



King County

Director of the Department of Natural Resources & Parks

REPORTING TO:	Deputy King County Executive
BUDGET:	\$500M (operating), \$330M (capital)
SALARY:	\$131,000 - \$166,000 plus excellent benefits package

The Position

Reporting to the King County Deputy Executive, the Director of the Department of Natural Resources and Parks (DNRP) will be responsible for the largest natural resources agency in the State of Washington. The Department consists of a Wastewater Treatment Division, Water and Land Resources Division, Parks and Recreation Division, and a Solid Waste Division. The mission of the Department is to foster environmental stewardship and strengthen communities by providing regional parks, protecting the region's water, air, land and natural habitats, and reducing, safely disposing, and creating resources from wastewater and solid waste.

In 2009, DNRP had an operating budget of almost \$500 million and a capital budget of approximately \$330 million. It employs 1,832 full time and temporary employees and most of those employees are represented by a variety of different labor unions. The new Director must be prepared to operate a performance-driven organization and work effectively with stakeholders, public officials, and other jurisdictions. The Director must be committed to maintaining and enhancing the quality of life for King County residents and taxpayers.



King County

King County is located in the beautiful Pacific Northwest. It serves a population of 1.9 million residents and covers 2,134 square miles containing 39 cities, 760 lakes and reservoirs, six major river systems and 3,000 miles of streams. Its sophisticated urban areas include the cities and suburbs of Seattle, Bellevue, and Redmond. Its rural areas include vast forests, working farms, the Cascade Mountain Range, Lake Washington, Lake Sammamish, and the dynamic waterfront of Elliot Bay and Puget Sound.

Within easy reach of King County's borders are the beautiful San Juan Islands, Vancouver, B.C., Olympic National Park, and the world famous wineries of Eastern Washington. King County is a multi-modal transportation hub connecting business partners, cultural resources, and hosts visitors from around the world.

King County thrives even during economic downturns due to its location on the Pacific Rim, a highly-educated workforce, a dynamic business environment, award-winning schools, world-class medical care and facilities, vibrant and historic neighborhoods, beautiful parks, an award-winning system of trails and open spaces, and great festivals and events.



The Department's Divisions

DNRP's Wastewater Treatment Division provides wholesale wastewater treatment to 17 cities and 17 sewer districts in the Central Puget Sound region. System components include two major regional treatment plants and approximately 355 miles of pipes and underground tunnels. The state-of-the-art Brightwater Treatment Plant is currently under construction and scheduled to open in 2011. This Plant is representative of the Division's cutting-edge approach to conservation, reclamation, and reuse.

The **Solid Waste Division** provides solid waste transfer, disposal, and waste prevention and recycling services, including the operation of landfills and dispersed transfer stations. King County has adopted a policy to work toward zero waste by 2030. As a result, recycling and waste prevention programs comprise a major part of the Division's work. The Solid Waste Division is a leader in promoting and practicing product stewardship and green building techniques. The Division operates the only transfer station in the world to receive the Leadership in Energy and Environmental Design (LEED) Platinum Certification. At the Division's Cedar Hills Landfill, a state-of-the-art facility produces natural gas from the methane generated at the landfill.





The **Water and Land Resources Division** is responsible for developing and implementing the County's storm water management program to ensure compliance with the County's National Pollutant Discharge Elimination System (NPDES) permit. The Division also develops and implements the King County Flood Hazard Management Plan, plays a lead role in implementing the region's salmon recovery plans and provides a wide array of other programs to protect the region's water and land resources.

The **Parks and Recreation Division** provides the region with more than 180 parks, 175 miles of regional trails, and 25,000 acres of natural areas. These natural areas include regional land banking for habitat diversity and working resource lands

that offer recreation, sustainable timber production, and farming. Park facilities range from an Olympic-sized competitive swimming facility to sports complexes and picnic shelters. The Division is actively engaged in cutting edge activities including building partnerships with private and non-profit agencies to leverage funding and expand recreation opportunities, safeguarding working farms in rural King County that provide locally produced healthy foods to schools and stores, and contributing to the cultural and social quality of life through its award winning programs and events.

The **DNRP Director's Office** has a key role in county wide and regional environmental initiatives, including energy conservation, efforts to clean up Puget Sound and participation in Washington State's response to the Western Climate Initiative on Global Warming. In addition it provides Geographic Information (GIS) support for all King County departments.

For more information regarding the department, visit: <http://www.kingcounty.gov/environment/dnrp.aspx>

The Ideal Candidate

To be considered for this position you must be a devoted steward of natural resources who has turned passion for the environment into finely-honed leadership skills in a large resource management agency.

Driven toward excellence, you believe that citizens deserve the best efforts of government and you want to lead an organization that builds all its projects, facilities, and services on a foundation of public trust.

You use best management practices to mentor, train, and engage employees. You have substantial experience managing a large work force with multiple bargaining units and have successfully partnered with your employees to resolve challenging issues. You are known for fairness and respectful employee relations. You are a visible, approachable, and inspiring leader who strives to create a work culture that is healthy, productive, and continually seeking improvement.



Your peers think of you as an innovator. You maintain regional and national contacts, study the cutting-edge projects and programs of other agencies, and bring sound analytical skills to problem solving. You maintain and enhance your agency's reputation as a front-runner in the development of sound policies, state-of-the-art facilities, and bold customer service initiatives. You are known for creating alliances at the local level as well as moving your agency forward on the regional or national level.



You have worked under multiple administrations and are able to reprioritize and find new approaches as emerging information, new directives, and budget realities arise. You have a proven ability to operate within a complex regulatory, political and fiscal environment and are expert at communicating to all levels of internal and external stakeholders.

Delivering multi-million dollar capital programs on time and within budget is part of your management repertoire. In addition, you have direct experience with a complex and multi-faceted operating budget similar to that of DNRP. You look forward to working with your staff, the Executive team, elected officials, and the public to demonstrate effective use of taxpayer resources.

Implementing and maintaining good relations with colleagues and stakeholders has been critical to your success as a manager. Your experience with stakeholder outreach includes unions, ratepayers, user groups, cities and other government agencies, environmental organizations, private sector business partners, advisory commissions and boards. You are known as a great listener, collaborator, and problem solver and you are able to communicate complex environmental and regulatory issues to citizens and a wide variety of audiences. You look forward to sustaining and enhancing the Department's existing partnerships with the private sector, non-profit agencies, and other governmental entities.

Issues and Priorities

- King County's General Fund was already lean prior to the current recession. Although DNRP receives very little of its funding from the General Fund (one-tenth of 1% of total operating revenues), the ongoing economic crisis continues to have an adverse effect on several of the funds administered by DNRP. Two utility-fee based enterprise funds as well as several special revenue funds with dedicated taxes that support parks, open space, flood protection and other programs have been impacted. As a result of the significant contraction of economic activity which started in late 2007 and accelerated dramatically in 2008, DNRP is experiencing significant fiscal pressures on the Parks Levy Fund, the Real Estate Excise Tax Fund (used for the park capital program) and the Solid Waste Fund. The Wastewater Treatment Division (WTD) is also facing fiscal pressures not directly the result of the economic crisis – WTD's need to finance the construction of the new Brightwater Treatment Plant puts considerable pressure on its utility rates. The Water and Land Resources Division's surface water management drainage utility continues to be threatened by annexations in the urban area that diminish its revenue base out of proportion to the decreased service expenses.



- Stormwater and flood protection are high priorities in King County where urban development is frequently located along major river systems. In early 2009 an abutment to the federal Howard Hanson Dam was damaged in a record-setting rain event. The County and its regional governments and nonprofit partners have collaborated to prepare residents and businesses in advance for the possibility of a flood event in the Green River Valley, a hub of industrial, commercial, and residential development with a population of 25,000 people. At the same time the Water and Land Resources Division has embarked on a 10-year, \$350-million plan to rehabilitate the County's 500 levies and other flood protection facilities. This is just one example of the need for the new Director to be adept at balancing regulatory requirements, new technology, and best management practices for day to day operations while simultaneously planning and executing long-term capital programs.
- The construction management and completion of the Department's key capital facilities are high priorities for the Director. Projects include the \$1.8 billion Brightwater Treatment Plant and a major renovation program for the Solid Waste Division's transfer stations. The new Director should have the technical prowess to guide staff in the delivery of projects of this size and complexity.
- The upcoming reauthorization of the Parks Levy will require significant attention from the Director. The County will be seeking renewed public support for its stewardship of the regional park and recreation resources that anchor King County's quality of life. The challenge will be to do this during a time when the political and fiscal environment is considerably more tax adverse compared to past measures.
- King County has recently been through a ten-year period of continuous annexations as the cities of King County respond to rapid growth and the State of Washington's Growth Management Act. As annexations continue to occur, the County will increasingly become a regional service provider and a provider of local services in rural areas. To address this demographic shift, DNRP must be responsive to changing service levels, maintain relationships with the cities, and forge regional partnerships when needed.
- Given the challenges of managing such a diverse organization, the new Director must find business solutions that cross disciplines and make effective use of the talents, passions, and diversity of the employees within DNRP's divisions. He or she will be tasked with maintaining the "can-do" spirit of the Department's employees, who are proud of the role they play in maintaining and enhancing King County's reputation as one of the best places in the country to live, work, and play.
- Finally, the Department is constantly measuring its performance in the areas of the environment, people and communities, and fiscal responsibility/economic prosperity. Continued commitment to accountability and transparency in government are essential.





To Apply

King County is a place of opportunity, fairness, equity and social justice where all people thrive. It attracts and supports employees committed to making a difference in their community and offers employees quality compensation and a competitive benefits packages. More information regarding these benefits can be found at: (<http://www.kingcounty.gov/jobs/benefits.aspx>).

King County is an equal employment opportunity employer. It does not discriminate in hiring or employment on the basis of race, color, religion, sex, national origin, ancestry, age, marital or veteran status, disability, sexual orientation (including gender identity), or any protected status.

Please send resume and cover letter electronically to:

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