



Deputy Superintendent



**Minneapolis
Park & Recreation Board**

fast facts

- 1883** Year MPRB established
- 15.4 million** Estimated regional park visits
- 6 million** Estimated neighborhood park visits
- 251** Properties
 - 157 neighborhood parks
 - 22 regional parks and trails (94 properties)
- 6,790** Acres of parkland and water
- 600,000** Estimated number of trees
 - 200,000 boulevard trees
 - 400,000 park trees
- 50** Recreation centers
 - 47 operated by MPRB (One closed, to be reconstructed in 2015)
 - 3 operated by non-profit organizations
- 28** Computer labs open to the public
- 6** Skate parks
- 112** Playgrounds
- 63** Wading pools
- 2** Water parks
- 12** Authorized beaches
- 10** Fishing piers
- 5** Boat launches
- 10** Canoe launches
- 380** Sailboat buoys
- 438** Canoe/kayak racks
- 5** Outdoor performance stages
- 55** Miles of parkways
- 51** Miles of Grand Rounds walking paths
- 51** Miles of Grand Rounds biking paths
- 7** Dog off-leash recreation areas
- 12** Gardens
- 2** Bird sanctuaries
- 7** Golf courses
- 3** Golf driving ranges
- 1** Winter recreation area
- 2** Indoor ice arenas
- 47** Outdoor ice rinks
- 396** Multipurpose sports fields



Minneapolis Park and Recreation Board

Organization Structure

The Minneapolis Park and Recreation Board (MPRB) is an independent, semi-autonomous body responsible for maintaining and developing the Minneapolis Park system to meet the needs of citizens of Minneapolis. This unique structure allows independent decision-making so the MPRB can efficiently oversee a diverse system of land and water. Nine Park Board Commissioners are elected every four years: one from each of the six park districts within the city and three that serve at-large. The policy-making Board of Commissioners appoints the Superintendent to provide high-level oversight and leadership to the nationally renowned park system. A Deputy Superintendent and three Assistant Superintendents, all appointed by the Superintendent, oversee administration, operations, planning and recreation with a staff of 485 full-time and 1,710 part-time employees and annual operating budgets of \$80 million and a \$12-\$18 million annual capital projects budget. The MPRB is one of five Minnesota park agencies and one of only 118 agencies in the United States that is accredited by the Commission for Accreditation of Park and Recreation Agencies (CAPRA).

Mission

The Minneapolis Park and Recreation Board shall permanently preserve, protect, maintain, improve and enhance its natural resources, parkland and recreational opportunities for current and future generations.

The Minneapolis Park and Recreation Board exists to provide places and recreation opportunities for all people to gather, celebrate, contemplate and engage in activities that promote health, well-being, community and the environment.

Residents Recognize Value of Parks

Minneapolis residents recognize the value of parks – 99 percent think the Park System plays an important role in serving the public, 96 percent think the parks and lakes play a key role in the physical health and wellness of city residents, and 94 percent say the Park System contributes to the economy by increasing the value of properties near parks.

The Way We Work

The Employees of the Minneapolis Park and Recreation Board:

- Work and accept responsibility to search for, create and execute new and innovative approaches to improve the performance of Park Board services and objectives.
- Assist external and internal customers to serve their needs and take responsibility for continuously improving customer service.
- Foster meaningful interaction among people through the exchange of information to produce understanding.
- Continuously develop and use effective strategies and interpersonal styles to engage and guide others toward the accomplishment of identified objectives and goals in the best interest of the Park Board and community.
- Consistently work toward the common good of the organization and encourage others to do the same.
- Conduct themselves at all times in a professionally appropriate and respectful manner.
- Apply the proper safety/security practices according to established protocols, guidelines and policies.



Deputy Superintendent – Position Responsibilities and Requirements

Under the direction of the Superintendent, the Deputy Superintendent leads and manages the internal service departments, and coordinates and facilitates improved performance for the various functions and activities of the Minneapolis Park and Recreation Board. The Deputy Superintendent provides broad leadership aimed at assuring fiscal integrity and programming that is responsive to a diverse community, and maintaining extraordinarily high quality standards for a nationally recognized system of parks and related amenities and services.

Essential Job Duties

- Serve as a partner and trusted advisor to the Superintendent.
- Operate with an internal focus: Serve as the key link and connector on internal issues for the Superintendent with the organization. Lead and manage the internal service departments. Respond and address issues that are internal and cut across multiple departments and divisions. Lead internal service departments in audits and process improvements.
- Serve in a support role: Provide support to the Board as requested by the Superintendent. Provide internal organizational support for the Superintendent. Create stability in a rapidly changing environment. Take the Superintendent's ideas, visions and goals and work with others to make them a reality. Link the silos in the organization. Provide consistent tools and processes for organizational use. Provide consistent and ongoing linkages between the Superintendent and the organization.
- Provide a strategic focus: Keep the organization focused on the MPRB's Comprehensive Plan, performance measures and data driven decision making. Implement the organization's strategic plan and vision. Communicate planning processes and priorities that are outside of the Capital Improvements Plan.
- Lead performance management efforts for the MPRB: Work within the organization to develop success metrics and measures of success. Measure the organization's progress and success. Keep the organization focused on the MPRB Comprehensive Plan, performance measures and data driven decision makings. Raise the MPRB's organizational capacity. Develop and lead critical thinking strategy efforts for improved organizational effectiveness.
- Lead organizational change management efforts for the MPRB: Lead departments in audits and process improvements. Provide consistent tools and processes for organizational use. Raise organizational capacity. Develop and lead critical thinking strategy efforts for improved organizational effectiveness.
- Champion strategic and business planning efforts for the MPRB: Organize and implement business planning; lead business planning development and analysis for departments; and lead business process improvement, business administration, and continuous improvement efforts for the organization. Lead cross-organization project management efforts. Organize the internal planning process.

Related Work

- Effectively lead, motivate and communicate with a diverse and intensely committed workforce.
- Assist in budget development and provide effective financial oversight of internal departments.
- Represent the MPRB on citizen and governmental boards and committees to further the objectives of the Park Board.
- Demonstrate continuous effort to improve operations, streamline work processes, and work cooperatively to provide effective customer service.
- Demonstrate a high level of political acumen.
- Consistently present a strong, positive image to all relevant stakeholders in order to obtain good public understanding and support for MPRB's mission, programs, and services.
- Develop and maintain effective communications and relationships with MPRB staff and Commissioners, public agencies, and the general public to assure understanding and coordination of activities
- Work to proactively resolve problems and conflicts that surface across the organization.
- Serve as Acting Superintendent, as designated, in the Superintendent's absence.
- Keep the Superintendent promptly informed of matters.

Compensation and Benefits

The Minneapolis Park and Recreation Board provides a competitive salary and benefit package.

Application Process

Interested applicants should forward a cover letter and resume to:
resumes@affionpublic.com
Reference: MPRBDS

Affion Public
2120 Market Street
Camp Hill, PA 17011
Phone: 888-321-4922
Fax: 717-214-8004
www.affionpublic.com



Deputy Superintendent – Position Responsibilities and Requirements

Knowledge *(position requirements at entry)*

The Deputy Superintendent will have the knowledge of:

- Organizational climate and change management principles.
- Business process improvement principles and best practices.
- Performance management and performance measures.
- Business plan development, implementation and management.
- Advanced principles and practices of public administration.
- Government, board, and legislative processes.
- Principles and practices of program development and administration.
- Minnesota data practices act.
- Contemporary principles and best practices of personnel management and supervision.
- Contemporary principles and best practices of accounting, budget preparation, organization management and analysis of data.
- Computers and software applications used in business settings and park and recreation work (e.g. Microsoft Office Suite, recreation program and facility management systems, asset management software, and personnel management software).
- Outstanding customer service principles and practices with a diverse customer base.
- Contract laws and regulations.
- Pertinent federal, state, county and city laws, codes, ordinances and regulations.

Training and Experience *(position requirements at entry)*

The Deputy Superintendent will have the following training and experience:

- Bachelors Degree from an accredited college or university with a major in public administration, parks and recreation administration, business administration or closely related field. (Master's Degree Preferred)
- Ten years of progressively responsible management experience with at least six of those years in a senior executive role in an urban setting or large suburban environment.
- Considerable experience working collaboratively with multiple private and public sector entities.
- Service in large, complex organization serving a community with a minimum population of 250,000 is desirable.

Skills and Ability *(position requirements at entry)*

The Deputy Superintendent will have the skills and ability to:

- Effectively lead, implement, and integrate fiscal and administrative accountability into the culture of a large, complex organization.
- Effectively lead, implement, and integrate business planning and continuous quality improvement efforts to improve operations, streamline work processes, and work cooperatively to provide effective customer service.
- Provide effective leadership and coordinate the activities of a large, integrated, and complex organization.
- Effectively lead organizational change management efforts.
- Develop, implement and manage a performance management system with performance metrics and measures of success.
- Pursue and maintain cooperative relationships with excellent private/public partnerships through exceptional collaboration and consensus-building.
- Identify and respond to sensitive community, organizational, and Board of Commissioner issues, concerns, and needs.
- Handle multiple demands and priorities simultaneously.
- Make effective public presentations.
- Demonstrate awareness and appreciation of the cultural diversity of Minneapolis communities and ability to improve how the organization reflects and serves its communities.
- Effectively lead and work within a complex political environment.
- Understand, correctly interpret and effectively communicate with others applicable policies, procedures, laws and regulations.
- Imaginatively and effectively identify and evaluate plan alternatives in relation to trends, costs, social pressures and needs.
- Thoughtfully organize and creatively administer the functions of current and long-range business practices and service delivery.
- Thoroughly evaluate program alternatives and make recommendations for improvements in business programs and service delivery.
- Provide comprehensive support to assure the successful and effective performance of all staff.
- Provide both oral and written communication that is easily understood and direct in its content.
- Listen effectively to understand thoroughly the intended message.
- Establish and maintain effective, respectful, and productive working relationships.
- Negotiate effective and appropriate solutions to difficult conflicts.
- Set appropriate priorities while coordinating multiple projects and meeting critical deadlines.



Key Initiatives

The Deputy Superintendent performs a variety of routine and complex work in managing the day-to-day functions of the Minneapolis Park and Recreation Board. Below is a list of current key initiatives.

Strategically improve function and internal operations of the Minneapolis Park and Recreation Board. In 2012, Broad Leadership Meetings were established to engage the Park Board's supervisory staff in organization-wide cross-functional conversations about how we coordinate our work. In 2013, Service Area Leadership Teams (SALT) were launched to coordinate work across departments with each of the internal services. In 2014, the Park Board began work on the Inclusion, Diversity, Equity and Access (IDEA) Initiative. These efforts need to continue and be coordinated under the leadership of the Deputy Superintendent to ensure alignment with the organization values identified in the 2007-2020 MPRB Comprehensive Plan and to continue to improve how the MPRB functions internally for enhanced service delivery.

Improving Organizational Performance. The Park Board is committed to providing excellent services and maintaining an extraordinary park system within available resources. Difficult economic times, however, have made it increasingly challenging to meet this goal. In late 2011 the MPRB hired an organizational consultant to support efforts to improve work performance and operating efficiencies. The consultant engaged the organization in a process to identify and implement improvements to meet the challenges by evaluating core services and staffing levels, increasing workforce flexibility, and evaluating the allocation of resources based on utilization and community need. Significant organizational work has been accomplished over the last 2½ years. The work completed by the consultant laid the foundation for continued and ongoing change management practices that are required to keep pace with the rapidly changing world. The Deputy Superintendent will be responsible for continuing to further this work through continued evaluation of work processes, measuring work performance, leading department business planning, improving the effectiveness of work and continuing to streamline the organization's work.

Implement performance matrix system and quality improvement initiatives. As part of the effort to improve organizational performance, high level organizational performance measures have been developed; however, department specific performance measures still need to be developed. The performance matrix system will need to be implemented and managed to begin using data for evaluation of services and future decision making. The Deputy Superintendent will be responsible for managing this performance matrix system, and developing quality improvement initiatives that ensure parks, programs and services meet or exceed resident expectations, established performance objectives and national standards, and are aligned with Park Board's mission, vision, and strategic direction.

Lead organizational change management efforts for the MPRB. With the rapid pace of change in the world, organizations must be willing and able to continually evaluate themselves to remain current and vital. The Deputy Superintendent will be responsible for providing internal organizational change management leadership. This work includes leading departments in audits and process improvements; providing consistent tools and processes for organizational use; and leading efforts to raise organizational capacity and critical thinking strategy efforts for improved organizational effectiveness. Additionally, the work includes championing strategic and business planning efforts for the MPRB – organizing and implementing business planning; leading business planning development and analysis for departments, business process improvement efforts, and business administration; and continuous improvement efforts for the organization.

Lead cross-organizational project management efforts. There are a number of projects that cut across multiple departments and divisions. The Deputy Superintendent will be responsible for leading high level projects that require cross department project management efforts.



Minneapolis Distinctions

Minneapolis Parks: #1 in City Parks – *Trust for Public Land 2013 and 2014*

#1 Biking City – *Facebook 2013*

#2 for Bikeability in USA – *Walk Score 2013*

One of Ten Best U.S. Cities for Urban Forests – *American Forests 2013*

Best U.S. City for Recreational Activities – *Nerd Wallet 2013*

#10, Top 10 Dog-Friendly Cities – *Estate.com 2013*

9th Most Walkable City in the U.S. – *Walk Score 2013*

Minneapolis-St. Paul: #1, Healthiest, Fittest Cities in the USA – *The American College of Sports Medicine 2013*

Minnehaha Park: #22, Top 30 World's Most Beautiful City Parks – *Travel + Leisure 2013*

Fittest City in America – *Shape Magazine 2012*

Most Bikeable City in U.S. – *Walk Score 2012*

Among 25 Best Cities for Walking – *Prevention Magazine 2012*



Minneapolis Park & Recreation Board

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Visit us at www.minneapolisparcs.org