



**EXECUTIVE SUMMARY: ESSENTIAL SKILLS AND QUALITIES
OF THE DIRECTOR OF PARKS AND RECREATION**

The Director of Parks and Recreation position is a dynamic and multi-faceted role that requires a highly experienced and confident leader with exceptional communication, influence, relationship-building, and team management skills. The Director must effectively balance long-term planning with operational oversight, manage a large team responsible for parks management and recreation programs, build and sustain key stakeholder relationships, and handle competing priorities within an environment of public scrutiny and political pressure. Professionalism, integrity, and personal credibility are paramount for success in this position.

The Director operates with a significant degree of autonomy and responsibility for critical strategic and operational decisions, making them accountable for the outcomes with little or no direction from the General Manager. Hence, the Director must be adept at balancing autonomous decision-making with appropriate communication expectations of the General Manager and proactively engage them in strategic issues while being able to act independently when necessary.

Managing and fostering positive relationships with various stakeholders, both internal and external, is a key aspect of the role. This involves open and transparent communication with the General Manager, the Board of Directors, TCPUD Management Team, Superintendents, and the entire Parks and Recreation team. Externally, the Director engages with community members, Placer County, Tahoe City Downtown Association, Tahoe Truckee Unified School District, and other partner agencies to build trust and support for the department's operations and initiatives.

The Parks and Recreation Director must balance future-focused strategic planning with immediate operational needs, demonstrating a forward-looking and proactive mindset. This requires considering both short-term demands and anticipating long-term challenges to find innovative solutions within budgetary constraints. Regular research, data analysis, and well-supported strategies are necessary to build stakeholder confidence.

Complex personnel and operational management is a critical aspect of the role. The Director must lead and motivate the team, address interpersonal challenges, and maintain clear communication with Superintendents responsible for parks management and recreation programs. Managing a diverse workforce, including seasonal and young employees, poses HR challenges that require the Director's involvement in problem-solving and personnel decisions.



High expectations for successful performance are associated with the position, including achieving departmental goals within the budget, building collaborative relationships with stakeholders, maintaining safe and well-maintained parks, and effectively managing recreation programs. The Director is expected to be a trustworthy and credible leader, recognized for their technical expertise in parks and recreation.

A successful candidate for this position will have a background in and passion for parks and recreation in the Tahoe Basin, experience in parks and/or recreation planning and programming, and familiarity with the dynamics of government and governing boards. Additionally, experience with high-pressure environments, working under public scrutiny, and quick decision-making is expected.



TCPUD JOB PROFILE REPORT

The following profile was written with assistance from Veronica Frenkel, MA, SPHR, President, Pathways Consulting, LLC

POSITION TITLE: Director of Parks and Recreation

DEPARTMENT: Parks and Recreation

ROLE OVERVIEW: Plans, organizes, directs, and reviews the activities and operations of the Parks and Recreation Department, including all park facility development projects, parks operations and maintenance functions, recreation services development, and department activities; coordinates assigned activities with other departments and outside agencies; and provides highly responsible and complex administrative support to the General Manager and to the Parks and Recreation Committee as appointed by the District Board of Directors.

REPORTS TO: General Manager

SUPERVISES: Directly supervises four full-time positions

- Parks and Facilities Superintendent
- Recreation Superintendent
- Parks Administrative Technician
- Tahoe City Golf Course/Winter Sports Park Business Manager

SPECIFIC DUTIES

The following provides a breakdown of the frequency the duties listed in the attached job description are performed.

Daily

- Connect and communicate with Parks and Recreation Superintendents and Administrative Support Team to offer support and guidance and understand individuals' daily/weekly priorities.
- Respond to emails, phone calls and text requests on a priority basis.
- Review daily tasks: reprioritize as needed, assign tasks as needed.
- Plan and prepare for upcoming meetings (internal/external).
- Communicate important messaging/information to other District Managers/Supervisors as needed.

Weekly

- Participate in weekly TCPUD management team meeting.
- Schedule and lead Parks and Recreation Team meeting with Superintendents, Tahoe City Golf Course/Winter Sports Park Business Manager, and Administrative Support staff.



- Focus on Project goals and objectives prioritizing deadlines and planning for FY Strategic Plan Priorities and Department Operational Priorities and Projects.
- Meet with the General Manager to provide updates on key department projects and priorities.
- Hold individual meetings with Superintendents, Tahoe City Golf Course/Winter Sports Park Business Manager, and Administrative Technician.
- Review and sign off on department invoices over \$500.

Monthly

- Review and sign off on HR documents.
- Review budget status, typically monthly, and as needed.
- Coordinate and collaborate with Engineering and Finance Departments on projects and initiatives.
- Review and edit Department Memorandums and related documents prepared by subordinate staff.
- Prepare memos/presentations/related board documents in advance of monthly Committee and Board meetings; attend and participate in Committee and Board meetings.
- Attend interdepartmental Parks and Recreation Team meetings.
- Prepare agenda for and lead monthly Parks and Recreation Committee meeting.
- Schedule and attend partner/agency meetings.

Quarterly

- Update progress of 5-Year Strategic Plan Priorities and Department Operational Priorities and Projects.
- Review/edit Agreements/Contracts with other agencies/partners/concessionaires.
- Check in with all direct reports about their performance and progress toward goals.

Annually

- Complete annual performance review for four direct reports.
- Create and present annual operating budgets, department capital and vehicle capital budgets.

Ongoing and as needed:

- Provide timely performance feedback to direct reports.
- Evaluate usage and other reports and technical documents.
- Oversee department procedures and look for efficiencies.
- Budget oversight and preparation.
- Problem-solve: analysis, research, decision.
- Communicate with District Legal Counsel.
- Communicate with District Board Members.
- Communicate and collaborate with the members of the community, local organizations, and agency partners.
- Seek grant/funding opportunities.
- Attend continuing education/training to stay updated of industry best practices, emerging trends, and innovative strategies



EDUCATION, TRAINING, AND EXPERIENCE

A successful candidate for this position should have a combination of education and experience which would likely provide the necessary knowledge and abilities as described above.

The information below should be viewed as providing more detail to and complementing the current job description.

EDUCATION:

It is highly recommended that the candidate possesses the equivalent to a Bachelor's degree from an accredited college or university, ideally with major course work in parks and recreation administration, public administration, or a closely related field. Obtaining such a degree would provide foundational preparation in essential critical and analytical thinking, oral and written communication, organizational skills, self-management skills, initiative, and self-confidence.

TRAINING:

Significant training in the following areas is desirable:

- Leadership and management training, including team building, communication, self-awareness, and conflict management.
- Strategic planning and analysis.
- Problem analysis and problem-solving.
- Contracting and budget management.
- Occupational safety regulations and best practices.

EXPERIENCE:

The following professional experience has been identified as ideal for a successful candidate for this position.

- 6 years of increasingly responsible professional experience in recreation program or park operations management, including three years of administrative and management responsibility.
- 5 years leading a parks and/or recreation department with a similar level of autonomy and with little direct oversight or direction.
- 3-5 years of experience managing a diverse, broad-ranging, multi-branch organization and supervising and managing diverse work crews in a similar area of work.
- 3-5 years of experience in a high-pressured, public-facing role, including public speaking and community engagement.
- 3 years of experience with budget management, capital planning, and inter-agency contracting.



CRITICAL COMPETENCIES: Director of Parks and Recreation

The following is a list of priority leadership competencies identified as critical for the Director of Parks and Recreation to demonstrate effectively and consistently. Each competency includes a definition and the observable behaviors that may indicate the existence of a competency in a person. This list may be utilized to evaluate potential candidates for and incumbents in the position.

Building Collaborative Relationships: The ability to develop, maintain, and strengthen partnerships with others inside or outside the organization who can provide information, assistance, and support.

- Shows an interest in what others have to say; acknowledges their perspectives and ideas.
- Recognizes the business concerns and perspectives of others.
- Expresses gratitude and appreciation to others who have provided information, assistance, or support.
- Takes time to get to know coworkers, to build rapport and establish a common bond.
- Tries to build relationships with people whose assistance, cooperation, and support may be needed.
- Provides assistance, information, and support to others to build a basis for future reciprocity.
- Takes a personal interest in others (e.g., by asking about their concerns, interests, family, friends, hobbies) to develop relationships and to identify shared interests and common ground.

Managing Communication: The ability to ensure that relevant, important information is passed on to others who should be kept informed; the ability to communicate effectively, professionally, and accurately in oral and written communication.

- Ensures that others involved in a project or effort are kept informed about developments and plans.
- Ensures that important information from upper management is shared with their employees and others as appropriate.
- Shares ideas and information with others who might find them useful.
- Uses multiple channels or means to communicate important messages (e.g., memos, newsletters, meetings, electronic mail).
- Keeps their manager informed about progress and problems; avoids surprises.
- Ensures that regular, consistent communication takes place.
- Expresses and organizes ideas clearly and concisely in oral speech, using appropriate grammar and choice of words.
- Expresses and organizes ideas clearly and concisely in writing, using concrete, grammatically correct, specific language.

Persuasive Communication and Influence: The ability to gain others' support for ideas, proposals, projects, and solutions; the ability to plan and deliver oral and written communications that make an impact and persuade their intended audiences.



- Accurately anticipates the implications of events or decisions for various stakeholders in and outside the organization and plans communication strategy accordingly.
- Involves others in a process or decision to ensure their support and buy-in.
- Identifies and proposes solutions that benefit all parties involved in a situation, offering trade-offs or exchanges to gain commitment; looks for win-win solutions.
- Identifies and targets influence efforts at the real decision makers and those who can influence them.
- Knows when to escalate critical issues to own or others' management, if own efforts to enlist support have not succeeded.
- Structures situations (e.g., the setting, persons present, sequence of events) to create a desired impact and to maximize the chances of a favorable outcome.
- Presents arguments and selects language and examples in oral and written communication tailored to the needs and experience of the audience and offers information or data that is important to and will have a strong effect on others.
- Presents several different arguments in support of a position to effectively reach multiple stakeholders and engender their support.

Strategic and Forward Thinking: The ability to analyze the organization by considering community, environmental, and industry trends, existing and potential customers (internal and external), and strengths and weaknesses in capability to achieve its mission; ability to anticipate the implications and consequences of situations and take appropriate action.

- Understands the organization's strengths and weaknesses.
- Has an in-depth understanding of trends and developments within the field.
- Accurately anticipates how trends and developments may affect the organization and develops a strategy for leveraging opportunities or contingency plans in advance of problems.
- Anticipates how individuals and groups will react to situations and information and develops or adapts plans accordingly.
- Develops and proposes a long-term (3-5 year) strategy for the department based on an analysis of the community, environment, industry, and marketplace and the organization's current and potential capabilities.

Interpersonal Awareness: The ability to notice, interpret, and anticipate others' concerns and feelings, and to communicate this awareness empathetically to others.

- Seeks out and builds relationships with others who can provide information, expertise, credibility and/or community support.
- Understands the interests and important concerns of others.
- Notices and accurately interprets what others are feeling, based on their choice of words, tone of voice, expressions, and other nonverbal behavior.
- Anticipates how others will react to a situation.
- Listens attentively to people's ideas and concerns.
- Understands both the strengths and weaknesses of others.
- Understands the unspoken meaning in a situation.
- Says or does things to address others' concerns.



- Finds non-threatening ways to approach others about sensitive issues.
- Makes others feel comfortable by responding in ways that convey interest in what they have to say.

Empowering Others: The ability to convey confidence in employees' ability to be successful, especially at challenging new tasks; delegating significant responsibility and authority; allowing employees freedom to decide how they will accomplish their goals and resolve issues; and providing feedback and coaching to help employees develop their capabilities.

- Appropriately delegates assignments to direct reports that will help develop their abilities and provides sufficient guidance and support to enable their success.
- Gives people latitude to make decisions in their own sphere of work.
- Is able to let others make decisions and take charge.
- Encourages individuals and groups to set their own goals, aligned with business goals.
- Expresses confidence in the ability of others to be successful.
- Encourages groups to resolve problems on their own; holds back on immediately prescribing a solution.
- Recognizes and reinforces people's developmental efforts and improvements.
- Acknowledges and thanks people for their contributions.
- Signals own commitment to a process by being personally present and involved at key events.

Managing Performance: The ability to take responsibility for one's employees' performance, by setting clear goals and expectations, tracking progress against the goals, ensuring feedback, and addressing performance problems and issues promptly.

- Ensures that employees have clear goals and responsibilities.
- Works with employees to set and communicate performance standards that are specific and measurable.
- Supports employees in their efforts to achieve job goals (e.g., by providing resources, removing obstacles, acting as a buffer).
- Stays informed about employees' progress and performance through both formal methods (e.g., status reports) and informal methods (e.g., management by walking around).
- Provides specific performance and behavior-focused feedback, both positive and corrective, as soon as possible after an event.
- Deals firmly and promptly with performance problems; lets people know what is expected of them and when.
- Builds trusting partnerships with individuals and teams to identify and achieve objectives.
- Coaches individuals and team members to grow skills and accomplish objectives.

Analytical Thinking and Problem-Solving: The ability to tackle a problem by using a logical, systematic, sequential approach, identifying, seeking out and evaluating relevant and critical information, and making a quality, timely decision.



- Identifies the central or underlying issues in a complex situation and the specific information needed to clarify the situation or to make a decision.
- Gets more complete and accurate information by checking multiple sources.
- Makes a systematic comparison of two or more alternatives.
- Notices discrepancies and inconsistencies in available information.
- Identifies a set of features, parameters, or considerations to consider in analyzing a situation or making a decision.
- Approaches a complex task or problem by breaking it down into its component parts, considering each part in detail, and exploring multiple possible causes.
- Weighs the costs, benefits, risks, and chances for success in making a decision.
- Carefully weighs the priority of things to be done.
- Anticipates possible problems and develops contingency plans in advance.
- Notices trends in the industry or marketplace and develops plans to prepare for opportunities or problems.
- Anticipates the consequences of situations and plans accordingly.
- Demonstrates ability to evaluate decision consequences and changing business needs and willingness to modify course as appropriate.

Self Confidence and Decisiveness: Faith in one's own ideas and capability to be successful; ability to make difficult decisions in a timely manner; willingness to take an independent position in the face of opposition.

- Is willing to make decisions in difficult or ambiguous situations.
- Is confident in own ability to accomplish goals.
- Presents self crisply and impressively.
- Is willing to speak up to the right person or group at the right time, when he/she disagrees with a decision or strategy.
- Approaches challenges with a "can-do" attitude; takes charge of a group when it is necessary to facilitate change, overcome an impasse, face issues, or ensure that decisions are made.
- Willing to make tough decisions (e.g., closing a facility, reducing staff, accepting or rejecting a high-stakes deal).

NOTE: The competencies associated with the five TCPUD Core Values have intentionally **not** been included in this list, as there is an expectation that all TCPUD leadership and team members must be able to effectively and consistently demonstrate competencies and behaviors associated with those Core Values.

APPENDIX A: ADDITIONAL DETAIL ABOUT RESPONSIBILITIES, CHALLENGES, AND UNIQUE ASPECTS OF THE POSITION

The Director of Parks and Recreation position is a dynamic and multi-faceted role that requires an experienced, self-confident leader with exceptional communication, influence, relationship-building, and team management skills. The Director must balance long-term planning with



operational oversight, manage a large team with two distinct responsibilities, build and sustain key stakeholder relationships, and manage competing priorities, within an environment of public scrutiny and political pressure, all while demonstrating professionalism, integrity, and personal credibility.

The following information offers an overview of some of the position's unique complexities and challenges and provides greater detail regarding the skills, experience, and competencies outlined above.

AUTONOMY AND RESPONSIBILITY FOR DECISIONS AND ACTIONS

- While this position reports to and receives general policy direction from the General Manager (GM), it is expected to make and be responsible for numerous, critical strategic and operational decisions that have significant implications, with little or no direction, support, or input from the General Manager. Therefore, the person assuming this position would need to come into the role with the immediate ability and the confidence to make decisions and act very independently.
- To be successful in this position, the Director must be able to balance their autonomous decision-making with appropriate communication expectations of the General Manager. They should proactively bring issues regarding safety, strategy, stakeholder relations, and public relations to the GM's attention and present solutions that drive collaborative problem-solving. The Director should know when and how to bring issues to the GM, taking proactive and responsive action when necessary and seeking their input when appropriate.
- Because the role can be highly politicized, the individual in the position must possess the confidence and the capacity to bear the weight of responsibility for key decisions and actions, the ability to weigh and prioritize often-competing demands of stakeholders, and the foresight to anticipate potential landmines, along with an understanding of when it is critical to inform and seek input from the General Manager and other key stakeholders.

MANAGING AND BALANCING IMPORTANT STAKEHOLDER RELATIONSHIPS

- As the “face” of the District in the community, the Director of Parks and Recreation holds a highly visible position that generates significant interest, engagement, and discussion. The Director of Parks and Recreation operates in an environment where expectations are high, and the department's performance is closely scrutinized. To be successful in this position, the Director of Parks and Recreation will need to develop, maintain, and foster positive, open, and trusting relationships with several key stakeholders, both internal and external to the District. Ultimately, the Director's success will be measured by their ability to build and maintain strong relationships with all stakeholders and create a culture of open, honest, and respectful communication within and outside of the District.
- Consequently, strong communication skills, both oral and written, and the ability to persuasively articulate ideas are essential when presenting proposals to committees, seeking approvals, negotiating with external agencies, and engaging with stakeholders.



Attention to detail in communication ensures accurate information dissemination and builds trust with employees, the Board, the public, and agency partners.

- Key internal stakeholders for the Director of Parks and Recreation include:
 - ✓ TCPUD General Manager: regular communication about strategic, personnel, safety, accidents, or other issues with community impact, with ownership for problem-solving.
 - ✓ Board of Directors, especially the Parks and Recreation Committee members: This involves active listening, clear communication, honesty, thoroughness, and understanding the Board's philosophy and individual interests. Developing strong relationships with the Board members is crucial as they play an engaged role in decision-making and regularly interact with the public regarding department operations. The Director must be able to respond well to challenges and questions and provide answers without taking it personally and build credibility over time. While the GM often assists with and manages relationships with the Board, the Director should expect to face questions directly from them, in Board meetings and individual interactions.
 - ✓ TCPUD Management Team: the Director is first and foremost a member of the senior management team of the District and must support the priorities of the District, organizational strategic and cultural efforts and act as a role model of the Core Values. Collaboration, communication, and mutual understanding are crucial for successful project implementation, financial management, strategic planning, and administrative support.
 - ✓ Parks, Assistant Parks, Recreation Superintendents, and Tahoe City Golf Course/Winter Sports Park Business Manager: as these positions form the core team within the department, regular communication and facilitation of collaboration with them are essential for effective coordination and decision-making.
 - ✓ Parks and Recreation Team members: must build relationships with all team members, provide guidance, support, and coaching to develop and empower direct reports, and foster teamwork and mutual respect among team members.
 - ✓ Director of Finance: be available to discuss critical data (customer, fees, budget) and project status and budgets (e.g., point of sale systems, recreation registration software)
 - ✓ District Engineer: consult on construction projects; support implementation.
- Key external stakeholders for the Director of Parks and Recreation include:
 - ✓ Members of the community and customers: the Director is responsible for interacting positively with customers to resolve high-level and potentially contentious issues with parks and recreation in a manner that sustains community trust in and support for the District.
 - ✓ Placer County: Maintaining a strong relationship with Placer County is essential as the Parks and Recreation department maintains and operates numerous county properties. Negotiating maintenance service agreements, organizing events, and



managing concessions on county properties require effective communication and coordination.

- ✓ TCDA (Tahoe City Downtown Association): The TCDA serves as a vital link between the department and the downtown business community. The Director works closely with them, especially regarding enforcing sidewalk ordinances and collaborating on sidewalk management and rehabilitation. Establishing a productive partnership with TCDA ensures effective community engagement and support.
- ✓ TTUSD (Tahoe Truckee Unified School District): Collaborating with the school district is crucial for coordinating recreation programming and utilizing indoor facilities for recreational activities. Negotiating agreements and maintaining a positive relationship with TTUSD enables the department to provide valuable services to the community.
- ✓ NTPUD (North Tahoe Public Utility District): Maintaining a strong partnership with NTPUD is important for the communities of north Lake Tahoe. The Director must work effectively with them to identify opportunities for collaboration, coordination of operations, resource utilization and sharing, and alignment of rates/fees.
- ✓ CA State Parks: The Parks and Recreation department maintains and utilizes properties owned by CA State Parks, allowing them to run recreational summer camps on beaches. This partnership provides valuable resources and opportunities for recreation programming.
- ✓ Other Partner Agencies: The Director must establish a strong network with other local and regional agencies including the United States Forest Service (USFS), Caltrans, Placer County Sheriff, California Highway Patrol (CHP), North Tahoe Fire Protection District (NTFPD), Tahoe Regional Planning Agency (TRPA), the Tahoe Fund, and the North Tahoe Community Alliance (NTCA); maintaining regular communication helps with knowledge and idea sharing, and in identifying opportunities for collaboration. Additionally, maintaining relationships with concession partners, kayak rentals, restaurants and golf courses, and boat launch operators is essential for smooth operation of various department programs and facilities.

BALANCING FUTURE-FOCUSED STRATEGIC PLANNING AND IMMEDIATE NEEDS

- The Director of Parks and Recreation faces the challenge of developing strategies for the department's current and future operations. This includes leading strategy development, creating new programs, recommending necessary capital investments, and gaining support from engineering and finance teams.
- The role of the Director of Parks and Recreation involves complex problem-solving and multi-path thinking, considering both immediate operational needs and anticipating future needs with a forward-looking and proactive mindset. Balancing immediate needs with long-term planning is vital, along with the ability to think ahead, anticipate challenges, and find innovative solutions within budgetary limitations. This requires



that the Director prioritize tasks and responsibilities, and often reprioritize them on a daily basis.

- Often under pressure and scrutiny, the Director must regularly conduct research and analysis, gathering relevant data and information to inform decision-making processes, building confidence among stakeholders by presenting well-supported strategies and plans.

COMPLEX PERSONNEL AND OPERATIONAL MANAGEMENT

- To succeed in this role, the Director must be an experienced leader who can effectively motivate their team to achieve the Department's mission, effectively address interpersonal challenges within the team, and maintain clear communication with Superintendents about strategic direction, priorities, and operations.
- The Director oversees two distinct functions within the department: parks management/maintenance and recreation programs, requiring a nuanced understanding of their differences. The Director must balance the needs and objectives of the two functions, without neglecting one in favor of the other, ensure effective communication among the teams, and foster collaboration and unity to ensure the department's overall success.
- Although the Director is not directly involved in day-to-day supervision of the Parks and Recreation teams, they provide guidance and support to the Superintendents as they address personnel and team issues, including when making difficult decisions regarding discipline, set clear standards, communicate expectations, provide feedback, deal with issues promptly and decisively, and coach, mentor, and support their direct reports to enable them to do their work independently.
- The Parks and Recreation department operates seven days a week, posing challenges in communication and coordination among staff members working different shifts. In addition, overseeing a large staff, including seasonal and young, often-inexperienced employees, brings HR challenges that require the Director's involvement in problem-solving and decisions related to personnel. Managing and maintaining staffing for the department will continue to present a challenge for this position given the challenges of hiring a seasonal workforce and ongoing challenges with the competitive labor market.

HIGH EXPECTATIONS FOR SUCCESSFUL PERFORMANCE

The Director of Parks and Recreation is expected to perform at a high level and achieve certain results, and an evaluation of performance would consider the following measures and observations:

- The Parks and Recreation team understands and is motivated and aligned with the District's vision, goals, and values, and realistic department goals are set and achieved within established budget.



- Strong, collaborative internal and external relationships have been established to achieve department goals.
- The Director is recognized and known in the community and District constituents are engaged in planning, their feedback of programs and facilities is solicited, and their input utilized for programmatic changes.
- There are minimal complaints from the public about the state of facilities and programs and confidence in spending decisions.
- Efforts are made to improve and expand programs, prioritize projects, and think strategically about infrastructure updates, and plans for future improvements and growth are developed.
- Parks are safe, with minimal accidents, parks are clean and well-maintained.
- The safety and welfare of recreation program participants is prioritized at all times.
- Regular evaluation of program success, budget sufficiency, and meeting measurable goals is conducted.
- The Director is seen as a trustworthy, credible, approachable, and valuable leader of the Parks and Recreation team by the TCPUD team and Board.

HIGH ENTRY-LEVEL EXPECTATIONS FOR KNOWLEDGE AND EXPERIENCE

The Director of Parks and Recreation is viewed in the District as the technical expert on all matters related to parks and recreation. The person assuming this position would need to come into the position with the experience and knowledge necessary to immediately play that role and manage a fast-paced and visible operation. The expectations are that this individual would have the following upon entry or within a very short period of time following assumption of the role:

- Background in and a passion for parks and recreation in the Tahoe Basin and an appreciation for the role parks play in people's lives and the intersection of parks and recreation with other aspects of a community.
- Knowledge and experience in parks and/or recreation planning, programming, and the operational roles within a parks and/or recreation departments, with a strategic understanding of the field and its trends.
- Experience working in the public sector and an understanding of the dynamics of government and working with governing boards.
- Experience with and the ability to negotiate, build consensus, forge partnerships, and manage relationships with stakeholders.
- Experience working with the local, state, and federal laws and regulations governing parks.



- Experience in leadership roles, managing a team of a similar size, and providing technical supervision.
- Experience with capital planning, creating and overseeing budgets, and managing personnel in an organization of a similar size.
- Experience with and fluency in contracting and mutual service agreements.
- Knowledge of recreation management and business management.
- Experience in high-pressure environments, with political pressure and visibility and a high level of public engagement.
- Experience with expanding programs in response to changing demands and environments and a high-degree of comfort with innovation.
- Effective decision-making skills to determine when to seek help and when to make independent decisions.
- Ability to thoroughly and sufficiently analyze information and evaluate solutions and courageous enough to make decisions in uncertain or emergent situations.
- Quick learning ability to understand the nuances of the TCPUD system and the community.