

CITY OF BOULDER
POSITION SUMMARY AND DESCRIPTION
Deputy Director for Planning
DEPARTMENT: Planning, Housing and Sustainability

Boulder is a small world-class city located at the base of the Rocky Mountains, approximately 30 miles northwest of Denver at an elevation of 5,430 feet. It is home to over 104,000 residents as well as the flagship campus of the University of Colorado. With approximately 100,000 jobs, the city is a major employment center, with major employers including Ball Aerospace, IBM and numerous high-tech firms such as Google, as well as 14 federal research laboratories and a thriving entrepreneurial sector working in cleantech, digital media, natural and organic foods, and active living. The city is defined by its mountain backdrop and extensive greenbelt (70 square miles of nature surrounding the 25 square mile city), with over 300 miles of public hiking and biking facilities and other recreational amenities that contribute to Boulder being consistently listed as one of the nation's most desirable places to live.

Boulder's populace is well educated and highly engaged, and the community is often cited as one of the most innovative in the country. The city organization reflects that innovation, and along with the community takes pride in being a national policy leader in areas of community planning, open space conservation, alternative transportation, climate action, environmental protection, historic preservation and affordable housing. In December 2013, Boulder was among the first 32 cities selected from around the globe to participate in 100 Resilient Cities, an initiative pioneered by the Rockefeller Foundation, and in 2014 the city was invited to join the Carbon Neutral Cities Alliance, as one of 17 global cities recognized for leading edge work in deep carbon emissions reductions.

CITY GOVERNMENT

Boulder is a Home Rule Municipality that is self-governed under the Constitution of the State of Colorado. The City of Boulder operates under the Council-Manager form of government. The nine-member elected City Council sets the policies for the operation of Boulder city government, while the Council-appointed City Manager has administrative responsibility for city operations. With seventeen departments, Boulder is a true full-service city government. For more information, visit the City of Boulder website:

www.bouldercolorado.gov

City of Boulder's Vision and Values

Vision: Service Excellence for an Inspired Future.

Values:

- *Innovation* – We promote a forward-thinking environment that supports creativity, calculated risks and continuous improvement. We embrace change and learn from others in order to deliver leading edge service.
- *Customer Service* – We are dedicated to exceeding the expectations of our community and our co-workers by demonstrating consistent and professional service with a solution-oriented approach.
- *Respect* – We champion diversity and welcome individual perspectives, backgrounds and opinions. We are open-minded and treat all individuals with respect and dignity.
- *Integrity* – We are stewards of the public's trust and are committed to service that is transparent and consistent with city regulations and policies. We are honorable, follow through on our commitments and accept responsibility.

- *Collaboration* – We are committed to organizational success and celebrate our shared dedication to public service. We believe community collaboration and the sum of our individual contributions leads to great results.

Department of Planning, Housing + Sustainability Vision

We collaborate with our community and colleagues to create a truly sustainable, resilient and inclusive city, worthy of its setting, where we can all thrive together.

About the Position

Boulder places great emphasis on the value of planning. The Deputy Director for Planning is a key leader in the city's Department of Planning, Housing + Sustainability, which supports a robust and ongoing community dialogue about current trends, challenges and opportunities and how best to position the city to achieve its vision and goals. The department also delivers a number of programs and services that help to translate the community's vision and goals into tangible action and outcomes. To deliver on its mission, the department works closely with other departments within the city, with partner agencies in the region, and with a wide range of community members and organizations. The department and this position also work closely with City Council, and Planning Board as well as the Design Advisory Board, Landmarks Board, and others.

The city is seeking a Deputy Director for Planning due to the retirement of Susan Richstone, who has been with the city for 21 years. We are looking for someone with strong planning credentials and expertise in land use planning and affordable housing, with a demonstrated commitment to community engagement to help achieve the council's and community's ambitious goals. We are looking for a strong inspirational leader who can help focus our talented team in their work together to achieve goals; can be a mentor to staff; and brings a high level of emotional intelligence.

In partnership with the Executive Director for Planning, Housing and Sustainability, David Driskell, the Deputy Director for Planning provides vision and leadership to support integration and coordination between the department's work groups and provides leadership for the city's planning functions; supports managers and employees in service of the department's mission; plays a key role in facilitating organizational development initiatives; and helps ensure the success of sustainability efforts throughout the city organization and community. The Deputy Director also provides leadership in complex and high profile projects as well as ongoing processes involving multiple work groups, other city departments and external partners.

Portions of the Planning, Housing and Sustainability and Public Works Departments are included in a service group called "Planning & Development Services" (P&DS). P&DS provides integrated delivery of development review services, involving planning, buildings and engineering review as well as administrative services and information resources. The Deputy Director assists in the management and success of P&DS, emphasizing a problem-solving orientation, strong collaboration, effective communication, focus on continuous improvement, and effective, efficient and accountable service to external and internal customers.

The Deputy Director has direct management responsibility for the planning functions in the department, overseeing a \$5 million budget and 38 FTEs in the divisions of Comprehensive Planning (which includes long range planning, historic preservation, and ecological planning), Development Review for Planning (land use review and zoning administration), and the City Design Team (urban design and landscape architecture). Managers reporting directly to the Deputy Director for Planning include the Comprehensive Planning Manager, Development Review for Planning Manager, Chief Urban Designer, and the Administrative Services Manager.

About the Opportunity

Boulder has been experiencing a period of significant growth in recent years, with a robust local and regional economy that has grown jobs while also putting significant pressure on the local and regional housing markets. At the same time, the community is deeply committed to meaningful action on the dual challenges of climate action (emissions reduction) and climate preparedness, or resiliency. Within this environment, the department is playing a central role in helping the community chart a path for integrated energy system transformation (ultimately eliminating the combustion of fossil fuels for electricity generation, for heating buildings, and for powering transportation); creating a next-generation strategy for achieving affordable housing goals; developing a stronger toolkit to ensure design excellence in the built environment; and integrating considerations of sustainability, resilience and equity in all areas of planning and action.

The department is also leading several significant planning efforts to revitalize and redevelop several areas within the city to help achieve community sustainability goals, including redevelopment of the Civic Area to create a year-round Public Market Hall and other civic facilities; the transit-oriented neighborhood of Boulder Junction; and the recently acquired former campus of Boulder Community Health, a 9.4 acre mixed use city-led development close to downtown.

The successful candidate will have the agility to engage in big picture thinking to guide these transformative planning initiatives, while also embracing the small details and group processes necessary to achieve desired outcomes. He or she will also value the core work functions of the department, supporting commitment to innovation and service excellence in all aspects of the department's work, and ensuring that everyone in the department is supported to be at their best every day.

He or she will bring substantial expertise, skill, and a track record of having built and maintained collaborative work environments, will be at his or her best when working in a collaborative team environment, and will embrace the opportunities and challenges of engaging with a wide variety of perspectives. Being open to ideas is paramount to success in Boulder, as is being able to design and facilitate appropriate processes to move things forward. Being a strong facilitator, presenter, project manager and navigator of ideas and people are essential for success.

The ideal candidate will be self-confident, articulate and comfortable navigating and facilitating the conversation, whether in public forums, city leadership meetings or working with city council. He or she will be open to constructive input from anyone, and know that it isn't criticism, just people trying to collaborate. He or she is comfortable being in the hot seat.

Boulder is known as an incubator of new ideas and has leadership that is willing to support innovation. This is an exciting opportunity for someone who wants to have an immediate and lasting impact on a high quality community as part of a high performing team.

PROFESSIONAL COMPETENCIES:

As a leadership position within the Department of Planning, Housing and Sustainability, the Deputy Director should have and utilize the following competencies:

- **Strategic Agility:** continuously adapts and adjusts; has the analytical know-how to create strategies for innovative solutions that best fit the community and the organization; actively monitors possible implementation problems and evolving needs, and selects efficient and effective alternatives.
- **Political Savvy:** creates consensus through good inter-personal skills and has a strong understanding of political issues; ability to connect the division with bigger, city-wide view and initiatives, maintains high

ethical standards while working subtly and effectively with the organizational structure; avoids missteps by calculating the outcome and consequences of alternative courses of action based on a realistic assessment of the situation; is fully aware of the political landscape and adjusts actions, as necessary, to avoid pitfalls.

- **Organizational Agility:** has the ability to tie projects and actions to vision and to perform within all levels of the organization and obtain successful outcomes; interacts with internal and external stakeholders and customers in a manner that supports community and organizational values.
- **Motivating Others:** is widely-trusted and facilitates a positive work environment by modeling values and that supports peak performance through direct, actionable feedback and focuses on employee development; has the ability to determine what encourages others; and demonstrates an ability to delegate while fostering independent decision-making.
- **Innovation Management:** actively solicits and fosters the ideas of others, evaluating those ideas for their practical and creative merits as solutions to current and future problems and to improve the services valued by customers.
- **Dealing with Ambiguity:** has the ability to work well within an evolving environment; remains effective when the vision, direction and/or path is vague or unclear, and performs within an acceptable level of risk while ensuring forward movement on commitments.

DUTIES AND RESPONSIBILITIES:

1. Assists the Executive Director in the management and supervision of the Planning, Housing and Sustainability Department, with direct responsibility for the functions of Comprehensive Planning, Development Review for Planning, City Design Team, and Administrative Services. Also assists with the overall leadership, direction, and management of P&DS, and partners closely with the Deputy Director for Housing.
2. Supports the Executive Director in all work areas of the department, including:
 - Facilitates processes to define the department's vision and goals, and develops strategies and work plans to achieve those goals and to advance the city's social, economic and environmental priorities.
 - Supports work group managers and leads organizational development initiatives within the department.
 - Coordinates work programs and projects within the department and among other departments, work groups and government agencies to ensure work is completed cooperatively and efficiently, and to ensure that resources and assistance are provided as appropriate.
 - Provides technical guidance and serves as a policy advisor, in coordination with the Executive Director, to the City Manager, Deputy City Manager(s), City Council, the Planning Board, Board of Zoning Adjustment, Landmarks Advisory Board, Design Advisory Board, Environmental Advisory Board and other boards and commissions, and various public groups.
 - Makes presentations at public meetings, Planning Board, and City Council meetings. (It should be noted that many of these meetings take place in the evenings and it is typical to have at least one evening meeting per week).
 - Facilitates public processes, and manages and mediates complex and contentious community issues.
 - Analyzes input from various consultants, professional advisors, and staff.
3. Coordinates and manages complex and high profile projects involving competing interests and multiple objectives, including:
 - Uses best practices to manage delivery of work products on-time and within budget.
 - Solves problems and resolves issues in difficult, complex and/or contentious situations.
 - Effectively represents diverse interests, and objectively evaluates alternative approaches.

- Takes a strategic, creative, and innovative approach to issues and problems and takes calculated risks.
 - Develops and manages effective and inclusive public processes to ensure meaningful opportunities for input and review on projects and programs.
 - Prepares and reviews project and operations reports, council and board information and agenda memos, correspondence, presentations, and other related information.
4. Ensures responsiveness and continuous improvement of the organization, including:
- Provides excellent customer service. Supports and reinforces open-minded and solution-oriented staff response to customer needs. Looks at issues and problems from the customer's point of view and finds ways to address these issues and concerns while balancing the needs of the city and ensuring consistency with adopted policies.
 - Produces high quality results relative to work plans, operations, and initiatives. Thinks ahead, anticipates issues and proactively develops response plans.
 - Demonstrates business savvy and political understanding and sensitivity.
5. Stays knowledgeable of trends and current thinking in the fields of planning and sustainability, public administration, project management, leadership and employee management, and uses all forms of data and information to analyze and present viable choices and alternatives.
6. Other:
- Performs related duties as required to meet the needs of the department and city organization.
 - Takes proper safety precautions to prevent accidents. Responsible for the safety of self, others, materials, and equipment. Uses all required safety equipment and follows all safety regulations, policies and procedures. Reports all accidents and damage to city property.
 - Responsible for knowing and complying with all city and department policies; participating in professional trainings and development; and adhering to attendance and workplace attire policies.

All city supervisors are responsible for appropriately incorporating the principles of community sustainability and inclusiveness into work on a routine basis; understanding and enforcing relevant collective bargaining agreements and management policies; hiring and firing supervised employees or making related recommendations in a respectful and appropriate manner; ensuring employees are trained initially and on an ongoing basis, as needed; providing appropriate feedback to employees by monitoring day-to-day performance; completing performance evaluations on time; correcting problems in employee work habits or performance in a timely manner; prioritizing and scheduling work functions and vacations; ensuring adherence to established safety standards; ensuring the timely completion and submission of all paperwork required by the City to process employee transactions, insurance or injury claims, etc.; maintaining related records; and ensuring the accuracy of reported time use.

REQUIRED MINIMUM QUALIFICATIONS:

Master's degree or equivalent combination of education and experience in a relevant field (such as urban planning, architecture, public administration, or business), and at least ten years of demonstrated progressively responsible leadership and management experience. In particular, candidates should have experience in engaging staff and shaping the culture of an organization; the ability to integrate planning, housing, and sustainability issues within an organization; and the ability to communicate complex issues with clarity.

Critical skills and background experience for successful candidates include:

- Excellent communication skills including strong listening, verbal, written, presentation and public speaking skills.
- The ability to work well with and understand the perspectives of a wide range of individuals and groups, and the ability to make people feel included and heard.
- The ability to build, promote, and maintain an organizational culture of collaboration and teamwork.
- Proven skills as a pragmatist who can get things done. A track record of solving problems and resolving issues in difficult, complex and/or contentious situations.
- Demonstrated ability to coordinate and manage complex projects involving competing interests and multiple objectives, effectively represent diverse interests, and objectively evaluate alternative approaches.
- A strong commitment to and the ability to integrate the broader perspectives of economic, environmental, and social sustainability into a larger vision and eventual work product.
- Excellent employee management and development skills.
- Demonstrated history of producing high quality results relative to work plans, operations, and initiatives.
- Well-developed customer service skills and demonstrated history supporting and reinforcing an open-minded and solution-oriented staff response to customer needs.
- Experience looking at issues and problems from the customer's point of view and finding ways to address these issues and concerns while balancing the needs of the city.
- Proven ability to be strategic, creative, and innovative, take calculated risks, set bold performance goals, and bring about positive change in an organization.
- Demonstrated ability to think ahead, anticipate issues and proactively develop responsive plans and strategies.
- Experience fostering interpersonal and intergovernmental relationships.
- Proven business savvy and political understanding and sensitivity.
- Excellent interpersonal skills and strong mediation, facilitation, and diplomacy abilities.

All candidates should also demonstrate a high degree of honesty and personal integrity; be a mature and self-confident individual who understands that business is business and does not take things personally; and have the ability and willingness to work irregular hours including night (and sometimes weekend) meetings for boards and commissions and City Council and for public meetings and other events.

Computer experience. Valid driver's license. Must have and maintain acceptable criminal conviction record and motor vehicle record.

DESIRED QUALIFICATIONS – In addition to the required minimum qualifications:

Experience with an active, highly engaged community. Significant experience with community planning efforts involving affordable housing as well as economic, social, and environmental sustainability policy development and implementation. A combination of both private sector and government work experience.