonstrates the ability to attract, align, develop, and retain a diverse talent pool needed to meet and exceed organizational goals







## ■ Education and Experience

A Bachelor's Degree from an accredited college or university in management, business or public administration or a closely related field. Ten (10) years of professional experience in public sector management is required. At least five (5) years should be at the senior management level of a very large, multi-functioning, and multi-funded organization.

Experience in park operations, park planning, natural resources, design and construction, land acquisition, public outreach programs, public labor relations and legislative advocacy is highly desirable.

A Master's Degree in Public Administration or Business Administration or a closely related field is highly desirable and will be accepted as a substitution for two of the required ten years of experience.

## ■ Compensation

The annual salary range for the General Manager position is **\$262,891 - \$335,670** and will be based on the experience and qualifications of the chosen candidate. The compensation package will be complemented by an attractive benefits package that includes paid time off, group health, dental, vision, and life insurance as well as disability and workers' compensation plans. EBRPD participates in the CalPERS Retirement Plan with either a 2.5% at 55 formula or 2% at 62 formula depending on eligibility, and the incumbent will participate in social security. The successful candidate will negotiate an employment agreement with the District which may include additional benefits such as a moving allowance, vehicle or car allowance, leave banks or other items allowable by law.

For more benefits information:

<https://www.ebparks.org/civicax/filebank/blobdload.aspx?blobid=33638>



## Application and Selection Procedure

To be considered for this exceptional career opportunity, submit your resume, cover letter, a list of six work-related references (two supervisors, two direct reports and two colleagues) by **Friday, December 18, 2020**. Your resume should reflect beginning/ending dates for each position, major responsibilities and accomplishments, as well as the size of staff and budgets managed.

## Selection Process

Resumes and letters of interest will be screened in relation to the criteria outlined in this brochure. Candidates deemed to have the most relevant qualifications will be invited to interview with the consultant starting in mid-December, following which, the most qualified candidates will be invited for a panel interview in mid-January. Final interviews with the Board are anticipated to be conducted the week of January 25, 2021. The Board anticipates making an appointment to the position following final interviews in early February and the completion of a comprehensive reference and background check to be coordinated with the successful candidate.

Please go to our website to submit your application:  
<https://secure.cpshr.us/escandidate/jobDetail?ID=1697>

For further information contact:

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