

Executive Recruitment for

CINCINNATI, OHIO

The City of Cincinnati Board of Park Commissioners is seeking an entrepreneurial, visionary, state of the art executive to lead its highly revered, nationally recognized Park system. This Recruitment Brochure provides background information on the City of Cincinnati, its Park system and the Director of Parks position. It specifically outlines the important qualifications and experience the next Director of Parks should possess to be successful in the position. The brochure was prepared following personal interviews with the Board of Park Commissioners, the Director of Parks Search Committee, the Parks Foundation, the Mayor of Cincinnati and members of the City Council, City Manager, Parks system senior management, and other stakeholders.

Importantly, this brochure for the Director of Parks position 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.

All inquiries relating to the recruitment and selection process for the Director of Parks are to be directed to the attention of the Consultants working with Board of Park Commissioners and its designated Search Committee:

Heidi Voorhees, President
Charles Balling, Vice President

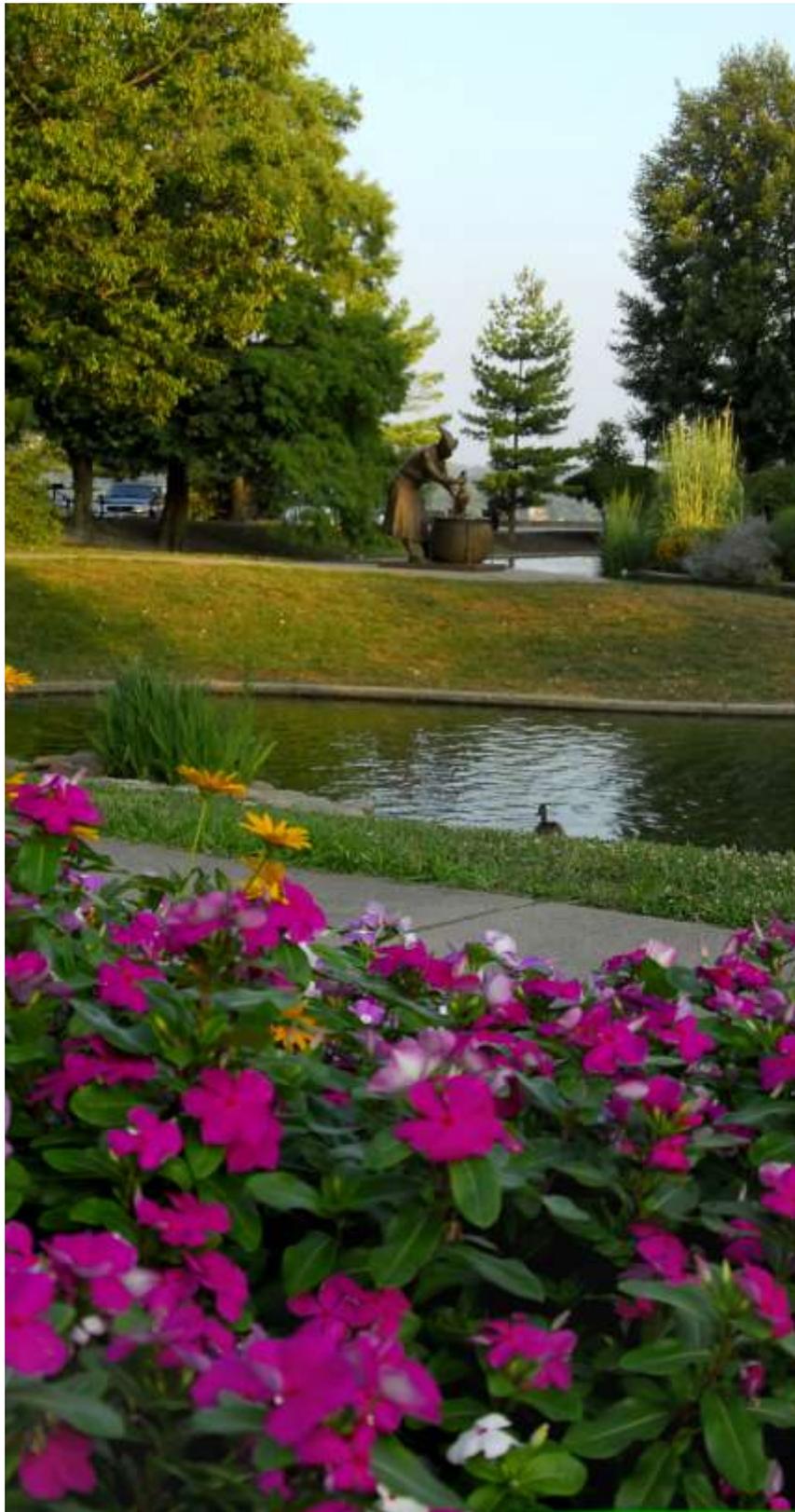
GovHRUSA, LLC
630 Dundee Road, Suite 130
Northbrook, Illinois 60062
847-380-3243
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CBalling@GovHRUSA.com



Formal applications should be submitted electronically to:
www.GovHRUSA.com/current-positions/recruitment

Please Note: Identities of candidates for this position are subject to public disclosure and release in accordance with the Ohio Open Records Act.

DIRECTOR OF PARKS



PROFESSIONAL ANNOUNCEMENT

The City of Cincinnati, Ohio (pop. 298,500), a beautiful city with a world class Parks system is seeking an entrepreneurial, visionary executive to serve as its next Director of Parks. Named one of the top ten park systems in the country by the Trust for Public Land, Cincinnati Parks is a leader in public/private partnerships that have resulted in the renovation and construction of highly impressive public spaces that have contributed significantly to the economic development of the City. The current Director is retiring after 15 years of service as Parks Director. The Director is appointed by a five member Board of Park Commissioners which are, in turn, appointed by the Mayor and City Council. The Cincinnati Parks system consists of more than 5,000 acres and includes the recently completed \$100 million renovation of Smale Park along the riverfront, the Krohn Conservatory, Eden Park which is home to the Cincinnati Art Museum, Mt. Airy Forest, 68 neighborhood parks, 33 nature preserves and numerous other innovative and interactive amenities enjoyed by millions of visitors each year. The Parks Director oversees 115 full time and 135 part time employees and a \$17 million annual budget. Recreation programs are handled by a separate City department. The Director must be a strong, collaborative leader, able to combine vision, creativity, and innovation in the oversight of the Parks system. In addition, the Director must be an experienced executive with a passion for parks, as well as a commitment to the preservation, maintenance and continuous improvement of the parks system. The Director must possess well developed oral and written communication and negotiation skills with a record of success in developing collaborative relationships with board members, city leaders, community organizations, advisory boards, and city staff. Candidates must possess a bachelor's degree in public policy, business, parks administration, urban planning, landscape architecture or related field plus at least seven years of executive leadership experience in leading an organization of similar size and complexity to the Cincinnati Parks system. Master's degree strongly desired. Starting Salary: \$155,000 +/- with excellent benefits package. Apply by March 10, 2017 to Heidi Voorhees, President and Charles Balling, Vice President, to GovHRUSA.com/current-positions/recruitment. 630 Dundee Road, Suite 130 Northbrook, IL 60062

E-mail: HVoorhees@GovHRUSA.com.

Tel: 847-380-3243.

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COMMUNITY BACKGROUND

The City of Cincinnati, Ohio (population 298,500) is the county seat for Hamilton County and is located at the confluence of the Licking and Ohio Rivers. With its beautiful bluffs, rolling hills and historic, vibrant downtown, Cincinnati offers an excellent quality of life for its residents, businesses and visitors. A City of 52 distinct and unique neighborhoods, each with a Neighborhood Council, Cincinnati residents are engaged with one another and with their community. Home to numerous corporate headquarters including Proctor and Gamble, Macy's and the Kroger Company, Cincinnati has an engaged corporate community that is committed to the City's economic development efforts as well as the development of its Parks. Notably, the City's corporate community and City leaders came together in 2003 to form the 3CDC, the Cincinnati Center City Development Corporation which has led the revitalization of the City's urban core. This and other public private partnerships have led the effort in the \$48 million renovation of Fountain Square, the \$47 million renovation of Washington Park, the purchase and renovation of 131 historic buildings including the current \$135 million renovation of the 140 year old historic Music Hall, just to name a few of its numerous accomplishments. The construction of condominiums and apartments and the addition of restaurants, craft breweries, shopping and other amenities has made the downtown and in particular the Over the Rhine neighborhood an attraction for residents and visitors.

CINCINNATI PARKS SYSTEM

The Cincinnati Parks System is led by a five member Board of Park Commissioners, whose members are appointed by the Mayor with confirmation of the City Council. According to the City Charter, the Board of Park Commissioners is responsible for the appointment of the Parks Director and the control and management of the parks and parkways of the City. The City's Recreation function is a separate City department that works closely with a Recreation Commission. The Parks System has 115 full time employees and a \$17 million budget.

Approximately 135 additional part time employees are added in the summer. The key divisions include the Superintendent of Operations, Superintendent of Planning and Design, Manager for Business Services and Manager for Financial Services.

The Cincinnati Parks serves more than 5 million citizens each year through special events, urban park performances, explorer nature programs, waterfront events and other activities. The mission of the Parks System is to conserve, manage, sustain, and enhance parks' natural, cultural resources and public green spaces – for the enjoyment, enlightenment, and enrichment of the Cincinnati community. The Park Board's guiding principles are for the parks to be clean, safe, reliable, green, beautiful and enriching.

National Recognition – In 2016, the Cincinnati Parks system was listed in the top ten park systems in the country by the Trust for Public Land; WalletHub recognized the City of Cincinnati as the fourth best City in the Country for Parks and Recreation; and the Parks system received a Certificate of Excellence by Trip Advisor, recognition of consistently positive reviews.

Parkeconomics – The Parks system has embraced the Parkeconomics philosophy which is the integration of green space and park amenities to further economic development, business attraction and retention, revenue generation, promote local and regional tourism, improve public health and revitalize communities. By partnering with the City's corporate community, other City departments, neighborhood organizations and not for profit organizations, the Parks system is an integral part of Cincinnati's current and future success.

Parks Foundation – The Cincinnati Parks system is fortunate to have an active, engaged Parks Foundation, a 501c3 corporation with its own 35 member Board, Executive Director and development staff. Established in 1995, the mission of the Parks Foundation is to “build broad-based private/public partnerships supporting the conservation and enhancement of our City's parks and greenspaces.” The Parks Foundation has raised millions of dollars for a wide variety of projects and programs on behalf of the Cincinnati Parks system. The Board of Directors is a mix of corporate and community leaders all dedicated to fundraising and very passionate about Cincinnati's parks.

Women's Committee -- In 2006, the Women's Committee of Smale Riverfront Park was organized and since then they have secured numerous project and endowment gifts for the development of this Park known as the “front door” to Cincinnati. This past year the Committee hosted the 10th Annual Hats Off Luncheon a fundraising event attended by hundreds of donors. This committee continues to be a critical backbone of the Cincinnati Parks system.

CINCINNATI PARKS QUICK FACTS

Acres of Park Land:
5,000 or 10% of Cincinnati's land area

Number of Regional Parks: 5

Neighborhood Parks: 68

River Parks: 7

Nature Preserves: 33

Nature Centers: 5

Playgrounds: 54

Performing Venues: 9

Bike Trails: 65 miles

Dog Parks: 3

Street Trees: 80,000

Park Trees: 140,000

In addition, the Parks system has two disc golf courses, six interactive fountains/spray grounds, two restaurants, one arboretum, one sensory garden, and one carousel.

The Cincinnati Parks system is too vast to completely outline in this brochure. The following is a sample of what the Parks system has to offer. The PBS affiliate in Cincinnati, WCET did an award winning documentary of the history, current activity and future plans for the Cincinnati Parks. The video can be viewed at <http://watch.cetconnect.org/show/cincinnati-parks/>.

Smale Park -- This \$100 million riverfront park is in the final stages of completion. The crown jewel of the park system, the Park was opened in 2012. \$50 million of the funding came from state, city and federal sources and \$42 million was private funding. Smale Park reconnects the downtown to the river and links existing riverfront parks to the east. The Park was built as a series of terraces that accommodate the seasonal flooding along the river's edge, which includes areas lifted out of the floodplain. The Park is home to the Anderson Pavilion which hosts weddings, parties and other events, a beautiful working Carousel, a bike mobility center that serves downtown bike commuters and provides rental and repairs, a section of the Ohio River Trail – a shared bike/hike trail along the Ohio River, numerous fountains and plazas as well as the Black Brigade Monument which is a memorial to the hundreds of African American volunteers who in 1862, erected barricades in Northern Kentucky to protect the City during the Civil War.

Eden Park – Home to the Cincinnati Art Museum, the Cincinnati Playhouse in the Park and the Krohn Conservatory, Eden Park is one of the most popular of

Cincinnati Parks. The Park includes a Magnolia Garden, Mirror Lake, Bettman Fountain and Twin Lakes which features a footbridge, walking paths, an impressive view of the Ohio River and Kentucky, several sculptures and playgrounds. **Krohn Conservatory** – Located in Eden Park, the Krohn Conservatory is a nationally recognized showcase of more than 3,500 plant species from around the world. Permanent features are the rainforest waterfall and exotic plants on display in the Pal, Tropical, Desert and Orchid Houses. The Conservatory also has an annual Butterfly Show where thousands of butterflies are free to fly throughout the showroom and a holiday show that attracts tens of thousands of visitors.

Mount Airy Forest -- Cincinnati's largest park with 1,459 acres includes miles of hiking trails and bridle trails for horseback riders. Mt. Airy has Ohio's only wheelchair accessible public treehouse known as Everybody's Treehouse, an enclosed dog park and disc golf. Mt. Airy Arboretum's specialty gardens, gazebos and picturesque lake are a favorite wedding site. The 30 acres features magnificent collection of trees, shrubs and flowers, displayed alongside the beauty of nature. Mt. Airy has two forest lodges and three picnic areas that can be reserved, as well as two areas for organized youth group overnight camping. There are 23 picnic areas within the park, complete with tables, charcoal grills and swing sets.

Read about numerous other impressive features of the Cincinnati Parks system at:

www.cincinnatiiparks.com



CHALLENGES AND OPPORTUNITIES

The next Director of Parks can expect to work closely with the Board of Park Commissioners, the senior management team, City departments and other stakeholders on the following challenges and opportunities:

- ◆ The Cincinnati Parks has a strong working relationship with the Cincinnati corporate community and is integrated into the economic development efforts of the City and the 3CDC. It is critical to the continued success of the Parks system that the next Director maintain and further develop these highly important relationships and further enhance the department's working relationship with elected officials, City departments and staff.
- ◆ The next Director must be a strong advocate with the City for funding for the Department, presenting analytical information justifying the Department's budgetary priorities as well as seeking out additional sources of revenues (including commercial partnerships) to finance the department's activities and programs. The next Director will be expected to take a fresh look at the department's operations, programs and short and long range plans with an eye toward thoughtful and appropriate change.
- ◆ Several individuals in key positions in the department are eligible for retirement in the next few years. The next Director must provide for succession planning, effective recruitment and selection of staff and mentoring the future leaders of the Park system.
- ◆ The next Director must work collaboratively to maintain, develop, and further enhance relationships with the corporate community, the Parks Foundation and elected and appointed City officials. The Director must be approachable, energetic, and able to establish early and lasting credibility with these groups.
- ◆ Like nearly all cities, the Cincinnati Parks system has a backlog of deferred maintenance. In addition, the Parks system has undertaken numerous high profile projects in the last several years. It will be critical for the next Director to work collaboratively to develop strategies and tactics for the sustainability of these investments.

THE POSITION OF DIRECTOR OF PARKS

The Director of Parks is a high-profile position serving a broad range of external customers and stakeholders. The Director is expected to provide visionary leadership to the department staff, stakeholder groups, and residents. The Director is expected to make frequent presentations to elected officials, community and business groups, and other City department leadership and staff. Presentations need to be well researched and documented, concise, and understandable to diverse audiences.

The anticipated starting salary will be \$155,000+/- . Starting salary and compensation is negotiable, depending on qualifications, experience, and record of professional achievement plus an attractive benefits and retirement package. Residency in the City of Cincinnati is highly desirable.

The following factors of education, experience, leadership, management style, and personal traits have been identified as *ideal* attributes for the Director of Parks to possess in order to function effectively and achieve a high level of success in the position.

Education and Experience

- ◆ Candidates must possess a bachelor's degree in business, public policy, parks administration or related field; a Master's degree and other certifications is strongly preferred.
- ◆ Candidates should possess seven to ten years' responsible senior level management and leadership experience in leadership and administrative positions preferably in an organization of comparable size and complexity to the Cincinnati Parks system.
- ◆ Candidates will ideally have a background in park planning with experience in the development and redevelopment of large areas of park land, with the ability to listen to and consider the input of stakeholders, residents, and commercial interests.
- ◆ Candidates must demonstrate strong leadership skills with a proven record of innovative thinking in the ongoing development and operation of the City's Parks.
- ◆ Candidates must be passionate about the preservation, protection, maintenance, and improvement of parkland systems that will support current and future generations; candidates must know when to focus on the important details of maintaining a complex system and when to take a higher level perspective.
- ◆ Candidates must possess strong presentation skills with the ability to convey the department's vision, mission, and needs to elected officials, corporate community, stakeholder groups, and City staff.
- ◆ Candidates must have experience in staff development, mentoring younger staff where appropriate, and planning for succession in key positions.
- ◆ Candidates must have experience in evaluating departmental structure, staffing, and operations, with a desire to maintain and enhance a highly responsive, productive, high-morale staff and workforce.
- ◆ Candidates must have experience in or the willingness to develop an understanding of city laws, ordinances and processes and how to effectively navigate and comply with them.
- ◆ Candidates must be effective communicators with strong collaborative skills to forge relationships with city leaders, other city departments, the corporate community and other community leaders demonstrating an understanding and commitment to parks and the numerous other amenities in the Cincinnati Parks system.
- ◆ Candidates must be strong managers with proven success in operating a sound fiscal program, experienced in the ability to forecast operational needs, manage capital improvement projects, oversee the development of commercial partnerships and other external funding sources to finance current and future growth of the departments' facilities and programs.



- ◆ Candidates must be highly adaptable administrators, who can openly accept and work effectively in a climate of interaction, calling for timely and impartial administrative responsiveness in a demanding environment; experience in working effectively within large municipal organizations is highly valued.
- ◆ Candidates must be completely comfortable interacting with the media, with the ability to convey the Cincinnati Parks system's message in an understandable and coherent manner.



Management Style/ Personal Traits

- ◆ Have a *passion* for parks and service to the community conducting all parks business with integrity and transparency.
- ◆ Possess an open, friendly style, dealing with all stakeholders in a professional, fair, straightforward, and responsive manner.
- ◆ Possess strong strategic planning skills with the ability and willingness to tap into emerging trends and where appropriate, utilize entrepreneurial and innovative methods to bring them to the Cincinnati Parks system.
- ◆ Be a strong advocate for the Parks system, one who clearly represents the needs of the organization to the community.
- ◆ Provide prompt, thorough, and fully responsive implementation and follow through on policy decisions and direction.
- ◆ Be politically astute in interactions without being political.
- ◆ Lead and motivate by personal example, encouraging high standards of performance, productivity, and ethical conduct from all Parks system personnel.
- ◆ Keep the Board of Park Commissioners and other appropriate staff and elected officials informed of major activities and operations of the organization, with special attention given toward avoiding surprises.
- ◆ Have a management style that includes delegation of responsibility and authority while holding staff accountable for the achievement of goals and objectives.
- ◆ Be an individual with a sincere and caring attitude toward the Cincinnati community and its citizens, promoting a “customer service” oriented approach by all employees.
- ◆ Have a high level of community involvement personally taking part in civic and community activities and events.
- ◆ Be a patient, resilient, and visionary leader with the ability to focus on the “big picture” and to anticipate, rather than react to problems and opportunities.
- ◆ Be sincerely appreciative and trusting of the contributions of employees to the efforts of the department.



Cincinnati Parks Organization Tree

