

Appendix 3

Sample Parking Administrator Position Descriptions

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INTRODUCTION

As part of this parking strategic plan **Kimley-Horn** has researched and developed this parking administrator position description document and supporting examples. The following outlines the contents of this research:

- Research Parking Administrator position descriptions with a goal of providing the City with examples of variations in terms of scope and range of responsibilities.
- Research salary range variations
- Develop a recommended position description as the basis for refinement in conjunction with the City of Norman
- Research recruitment strategies for this type of specialty position (where ads have been placed, use of customized brochures, use of national and regional parking organizations, website, publications, use of national recruitment resources [Monster.com] etc.).
- Provide examples of recruitment ads.
- Develop a recommended recruitment ad.
- Develop an outline of the recommended recruitment process.

Research – Chief Parking Administrator Position Descriptions

Kimley-Horn pulled together roughly 50 job descriptions and advertisements for parking administrators, managers, directors, and so forth. From those, very good samples are illustrated by: The University of North Carolina at Greensboro, The Wilmington Parking Authority, City of West Hollywood, City of Hoboken, City of Sacramento, City of San José, and the City of Hollywood, FL. These samples are included at the end of this document.

Essential and Non-Essential Job Functions

The following table lists many of the common job functions found in Chief Parking Administrator position descriptions collected by **Kimley-Horn**. A recommended position description is provided later in this document. Another task that will need further refinement and the input of the City's Human Resources department is the categorizing of "Essential and Non-Essential" job functions. This process is recommended to better equip the City in dealing with ADA guidelines.

When evaluating whether a job function is considered "essential" or "non-essential" the following criteria should be applied:

- Whether an employee in the position is required to perform the function;
- Whether removing that function would fundamentally change the job;
- The frequency with which the function is performed;
- The amount of time spent on the function;
- The consequences if the job is not performed.

These considerations may help determine if the duty is truly a requirement vs. simply a desirable function in the position.

Essential Job Functions	Non-Essential Job Functions
Carries out managerial responsibility in accordance with policies, procedures and applicable laws, including: interviewing, hiring and training staff; planning, assigning and directing work; establishing deadlines; appraising performance; rewarding and disciplining employees; coordinating, developing and approving staff training; and addressing complaints and resolving problems.	Develops the Department budget; has full responsibility for the implementation, revision, and compliance review of the Department's budget.
Plans, coordinates, assigns, and monitors performance and coaches, counsels, mentors, trains, and advises employees in department for the dual goals of meeting department goals and employee career development; assists staff in the completion of assigned tasks.	Maintains and upgrades professional knowledge, skills, and development by attending seminars and training programs and reading trade and professional journals and publications.
Researches, develops, interprets, communicates, and monitors policies, procedures, codes, standards, etc.; recommends improvement when necessary and writes/revises same.	Interacts with a variety of high level individuals, both internally and within the community to provide information, disseminate departmental

Essential Job Functions	Non-Essential Job Functions
	information and assist in resolving administrative issues.
Manages the planning, acquisition and development of parking projects/facilities; coordinates functions with other City departments, public agencies, constituents, etc.	Follows up on inquiries from various agencies, groups, media, etc., regarding department programs and services.
Prepares work programs; identifies projects, funding needs and time frames.	Disseminates a variety of information to various agencies, divisions, or departments via telephone, mail and facsimile.
Determines methodologies, data, information resources and techniques to be utilized in researching and developing programs and policies.	Authorizes purchases and expenditures of the Department.
Directs the preparation of studies and reports related to division operations by developing proposals and recommendations and providing technical assistance.	Oversees daily activities of Department personnel.
Plans long-range goals, objectives, management systems, organizational structure, and overall direction for the division; plans and implements short-term or annual goals, objectives, strategies, projects or programs to ensure efficient organization and completion of work.	Oversees contract personnel, and Department contracts and bid awards.
Coordinates division activities with other departments, divisions and/or outside agencies; responds to citizen inquiries.	Reviews and authorizes Department's payroll.
Serves as technical resource on division operations.	Performs employee performance evaluations, and reviews evaluations performed by subordinate staff.
Prepares and/or reviews complex reports and analysis utilizing a variety of software; receives, sorts, and summarizes material for the preparation of reports; relays and interprets administrative decisions, policies and instructions.	Coordinates City's parking needs with other city departments and governmental agencies.
Represents the City and/or serves as a liaison and/or member of various committees/teams and collaborates, persuades, presents reports to and negotiates with others outside own work area to coordinate efforts and maintain cooperative and efficient relations.	Conducts feasibility studies to determine the need for additional parking facilities, rate changes or adjustments, and the development of new residential parking programs and monthly parking programs.
Prepares reports and make presentations to various boards and commissions.	Reviews daily collection records and prepares monthly reports of revenues and expenses for the Mayor and City Council.
Ensures quality standards and compliance with regulations are maintained.	Develops Department policies and procedures.

Essential Job Functions	Non-Essential Job Functions
	Reviews City Ordinances to insure that they comply with state statute, rules and regulations.
	Performs other related duties as assigned.

It is our expectation that City staff can take the lead on refining the ultimate list of essential and non-essential job duties for this position.

Salary Ranges

The International Parking Institute publishes a study entitled, “The Statistical Guide to Parking: Benchmarking the Parking Industry.” IPI provides technical and educational services to the parking profession. Members of IPI include municipalities, colleges and universities, airports, hospitals, theme parks, commercial parking operators, suppliers to the industry, parking consultants, and others with direct interests in parking and transportation operations.

One of the goals of the survey was to identify compensation ranges for parking professionals. The average salary for Parking Administrators on a nationwide basis was \$82,224. Average number of years in this position was 9.8. Parking Administrators have oversight responsibility for most parking functions.

Chief Parking Administrator	U.S. Total	Northeast	Southeast	North Central	South Central	Northwest	Southwest
Average Annual Salary	\$82,224	\$80,800	\$79,700	\$83,614	\$80,801	\$75,504	\$86,894
Average Years in Position	9.8	11.3	9.7	10.6	9.0	12.3	7.2

Chief Parking Administrator	Type of Parking Operation				Annual Parking Revenue (Millions)				
	Airport	College / University	Medical	Municipal	< \$1	\$1-1.9	\$2-3.9	\$4-9.9	\$10+
Average Annual Salary	\$85,913	\$83,006	\$79,479	\$80,049	\$48,348	\$56,953	\$69,895	\$74,290	\$81,878
Years in Position	11.3	9.8	14.3	9.4	7.8	9.5	8.9	10.8	9.2

Sample Parking Administrator Position Descriptions

We contacted the developers of the IPI *Benchmarking* survey instrument and database, and asked them to provide us with specific salary information for parking system administrators that manage the full range of parking responsibilities envisioned for the reorganized parking program in Norman. That information appears in the table below.

Parking Administrator Survey Data				
Total System Employees (In-House or Contract)		Chief Parking Administrator Salary		Chief Parking Year in Position
98		\$116,655		11
520		\$150,164		1
185		\$112,000		Data Unavailable
10		\$89,709		Vacant
34		\$106,393		Data Unavailable
15.75		\$97,000		2.5
14		\$116,069		1.08
32.5		\$97,188		6
67		\$92,000		27
110		\$80,880		Data Unavailable
140		\$82,000		4
60		\$77,000		1.5
Average:				
		\$101,421		

Recruitment Strategies

A. Networking

1. Networking is probably one of the most successful and least costly means of recruiting employees. Listed below are several areas that should be used to network and find future employees. Networking is a powerful tool and can have both positive and negative results. A casual conversation regarding the working conditions, fellow employees, or morale can have long-term effects on many people.
2. Do not be bashful about declaring your desire to recruit from competitors and contractors. When a vendor is in the office, tell about vacant positions and encourage them to recommend someone. Remember who the quality people are and keep in touch with them.
 - Professional Societies
 - Previous Employers
 - Competition
 - Colleges and Universities
 - Neighbors and Friends
 - Contractors
 - Vendors
 - Trade Shows

B. Advertisement

- 1) Local Print Ads
- 2) National Print Ads
 - a. Advertisements in the major Parking magazines are a highly recommended strategy. Specifically – The International Parking Institute’s monthly publication - The Parking Professional, The National Parking Association’s monthly publication – Parking Magazine and a third parking publication known as Parking Today. These publications are listed in order of their recommended priority. Position posting in some of these publications also come with or have an optional web-site listing.

C. Selected Mailings

- 1) Use of local and national advertisement along with select mailings may be a very effective tool in the recruitment process. Standard ads should be available from Human Resources for placement in both local and national publications. These ads can easily be customized to your specific requirements. The national ads, by nature, are more expensive than local ads and are most effective in advertising positions that cannot be filled regionally or positions that are available at multiple offices. An additional possible cost with national advertisement is relocation of the new employee.
- 2) Selected mailings entail targeting a specific group; it may be recent college graduates, or members of a technical committee. These mailings should be personalized in some way

to prevent the look of a form letter. It may be more effective to target a group by placing an ad in their newsletter or sponsoring one of their meetings.

D. Internet

- 1) Web Page
 - a. The City of Norman's Human Resources' web page is an important recruitment method. Many job descriptions, salary information, and employment information are available. The web page must remain up-to-date to present a positive, dynamic image of the City.
- 2) Services
- 3) Internet employment service companies abound. The track record and success rates for these firms are not publicly available and you must rely on the marketing material from the individual services as a gauge.
- 4) Colleges and Universities
- 5) Co-operative (summer) Students
- 6) On-Campus Recruitment
- 7) Relationship with Parking Department
- 8) The college recruitment process is an excellent source for potential employees. Colleges should not be viewed solely as sources for entry-level candidates, as many college recruitment offices are a resource for alumni throughout their careers. Additionally, many highly experienced individuals pursue advanced degrees and are looking for new opportunities that may not be available with their present employer.
- 9) Seek out the schools in your area that are educating the types of people that we have identified a need for. Request that Human Resources determine the schools' on-campus recruitment schedules and how we can become involved. Many trade shows have representatives from the colleges. Seek them out and let them know we are looking for qualified candidates from their school. Be active in alumni associations.

E. Headhunters

- 1) The cost of a headhunter is often perceived to be very high (20 to 30% of the first year's salary). The cost of finding qualified candidates is also high when you consider the time and money we spend collecting and screening individuals and the cost associated with lost opportunity because we do not have the qualified individuals available. Therefore, you should strategically employ headhunters for filling high need positions or when our traditional search methods do not bear fruit.

- 2) Remember that the headhunter business is a business and that their rates are always subject to negotiation. Also, it is suggested that the fee be prorated over a period of time and, if the employee is terminated during the defined period, the fees are also stopped or refunded.
- 3) Passive Versus Aggressive Headhunters
 - a. There are two types of headhunters; the passive and the aggressive headhunter. The passive headhunter usually has a database of résumés from which it will research and recommend. Additionally, they will often run blind advertisements for positions. The aggressive headhunter will also research their database, but they will actively recruit candidates from other firms. The aggressive headhunter's fees are usually higher and the potential for them turning around in the future and raiding your employees is present. An "anti-raiding" agreement must be part of any contract you enter into with this type of headhunter.
 - b. Both types of headhunters can be effective and have their own positive and negative points. They should be viewed as a viable method for recruitment on a limited basis, with prior approval of the Mayor due to their high cost.
 - c. Temporary Agencies
 - i. Temporary agencies are excellent sources for balancing the peaks and valleys in your workload; however, for this position level, they are not applicable.
 - d. Job Fairs
 - i. Job fairs can be associated with a specific organization such as a college or chamber of commerce, or they can be sponsored by a group of interested companies. Participation in job fairs is a grueling task. The pace is usually very frantic and determining the viability of a candidate is often difficult. These fairs should be viewed as a source of advertisement of vacant positions and a method of collecting résumés.

F. Employee Recruiting Bonus

- 1) A recruiting bonus system is a good way to engage the existing work force in active recruitment. This system has had positive benefits. Everyone all should continue to celebrate the success derived from a recruiting incentive bonus system.

Examples of Recruitment Ads

<p>EXECUTIVE DIRECTOR ALBANY PARKING AUTHORITY, ALBANY, NY</p> <p>The Albany Parking Authority is seeking an experienced professional to lead and direct all aspects of the public parking system. The selected individual will be responsible for continuing a comprehensive plan and implementing parking policies in New York's capital city. Increasing downtown development will require a keen sense of administration, budgeting, personnel management, and day-to-day responsibilities for more than 2,650 parking spaces in three garages and 2,000 on-street meters. Ability to coordinate activities with City of Albany departments, including the Police Department which provides parking enforcement, and Business Improvement Districts, is essential.</p> <p>Qualified candidates must have a minimum ten years of progressively accountable parking operational experience, and at least five years in a responsible management position. To be considered, candidates will have graduated from an accredited college or university with a Bachelor's Degree in Business Management, Public Administration, Transportation, Economics or related field. Extensive professional parking management experience may be substituted.</p> <p>Salary will be commensurate with experience. Candidates are invited to send a letter of interest and current resume with salary history to:</p> <p>Albany Parking Authority 655 Broadway Albany, NY 12207 ATTN: Executive Director</p>	<p>COORDINATING DIRECTOR FOR THE HUNTINGTON MUNICIPAL PARKING BOARD IN HUNTINGTON, WV</p> <p>Work involves responsibility for the overall operations of the Parking Board, including supervision of all employees and management of fiscal operations. Bachelors' degree in business administration or related field preferred and extensive management experience.</p> <p>Valid driver's license required. City residency required within 90 days of hire. Salary negotiable. Excellent benefit package. Send resume to Personnel Director, P.O. Box 1659, Huntington, WV, 25717, by 01-31-05.</p>
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<p>PARKING MANAGER</p> <p>Tampa/Fort Myers, Florida Salary Negotiable: \$40,000 - \$50,000</p> <p>Standard Parking Corporation is currently recruiting for the position of Senior Parking Manager to manage and operate all aspects of a municipal public parking system on Florida's gulf coast. Preferred candidates should have a Bachelors degree in Business or Public Administration and at least 5 years of experience working in a municipal, governmental or institutional environment as a supervisor, manager or director or a combination of education, training and experience. CAPP certification desirable. Experience should include garage operations, event parking, parking meter collections and repair, parking enforcement and parking citation processing. Candidates must have excellent leadership, communications, and management and customer service skills.</p> <p>Please email or fax your cover letter, résumé with references and salary requirements to:</p> <p>Brain P. Scoggins Business Development Director Standard Parking Corp. 201 S. Orange Ave. Orlando, FL 32801 Phone: 407-947-2109 Fax: 407-423-7277 E-mail: bscoggins@standardparking.com</p>	<p>DIRECTOR PARKING SERVICES PUBLIC SAFETY</p> <p>Control number 24UC1174 Salary range: \$41,438 - \$74,578 (based on experience)</p> <p>POSITION SUMMARY: Plan, control, maintain and direct parking operations for East (Medical Center) West (Main Campus), as well as CAS branch campus, and to resolve user concerns. The operation covers over 115 acres and over 11,150 parking spaces which includes 9 garages and 10 lots. There are approximately 65 FTE and 30 part-time employees. Monitor, repair, and maintain integrity of parking facilities. Develop and implement policies and procedure for Parking Services and in coordination with other university units as well as private units. Manage, develop and strategically plan for special events as well as basketball/football and CCM events crowds. Enforce parking rules and regulations. Assist in projects; analyze budget to assure revenues meet expenses and efficient utilization of resources. Plan, develop future parking facilities. Project demand for capital projects that impact parking and assist in implementation of the University Master Plan. Interview, select and evaluate performances of support staff. Chair or severe on Parking Committees. Oversee the snow removal on East/West and CAS campuses. Responsible for budget over \$13 million.</p> <p>MINIMUM QUALIFICATIONS: Bachelor's degree with five (5) years' experience; -OR- Associate's degree with seven (7) years' experience; -OR- nine (9) years' related experience. Experience must include at least three (3) years' experience in Parking/Traffic Services. Send résumé (including position control #) to:</p> <p>Denise Samuels Gibson Department of Public Safety University of Cincinnati PO Box 210790 Cincinnati, OH 45221-0790</p>
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<p>EXECUTIVE DIRECTOR PARKING AUTHORITY OF BALTIMORE CITY</p> <p>The Parking Authority of Baltimore City is a quasi-governmental agency that is a national leader in the use of technology and innovation to parking operations. If you are highly motivated, creative, and driven to excel, we now have an immediate need for an Executive Director. This highly visible position reports to a 5 member Board of Directors and serves as a member of the Mayor of Baltimore's Urban Development Cabinet.</p> <p>The ideal candidate will have senior management level experience in parking operations, experience working with governmental agencies and citizens/business groups, be responsible for the development/implementation of the Parking Authority's strategic plan and implement short and long term organizational goals. The successful candidate will oversee all aspects of Baltimore City's parking operations, which includes 38 parking facilities with close to 100,000 spaces, over 10,000 on-street metered parking and more than 33,000 residential parking permits.</p> <p>An individual with a strong entrepreneurial sense, coupled with outstanding communication skills and a keen customer service outlook, will help lead the Parking Authority of Baltimore City into 2005 and beyond. Salary in the low \$100ks. Résumé without salary history and references will not be accepted. Send resume to:</p> <p>PABC Board of Directors Attn: David W. Wallace, P.E. 81 Mosher Street Baltimore, MD 21217 E-mail: dwallace@rkkengineers.com E.O.E.</p>	<p>ASSOCIATE DIRECTOR FOR TRANSPORTATION SERVICES / PARKING SERVICES ADMINISTRATOR</p> <p>University of California, Los Angeles</p> <p>UCLA offers an exciting opportunity for knowledgeable and innovative manager to take a leading role in providing transportation and parking services for a campus community of over 60,000. UCLA Transportation Services manages over 22,000 parking spaces with over 120,000 daily vehicle trips to and from our Westwood campus. This high profile, politically sensitive department serves a diverse campus constituency of staff, faculty, students, patients and visitors. The Associate Director will provide leadership and direction to a management staff overseeing 50 separate facilities in 7.5M square feet, while balancing competing user needs and service issues with prudent business practices which impact performance, community relations, safety/security, and employee/customer satisfaction. The successful candidate must possess the political and business acumen to steer this highly visible department on a course of continuous improvement and service excellence, while maintaining a strong financial outlook.</p> <p>Requires prior managerial experience and skill in supervising, managerial professional and frontline staff including delegating responsibility, recruiting, training, conflict resolution. Also requires exceptional skills in resource management, long term planning methodologies, contract negotiation, product distribution processes, cash management, and revenue control, performance management and the use of "best practices" in business, service and financial management. Knowledge of leading edge parking technology; planning of traffic direction flow and circulation; planning for construction and financing of new and replacement facilities preferred.</p> <p>Continued employment contingent on satisfactory background investigation. Starting</p>
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	salary up to \$105K DOQ, plus excellent benefits package. Please submit résumé with salary history and cover letter to: drowley@ts.ucla.edu or mail to D. Rowley, UCLA Transportation Services, 555 Westwood Plaza, Suite 100, Los Angeles, CA 90095-1360. EOE/AA.
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Recommended Recruitment Ads

The City of Norman, OK, with a population of more than ____ (Census 2017), is seeking a dynamic and skilled Parking System Administrator. This high-profile position will report directly to the _____ and be responsible for administrative and technical work in organizing and managing the municipal parking system. The primary responsibility consists of integrating all parking functions into a single, vertically integrated department, providing effective management of public resources, being collaborative in working the downtown community and managing public parking resources in the a cost effective manner.

The Parking Administrator will organize and consolidate parking operations into a unified department and will implement a range of operational improvements identified in previous studies. The Parking Administrator will oversee a large budget and will conduct feasibility studies to determine needs for additional parking facilities and other structural and operational changes.

The Parking Administrator will work closely with community leaders and organizations to build support and consensus on the development of new parking management goals and program initiatives.

The desired candidate must have demonstrated success in managing a parking department, authority or private parking company. Experience working within a municipal environment is helpful. Ideally, the new executive would have a combination of public and private sector experience, a high level of motivation and an entrepreneurial spirit. Having system “start-up” experience is seen as valuable asset.

The Parking Administrator is responsible for the Department’s participation in the City-wide strategic planning process, which has increased focus on customer service, employee development and recognition, cost containment, revenue enhancement, and embracing diversity. The Chief Parking Administrator is a participant in the Downtown Master Planning process and will be a member of the City’s Economic Development team. He/she must be forward thinking and creative.

The selection committee is seeking an individual with excellent leadership, organizational development, contract management and interpersonal skills, who is innovative and capable of developing a “best in class” municipal parking system. Experience in a complex urban ethnically-and-culturally-diverse community is important for this position. The successful candidate must possess a track record of proven accomplishments in the operation of complex parking systems. This candidate must be a community-oriented executive with a history of building partnerships among businesses, developers, and residents.

Compensation: \$____ to \$____ annually, with a midpoint of \$____. The starting salary is commensurate on candidate qualifications.

Outline of Recommended Recruitment Process

- Finalize position description.
- Establish closing date for receipt of résumés.
- Finalize recruitment ad(s).
- Define recruitment timeline.
- Identify primary and secondary advertisement media.
 - National Parking Magazines and Websites
 - International Parking Institute / Parking Professional Magazine (Primary)
 - National Parking Association / Parking Magazine (Primary)
 - Parking Today Magazine (Secondary)
 - City of Norman Internal Job Posting and Website
 - Local and Area Newspapers (Defer to City of Norman HR)
- Review and screen résumés. It is proposed that the City of Norman HR do the initial screening and forward copies of screened applicants to the consultant (Kimley-Horn) for review.
- Cut to a group of 5 - 10 (+/-) qualified applicants.
- Conduct reference checks. (Typically this is done after a candidate has been interviewed and is under serious consideration.)
- Complete supplemental questionnaire by more-qualified candidates. (Optional)
- Interview selected candidates. (Kimley-Horn can attend interviews as a non-voting panelist if desired.)
- Cut down to a group of four semi-finalists.
- Project team screening of semi-finalists.
- City of Norman Human Resource Department may have requirements in this process (credit/background checking? MVR checking? Drug Testing?).
- Appointment of Chief Parking Administrator.

The Ideal Parking Administrator

The new Parking Administrator in the City of Norman needs to be knowledgeable and experienced in dealing with high density, urban parking issues, in a setting where parking is a high profile activity. Additionally, this will be a person who:

- Can effectively bring all the elements together to develop a comprehensive parking strategy for the City.
- Has proven experience in developing off-street parking.
- Brings an entrepreneurial approach to the position.
- Is a high-energy person, a proven parking professional, and is ready to expand her/his expertise.
- Is familiar with the economics of parking as well as financing options and possesses the skills to develop new parking resources.

Sample Position Descriptions

CITY OF HOLLYWOOD, FLORIDA

DIRECTOR, OFFICE OF PARKING SERVICES
CITY OF HOLLYWOOD, FLORIDA

The City of Hollywood, Florida, a multi-cultural, oceanfront municipality between Miami and Ft. Lauderdale, with a population of 143,000 is seeking a dynamic and skilled Director, Parking Services. This high profile position will report directly to the City Manager and be responsible for administrative and technical work in organizing and managing the municipal parking system. The incumbent's primary responsibility consists of providing and maintaining the maximum number of public parking spaces in the most cost effective manner. The employee also oversees a large budget, supervises the parking division personnel and conducts feasibility studies to determine needs for additional parking facilities, and other structural, operational changes.

Hollywood's population demographics are changing rapidly. The City values this emerging diversity and needs to be responsive to changing needs in communications and services to all parts of the community.

The Director, Parking Services is responsible for the Department's participation in the City-wide strategic planning process which has increased focus on customer service, Urban Development, employee development and recognition, cost containment, revenue enhancement and embracing diversity. The Director, Parking Services is a participant in the Master Planning process and is a member of the City's Urban Development roundtable; s/he must be forward thinking and creative.

The City Manager is seeking an individual with excellent leadership, organizational development and interpersonal skills who is innovative and capable of developing the next generation of municipal parking system service professionals while maintaining high performance standards. Experience in a complex urban ethnically and culturally diverse community is essential for this position. The successful candidate must possess a track record of proven accomplishments in the operation of municipal parking systems. This candidate must be a community-oriented executive with a history of building partnerships among businesses, developers and residents.

The Director, Parking Services will be an integral part of the City Manager's executive team. Starting salary negotiable DOQ.

Requirements:

Bachelor's degree from an accredited college or university with major course work in public administration or business, supplemented by extensive supervisory experience in parking administration; or an equivalent combination of training and experience. Certified Administrator of Public Parking (CAPP) is beneficial.

This position will remain open until filled, initial reviews of candidates will commence on Friday, April 8, 2005. Please send resume and salary history to:

City of Hollywood
Office of Human Resources, Rm. 206
P.O. Box 229045
Hollywood, Florida 33022-9045
On line at www.hollywoodfl.org

All resumes are open to public inspection. Equal opportunity employer, minorities and protected class members are encouraged to apply.

Sample Position Descriptions

CITY OF HOBOKEN, NEW JERSEY

JOB DESCRIPTION

PARKING EXECUTIVE DIRECTOR

NATURE OF WORK

This is a chief executive management and administrative position responsible for the planning and organization, of the Municipal Parking System. The incumbent's job responsibilities include:

- Parking facilities planning, development and construction
- Traffic management and improvements.
- Integration of shuttle bus service into parking/transit system.
- Overall supervision and direction of traditional parking services including: parking enforcement; meter maintenance, collection and installation; parking permit issuance; as well as parking facilities operations and maintenance.

Objective is to promote the free flow of traffic within the City of Hoboken, utilizing shuttle bus and other alternative modes of transportation, while developing new parking facilities to maximize the number of public parking spaces available for residents, merchants, employees and visitors, in the most cost effective manner.

ILLUSTRATIVE EXAMPLES OF ESSENTIAL DUTIES

- Develops the Department budget; has full responsibility for the implementation, revision, and compliance review of the Department's budget.
- Authorizes purchases and expenditures of the Department.
- Oversees daily activities of Department personnel.
- Oversees contract personnel, and Department contracts and bid awards.
- Reviews and authorizes Department's payroll.
- Performs employee performance evaluations, and reviews evaluations performed by subordinate staff.
- Coordinates City's parking needs with other city departments and governmental agencies.
- Conducts feasibility studies to determine the need for additional parking facilities, rate changes or adjustments, and the development of new residential parking programs and monthly parking programs.
- Reviews daily collection records and prepares monthly reports of revenues and expenses for the Mayor and City Council.
- Develops Department policies and procedures.
- Reviews City Ordinances to insure that they comply with State statute, rules and regulations.
- Meetings, presentations and reports to the Mayor and City Council.
- Responds to requests from City Administrator, CFO, and Mayor.

- Attends Community meetings, and works with Community groups as the City's Parking Department representative.
- Performs related work as required.

KNOWLEDGE, SKILLS AND ABILITIES

- Extensive knowledge of the principles and practices of public and business administration; management by objectives; zero-based budget preparation, justification, monitoring and analysis; supervisory principles and practices; and employee motivation principles and techniques.
- Considerable knowledge of principles and practices of the parking industry.
- Knowledge of revenue control systems and parking technology; Municipal, County, State and Federal parking laws and regulations; collective bargaining agreements, NJ Civil Service and PERC regulations.
- Ability to interpret parking legislation as it relates to the City; read and interpret surveys, plans and construction documents; balance demand with limited resources in providing effective, efficient, and economical services to parking patrons and residents; work with the residents and constituent groups of the City to develop new programs, policies and procedures in an effort to maintain a priority level of customer service and satisfaction; prepare and present clear and concise administrative and technical reports; maintain current information on recent trends and developments in the parking industry; supervise, plan, direct, train, and coordinate the work of professional, technical, and clerical employees in the implementation of internal controls and operational policies and procedures in a manner conducive to full performance and high morale; identify problem areas, analyze and recommend solutions regarding the efficiency and effectiveness of department operations; disseminate effective advice regarding the identification of problem areas and the formulation, implementation and attainment of organizational and department goals and objectives in a manner which maximizes efficiency and effective utilization of resources; communicate clearly and concisely, both verbally and in writing to individuals and to groups; establish and maintain effective working relationships with City officials, employees, professional associations, vendors, and the general public.

MINIMUM REQUIREMENTS

WORK EXPERIENCE:

- Five (5) years of senior full-time verifiable administrative/managerial experience with operational field/technical experience in a large municipal parking, public works transportation, or equivalent private sector occupation such as real estate, or commercial construction must have demonstrated financial skills.

EDUCATION:

- Graduation from an accredited college or university with a Bachelor's degree in Business/Public Administration or related field. Senior Parking System management experience may substitute for college education on a year-for year basis. Master's degree in public administration, business, management, or other job related field a plus. IPI Certified Administrator of Public Parking (CAPP) a plus.

PARKING, TRANSPORTATION & CONSTRUCTION MANAGEMENT EXPERIENCE:

- Experience in the operation and management of an on-street parking system, off-street parking facilities, on-street parking permit system, parking enforcement.
- Experience in parking garage or other large scale construction planning, development and construction.
- Experience in parking facilities or other comparable public or commercial facility management, security, and risk management.
- Experience in traffic planning and control.
- Experience in transit systems, shuttle bus or other alternative transportation integration programs.
- Experience in public/private joint ventures and community relations and involvement.

PHYSICAL REQUIREMENTS

Must have the use of sensory skills in order to effectively communicate and interact with other employees and the public through the use of the telephone and personal contact. Physical capability to effectively use and operate various items of office related equipment, such as, but not limited to, personal computer, calculator, copier, and fax machine. No significant standing, moving, climbing, carrying, bending, kneeling, crawling, reaching, handling, pushing, or pulling. Walking and sitting are required.

SUPERVISION RECEIVED

General direction is received from the City Business Administrator and CFO. Work is performed with little direct supervision and with extensive latitude for the use of judgment. Performance is evaluated for adherence to City policies and procedures, and attainment of desired goals and objectives through personal conferences and review of reports of Department operations.

SUPERVISION EXERCISED

Supervision is exercised through various levels of subordinates over a variety of technical, professional, administrative, specialized, and clerical employees with assigned responsibilities in various phases of department operations

Sample Position Descriptions

UNIVERSITY OF NORTH CAROLINA – GREENSBORO

DIRECTOR OF PARKING AND ID SERVICES

Section I: General Information

A. Purpose of Unit

The primary purpose of Parking Services is to provide effective parking and transportation for the University community and its visitors. The unit is responsible for planning, development, maintenance, and administration of all parking services, facilities, operations, transportation services, policy development, and alternative transportation services. The unit conducts planning and design of transportation services and assists the Facilities Design and Construction Office in designing transportation facilities; maintains and repairs transportation facilities and infrastructure and is a liaison with other University departments, schools and colleges and represents the University's transportation policies and interests with local and state agencies.

B. Primary Purpose of Position

The Director of Parking Services is responsible for administration of a comprehensive parking program on the UNCG campus that includes services used by the broad University community, including students, faculty, staff, public officials, and other formal and informal visitors. The principle goal is to provide convenient access to the University grounds and buildings with reasonable parking accommodations for all client groups who are authorized privileges on the UNCG campus. This position also administers the management of the One Card program with over 15,000 users. The new One Card is a comprehensive card for students, faculty, and staff incorporating a multifunctional smart chip which provides stored value, meal plans, library check-out, bookstore purchases, laundry, vending, time and attendance reporting, campus recreation center access, telephone, financial aid transfer, and parking access. The director will be responsible for establishing a cash management program for the One Card office in conjunction with the Parking office. Cash pickups will be scheduled accordingly and deposits reviewed in accordance with established University procedures.

This position develops and manages a University parking program within a framework of statutes, governing board policy, and University policy and ensures that the unique mission of the University (teaching, research, and public service) is enhanced to the fullest while managing parking and transportation resources in the most efficient and effective manner. The director is responsible for planning, design, and implementation of operational strategies for achieving maximum utilization of space available for parking and transit activities, with input from other University officials, organized committees, faculty, staff, and students. Consistent with the University's mission of teaching, research, and public service, the Director will create plans to maximize satisfaction of the user groups within the restrictions of a financially self-supporting activity. Objective short-range and long-range planning is an essential part of the position and will include consideration of all pertinent factors: including, appropriate statuses, formal and informal plans and studies, campus esthetics, financing, building usage, enrollment plans and projections handicapped considerations, new construction/renovation, curriculum (additions/changes), and maintenance and upkeep of parking lots and signs. Skillful presentations that

clarify the points of conflict and bring a successful resolution to operational and/or planning problems are required. The Director exercises broad authority in managing the Parking Program and seeks to creatively solve day-to-day operational problems to the satisfaction of users where possible while maintaining the integrity of written policy and procedures.

The Director provides direction and supervision ensuring that all studies, plans, designs, and other activities are comprehensive, cohesive and continuous in the support of transportation policies and the University and the needs of the University community. UNCG currently has a total of 28 surface parking lots and two multi-level parking decks. These facilities represent over 5100 parking spaces with an appropriate number of spaces reserved for handicapped, visitor, and special purpose parking; approximately 100 on-street parking spaces are available on campus streets and drives. Additionally, 200 spaces located adjacent to specified buildings are marked and restricted for loading, unloading or other purposes.

C. Work Schedule

The normal work schedule is 7:30 am to 4:30 pm every day. However, the schedule varies due to peak periods of traffic relative to University events, such as the beginning of each academic year, homecoming, etc. Work hours also fluctuate due to emergency situations arising from time to time such as accidents, vandalism, and mechanical breakdowns of equipment.

D. Change in Responsibilities or Organizational Relationship

From the original conception of this position, the responsibilities have increased due to the following: addition of two parking decks, expansion to a 24 hour 7 day operation, increase in number of overall spaces allocated for parking, increase in number of students, staff and faculty utilizing the program, continual changes in traffic pattern flow due to building and grounds transition, creation and expansion of ID Center for the University and One Card system, increase in number of employees within the Parking Services division, evolution of new computer billing systems and equipment to enhance traffic management; responsibility for placing charges directly on accounts for students and entering payroll deduction charges for faculty and staff. A new responsibility is the creation and implementation of a shuttle system to provide transportation from remote lots to campus. The director has been given the responsibility to manage University rental property including all aspects of property management.

Section II.

A. Description of Responsibilities and Duties

1. Parking Enforcement Administration (20%). The director is responsible for the overall management and administration of a parking enforcement program with revenue in excess of \$2.8 million that insures that University parking practices are in accordance with the statutes of North Carolina and University policy. Supervises Officers involved in enforcing all parking rules and regulations fairly and consistently. Oversees ticketing off illegally parked vehicles and authorizes the towing of vehicles for impoundment when appropriate; suspends parking privileges; schedules parking enforcement services during the normal business hours of the University and during special events. On an annual basis approximately 20,000 citations are issued, and 3,000 appeals are filed.
 - a) Supervises the maintenance of a reliable computerized system for the equitable enforcement of all parking regulations on the University campus. A minimum system will include provisions for collecting and summarizing daily ticket activity, accumulating totals-to-date, accumulating violations by vehicle, and providing relevant data to other University offices as required.
 - b) Develops and administers hearing appeals policy and procedure. In accordance with approved policy, Parking Services will process written appeals and make decisions on those where authority has been granted; other appeals will be referred to the Standing Committee on Traffic Appeals.
 - c) Reviews parking violation standards and the appropriate penalty (fine) to be applied. Surveys other North Carolina colleges and universities and selected institutions nation-wide to determine consistency of violation standards and penalties enacted.
 - d) Develops, maintains and updates annually; a parking rules and regulation handbook which includes all pertinent facts regarding the use of parking facilities on the UNCG campus. The handbook outlines the normal use of parking spaces, cost of permits, hours when parking restrictions apply, special event parking privileges, penalties, and the rights and responsibilities of the user, the process for appealing a traffic citation. A presentation is made to the Vice Chancellor for Business Affairs who submits the document for Board of Trustees' approval each year.
 - e) Prepares and distributes to all students, faculty, and staff each year a handout which outlines University parking rules and regulations with a map that indicates campus parking locations and any changes.
 - f) Contracts with local towing operators for removal of illegally parking vehicles in violation of parking regulations.
 - g) Purchases appropriate vehicles and equipment used in parking enforcement and is responsible for the maintenance and service of such vehicles; amortizes vehicles and provides for new or replacement vehicles in annual budget plans.

- h) Manages the parking resources to insure parking decals of each category required and purchases the decals with enough lead-time to ensure their availability at the beginning of the new period. Approximately 9800 permits are issued annually including temporary and special permits.
2. Facility Construction, Repair, and Maintenance (15%). Plans, schedules and coordinates construction, maintenance, and repair of all parking facilities and rental properties on the University campus. Develops long-range plans to accommodate growth and changes, and insures maximum use of available space. Monitors condition of existing parking and transportation facilities and University rental properties and initiates maintenance and repair to enhance the usability of all these resources. Determines maintenance schedules and budget resources to accomplish routine maintenance; maintains traffic signs and markers.
- a) Advises Facilities Planning, Engineering and Construction Management, and Physical Plant on parking matters. Coordinates repairs and expansion plans with Facilities Planning, Engineering & Construction, and Physical Plant. Consults with architects, planners and designers to represent Parking Services in developing parking facilities that are functional, cost effective, and compatible with the campus master plan.
 - b) Prepares budget and financial plans, which support the cost effectiveness and realistic financing of a new facility from a self-supporting perspective. Develops plans, which include projected use, life expectancy, long-range cash flow, and maintenance and repair requirements.
 - c) Develops alternative parking opportunities for spaces lost due to construction or other interruptions on a short term or long term basis; informs the University Community of any changes in available parking (location, dates, time) and recommends reasonable alternative parking to ensure minimal inconvenience to users.
 - d) Establishes a maintenance and repair program for all existing parking areas including entryway, walkways, and landscaping within the parking area. Maintenance and repair activities for near term (under 5 years) and long range are included. In developing a maintenance program, consideration will be given to age of the facility, type of surface, level of user activity, any changes to the campus master plan that would affect building or area usage, planned construction and building alteration.
 - e) Develops a management system for placement of appropriate signs and markers for all parking spaces on the University campus. Monitors the condition of these devices and makes repairs or replacement on a timely basis. Maintains surface directional signing by repainting on an established schedule.
 - f) Develops parking and pedestrian systems to accommodate handicapped users in compliance with federal and state statutes and University policy; reviews regulations studies, and reports relating to serving the handicapped campus community where feasible and in the best interest of the total parking program of the University.
 - g) Identifies safety and security risks in all parking facilities and rental properties and seeks remedies through redesign, additional signage or markings, telephone communications,

additional patrolling, or other appropriate actions. This is done with the cooperation the University Police and divisions such as Physical Plant.

- h) Develops and coordinates with the Physical Plant an emergency snow removal plan for all parking facilities, loading zones, and parking lots; determines priority of clearance in snow removal and requests appropriate personnel and equipment be assigned to carry out plan. Responds to decisions made by the Chancellor in meeting class schedules during snow emergencies and insure that University access streets and parking facilities are open and available for use.
3. University and Community Relations (15%). Represents the University's position on all parking and transit matters to a wide public arena. Articulates a positive and defensible approach in all planning and operational parking issues that are of concern to users, state and local officials, or others who have an interest in the parking and transportation activities of the University. Represents the University's position in formal presentations (oral or written) and other less formal communications with interested parties on an as needed basis.
- a) Acts as spokesman for the University in parking and transportation issues and concerns not requiring a response from a higher executive; appears before interested groups to discuss University parking and traffic policy and to clarify points of contention or misunderstanding.
 - b) Reflects a sincere awareness of the sensitive nature of parking and traffic activities on the University campus and understands the need to be responsive and considerate to user demands, concerns, and valid complaints within the constraints of written University policy and established practices. The Director works closely with the local community in developing a shuttle service to provide transportation to students, faculty, and staff parked in remote parking lots.
 - c) Serves as a non-voting member on appropriate University committees providing input and "expert" advice on technical aspects of parking control and administration.
 - d) Represents the University in all routine parking issues with City of Greensboro Officials and with appropriate state offices; coordinates use of Greensboro Coliseum parking for large events; counsels and supports executive management in all matters that require the intervention and leadership of higher university authority.
 - e) Communicates and articulates the University's position on parking issues and operations with the print and electronic media only with the knowledge and approval of higher executive management of the University.
4. Financial Management and Operations (15%). The Director administers and assists in financial planning, management, and budget administration of the department; develops realistic financial plans to meet the needs of a comprehensive parking program through study and analysis of needs and resources. Planning includes consideration of funding constraints and actions of legislative bodies and executive management of the University. The Director is responsible for constant review of existing financial plans and operations to insure effective management of facilities; conducts

special financial reviews and studies for purposes of forecasting long-term viability of new projects are expected of the Director.

- a) Prepares annual operating budget requests; projects realistic revenues based on historical data and future year expectations, and programs sufficient staff and other operating expenses necessary to support the effort to achieve stated goals and objective; prepares multi-year budget forecasts for planning purposes. Insures that budgets reflect funds for repair and replacement of existing facilities, and monies for future parking expansions in harmony with long range campus planning. The current annual operating budget for the department is nearly \$2.8 million.
 - b) Reviews existing fees and fines and proposes changes where increase or decreases are warranted and can be supported analytically; reviews monthly budget and financial reports and compares status with planned annual financial objectives; makes changes in operation where necessary to achieve results desired; communicates with the Office of Accounting and Budgets when appropriate.
 - c) Develops and maintains in cooperation with the Office of Accounting and Budgets and the Office of the Internal Auditor, a cash receipts and control procedure that ensure proper handling and processing of University monies. Ensures that daily receipts are balanced, proper records maintained, and funds deposited with the Cashiers Office in compliance with University procedure.
 - d) Develops and manages (in cooperation with University Payroll Office) a system for payroll deduction of the annual parking permit fee for faculty and staff.
5. Personnel Management & Supervision (15%). Supervises overall management of staff efforts in administering University policy and procedures in all phases of parking. Establishes departmental personnel standards and practices compatible with sound business and personnel administration. Provides opportunity for all staff to have creative input and exercise maximum self-direction in their job efforts. Maintains departmental personnel records for review and reference in all aspects of personnel administration, including hearing grievances, performance reviews, disciplinary actions, and promotions and upgrades. The Director encourages growth and development of staff through proper training and supervision; develops programmatic and operational goals each year on an individual basis with each employee. Promotes an atmosphere of customer-oriented staff.
- a) Hires, trains, and evaluates personnel responsible for records management, cashiering, maintenance and transportation management, parking decal assignment, temporary permits and parking enforcement; develops and maintains job descriptions for all positions; counsels and advises employees on all work related operational matters.
 - b) Develops daily operational routine for in-office staff, outside enforcement staff, and shuttle bus staff; establishes hours of operation to conform to University needs and requirements and ensures adequate staff is assigned to accomplish stated objectives.
 - c) Promotes a positive work atmosphere that encourages maximum staff effort in achieving departmental goals while adhering to University and departmental policies and procedures.

- d) Hears and discusses grievances with employees in an effort to resolve problems in accordance with established University policies and procedures and provides staff an opportunity to air complaints and have input into creative problem solving within the department.
 - e) Conducts training sessions to orient and inform staff on new and/or revised operating practices and procedures; assures that all staff is well informed and competent in their area of responsibility; cross trains employees in other office positions.
 - f) Develops internal standards to evaluate staff performance in compliance with University personnel policies and procedures. Recommends annual salary increases and proposes promotions and upgrades as warranted by departmental needs and individual personal performance. Maintains departmental time and attendance records, and assures timely reporting to appropriate University offices. Encourages staff to attend on-campus training programs to enhance work skills and abilities especially in the areas of computer usage, managing conflict, and improving interpersonal communications.
 - g) Stays abreast of latest innovations in parking and transportation systems through publications, seminars, workshops, and interaction with peers in higher education transportation management. Determines uniform (dress) standards for parking enforcement officers and ensures that dress and grooming standards are adhered to.
 - h) Reviews the academic calendar and schedules personnel for the “peak” demand hours relating to registration and the beginning of classes; cooperates with Academic Affairs and/or Student Affairs in meeting special short-term needs.
6. Special Events (10%). Works as liaison for the University with community and off campus events for special programs and projects.
- a) Develops planning for special event parking; responds to requests for special parking arrangements for academic programs, athletic events, public service programs, and other University sanctioned activities. Controls the issuance of special event parking permits to insure that all permits are accounted for and are returned or voided after conclusion of the event.
 - b) Reviews all special event-parking requests with requesting department to determine adequacy of University facilities and the availability of space at the time requested. Determines any special needs of the potential University guests that might be considered in assignment of space; i.e., handicapped persons, children, and the elderly.
 - c) Coordinates all special event parking with University Police and other appropriate University departments on an “as needed” basis in order to insure that planned parking needs of patrons are met as satisfactorily as possible.
 - d) Purchases and maintains an inventory of appropriate signs, temporary markers and other items required to designate and control special event parking; assures that all temporary markers are removed promptly at the conclusion of the event(s) to avoid confusion to normal operations.

7. Planning and Reporting (10%). Develops plans, strategy, and direction for Parking Services; prepares reports that encompass current activities and long-range plans in University parking and transportation programs. This component of the position requires observance and detailed study of current operations with analysis of deficiencies and indications for future requirements. Stays abreast of “state of the art” parking and transportation systems at other institutions in assessing the status of services on this campus. Presents realistic goals and objectives, with workable operational plans to implement recommendations included in presentations to higher executive management.
 - a) Develops a long-range plan for the University that encompasses all facets of transportation concerns including surface parking, pedestrian movement, campus transit systems, parking garage or decks, signage, and routing or re-routing of streets.
 - b) Prepares an annual reporting of parking activities for inclusion in the Chancellor’s Annual Report. The report includes accomplishments of the current year and objectives that are identified for the coming year.
 - c) Develops and manages a system for recording the frequency of usage of parking spaces in all lots and on-street parking on an hourly/daily basis to determine adequacy of parking opportunities for users; develops and manages a system for daily accumulation of all transportation related activity; prepares monthly and daily reports for comparison with previous activity and for use in projections of future activity.

Section III.

B. Other Position Characteristics

1. Accuracy required in work: The degree of Public Relations and resources management requires a very high degree of accuracy.
2. Consequence of error: Mistakes have sweeping consequences due to the high profile and visibility of the University. Careful discretion must be given to all aspects of parking and traffic decisions and how such decisions may impact the University and local community.
3. Instructions provided to employee: Minimal.
4. Guides, regulations, policies and references used by employee: UNCG Policy Manual for Employees, Handbook for Faculty, UNCG Safety and Health Policy Manual, Traffic Records Fiscal Procedures Manual, ADA Parking Compliance Manual, and UNCG Parking and Traffic Handbook.
5. Supervision received by employee: Minimal.
6. Variety and purpose of personal contacts: This position requires a large variety of interactions including contacts with peers in the field of transportation management, city, county and state officials, faculty, staff, students, parents, and visitors to the campus. Positive interactions with these contacts are imperative to the successful operation of the unit. Communications effectively both horizontally and vertically.

7. Physical effort: Position requires little physical effort except in unusual circumstances but will be stressful at times because of the public exposure. Situations often necessitate the need to make quick, accurate decisions, and demands of a sometimes hostile client of client group.
8. Work environment and conditions: The Parking Services Office is included in a portion of the new Parking Deck which is centrally located and appropriate for the needs of the Director with appropriate space and lighting. Site visits are expected to inspect maintenance needs and construction. Both intrastate and interstate traveling at times to learn about University programs and to receive additional training.

9. Machines, instruments, tools, equipment and materials used: Indicate percent of time used.

Telephone	35%
Personal Computer	35%
Calculator	20%
Two-way Radio	10%

10. Visual attention, mental concentration and manipulative skills: Varied.
11. Safety for others: A major responsibility of the position is to manage a parking program serving a large public community that emphasizes safety and security for users of the facilities. This position is critical in the initial stages of project development to include safety components when dealing with roadway designs, parking lot designs, signaling, lighting, and landscaping. Efficient and effective means of entry into and safe movement within parking facilities with proper signs and markers is an important responsibility of this position. Routine maintenance is scheduled including trash pickup and pruning for visibility.
12. Dynamics of work: The position requires constant reading and study of new transportation management techniques, innovations, equipment; as well as staying abreast of crime and traffic problems relative to the campus. The position is also responsible for preparing reports, studies, and reviews, and analyzes daily and weekly departmental activity. Examination of documents must verify financial records and insure accuracy in safekeeping and depositing funds. Stays cognizant of planning, scheduling, and implementation of special events as well as routine activities in order to properly staff the unit; develops a spirit of teamwork among employees and hires temporary staff as needed.

Section IV.

A. Knowledge, Skills & Abilities, and Education & Requirements

1. Displays an ability to learn rapidly and adapt quickly to changing situations and has a working knowledge of modern office procedures, practices, and equipment. Exhibits substantial experience in parking and transportation administration and management at a college or university with first-line responsibility planning and daily operations of parking facilities is essential for this position. Possess knowledge of the principles and practices of public and business administration. Displays knowledge of personnel guidelines, purchasing and accounting practices and has a thorough knowledge of appropriate statutes governing parking facility planning, administration, and operations. Develops sound action plans for concepts and practices related to University parking and transit operations; displays skill in analyzing studies, reports, and evaluation summaries; responds effectively when presenting oral and written reports to higher authorities with convincing clarity and understanding.
2. Develops positive expectations for Parking Services and maintains effective working relationships with associates, and other state officials and the general public. Responds quickly to feedback and has the ability to articulate the position of the University on parking issues and concerns and establish a professional rapport with various individuals, offices, and agencies that will interact with the Parking Services Office in meeting the goals and objectives of serving the University community.
3. Sets high standards of personal performance of employees and has the ability to select, train, and supervise employees engaged in business operations. Demonstrate the ability to effectively direct the work of others; to plan, coordinate, and monitor daily work activities and achieve the desired goals that have been established. Must have the ability to organize and communicate priorities to the staff and provide opportunities for the staff to creatively solve operational problems.
4. Adheres to sound auditing principles and is able to plan and direct fiscal and business services. Utilizes a variety of analytical techniques to solve problems and plan budgets, financial reports, and manage the financial resources of the Parking Services Office.

B. Minimum Level of Formal Training

1. Graduation from a four-year college or university preferably with a major in business or public administration and five years administrative experience involving participation in the planning and management of a business or governmental program; or an equivalent combination of training and experience.
2. Formal education will not fully prepare an individual for entry into this position. Extensive administrative responsibilities on a college or university campus specifically associated with parking or police work is a necessary requirement.
3. No type of training and/or experience can be substituted for the formal education. It is essential in providing proper public administration and customer relationships and public interactions.
4. A license or certification is not applicable for the duties of this position.

Sample Position Descriptions

CITY OF SAN JOSÉ, CALIFORNIA

City of San José

PARKING MANAGER (1691)

CLASS PURPOSE

Under general direction, performs work of considerable difficulty managing a division of the Department of Traffic Operations involved in the planning, programming, design, operations, financing and maintenance of the City's parking system, including its relationship with Downtown development. Performs related work as required.

TYPICAL DUTIES AND RESULTS: (Any one position may not include all the duties listed, nor do the examples cover all the duties which may be performed.)

- Supervises and performs difficult administrative work in the preparation and implementation of a division's program and capital improvement budget; the preparation of revenue reports and monthly profit and loss statements; personnel management and training; and organizational planning.
- Plans, assigns, and directs a staff of professional, technical, clerical and maintenance employees engaged in operation, maintenance, and enforcement activities related to the City's parking system.
- Plans and directs scheduling and assignment of personnel; ensures the safety of assigned personnel; directs the assignment of work for, and the instruction, inspection, and evaluation of personnel; handles disciplinary action when necessary; interprets new laws, regulations, and directives to personnel.
- Coordinates and performs negotiation, development, administration, monitoring and evaluation of complex parking management contracts to include; facility operations, revenue control, equipment selection and operation, customer relations, and towing/abandoned vehicles.
- Designs financial plans and strategies for development of new parking facilities.
- Plans engineering and financial studies, directs collection of field data, analyzes data and prepares reports.
- Directs transportation engineering studies related to parking facility access, and impacts of parking facilities on vehicular traffic flow.
- Directs the supervision of staff in implementing enforcement programs in on-street and off-street vehicle parking, abandoned and junk vehicles.
- Oversees the development of marketing plans designed to attract new customers and increase parking facility utilization.
- Coordinates audits of parking facility operations and recommends annual rate changes and revenues to City Council.
- Performs parking studies and analysis of specific projects and special areas. Directs the evaluation of new products, the development of specifications, and the development of bid packages for future purchases.

- Approves plans, agreements, expenditures and other matters on behalf of the Director as assigned.
- Provides staff support to the Parking Advisory Commission.
- Represents the department on City boards and commissions and may represent the City on county, state and national committees.
- Maintains liaison with citizen groups, elected and appointed officials, public agencies, committees, consultants and private enterprises and the general public on the City's behalf.

Typical End Results Include: An effective city-wide parking program that maximizes parking revenues and minimizes program costs; the effective and efficient use of allocated resources; technical expertise and advice to City departments and Agencies; and the identification of capital improvement projects for funding.

DISTINGUISHING CHARACTERISTICS

This class is characterized by the overall administration of city-wide transportation and parking programs as compared to supervision and coordination of parking operations and facilities. The incumbent is responsible for managing a division concerned with the planning, development, operations, maintenance, regulation and access to city-wide parking facilities. This class differs from that of Parking Contract Coordinator in that incumbents of this latter class are responsible for managing day-to-day parking operations and facilities through negotiating and administering agreements and contracts.

QUALIFICATIONS

Minimum Knowledge, Skills and Abilities

- Knowledge of techniques involved in revitalization programs, and their relationship to parking and transportation programs.
- Knowledge of management and engineering principles and practices as they relate to parking systems.
- Knowledge of principles and practices of traffic and transportation engineering. Knowledge of principles and practices of management, personnel administration and training and contract administration.
- Skills in effective public relations.
- Ability to perform technical research requiring engineering data and reports. Ability to deal effectively and tactfully with other professionals, elected officials, contractors, consultants, and the general public.
- Ability to effectively supervise professional, technical, maintenance and clerical staff.
- Ability to communicate clearly and concisely, both orally and in writing.
- Ability to collect, compile, analyze and interpret data.
- Ability to conduct parking needs analysis and design parking management plans.

Competency Knowledge, Skills and Abilities

- Knowledge of laws, regulations and ordinances involved in the operation of parking facilities, contracts or concessions.
- Knowledge of business finance, accounting, and Urban Development programs. Knowledge of the practices of attaining state and federal grants.
- Knowledge of contract administration and preparation.
- Knowledge of elements of parking systems design and operations.

Training and Experience

Successful completion of a Bachelor's Degree from an accredited college or university in Public Administration, Business Administration, Engineering or related field and six (6) years of increasingly responsible professional analytical staff experience, including at least two (2) years of professional experience working in a public parking or municipal traffic/transportation program. Education may not be substituted for the required parking or traffic/transportation experience.

(Formerly Parking Manager)

(Formerly Administrator)
P01-1691.SPC

Sample Position Descriptions

CITY OF WEST HOLLYWOOD, CALIFORNIA

CITY OF WEST HOLLYWOOD, CALIFORNIA
CLASS SPECIFICATION

CLASS TITLE: PARKING OPERATIONS DIVISION MANAGER **CLASS CODE:** 22823
DEPARTMENT: TRANSPORTATION AND PUBLIC WORKS **FLSA STATUS:** E
REPORTS to TRANSPORTATION AND PUBLIC WORKS DIRECTOR **DATE:**

JOB SUMMARY:

- Assists the department director in managing all staff and department functions, including long and short range planning, budget development and staff management of an assigned division. Oversees, coordinates and manages various functions associated with parking services.

ESSENTIAL JOB FUNCTIONS: (All responsibilities may not be performed by all incumbents.)

- Carries out managerial responsibility in accordance with policies, procedures and applicable laws, including: interviewing, hiring and training staff; planning, assigning and directing work; establishing deadlines; appraising performance; rewarding and disciplining employees; coordinating, developing and approving staff training; and addressing complaints and resolving problems.
- Plans, coordinates, assigns, and monitors performance and coaches, counsels, mentors, trains, and advises employees in department for the dual goals of meeting department goals and employee career development; assists staff in the completion of assigned tasks.
- Researches, develops, interprets, communicates, and monitors policies, procedures, codes, standards, etc.; recommends improvement when necessary and writes/revises same.
- Manages the planning, acquisition and development of parking projects/facilities; coordinates functions with other City departments, public agencies, constituents, etc.
- Prepares work programs; identifies projects, funding needs and time frames.
- Determines methodologies, data, information resources and techniques to be utilized in researching and developing programs and policies.
- Directs the preparation of studies and reports related to division operations by developing proposals and recommendations and providing technical assistance.
- Plans long-range goals, objectives, management systems, organizational structure, and overall direction for the division; plans and implements short-term or annual goals, objectives, strategies, projects or programs to ensure efficient organization and completion of work.
- Coordinates division activities with other departments, divisions and/or outside agencies; responds to citizen inquiries.
- Serves as technical resource on division operations.
- Prepares and/or reviews complex reports and analysis utilizing a variety of software; receives, sorts, and summarizes material for the preparation of reports; relays and interprets administrative decisions, policies and instructions.

- Represents the City and/or serves as a liaison and/or member of various committees/teams and collaborates, persuades, presents reports to and negotiates with others outside own work area to coordinate efforts and maintain cooperative and efficient relations.
- Prepares reports and make presentations to various boards and commissions.
- Ensures quality standards and compliance with regulations are maintained.

IMPORTANT JOB FUNCTIONS:

- Develops and administers the division budget; monitors expenditures.
- Maintains and upgrades professional knowledge, skills, and development by attending seminars and training programs and reading trade and professional journals and publications.
- Interacts with a variety of high level individuals, both internally and within the community to provide information, disseminate departmental information and assist in resolving administrative issues.
- Follows up on inquiries from various agencies, groups, media, etc., regarding department programs and services.
- Disseminates a variety of information to various agencies, divisions, or departments via telephone, mail or FAX.
- Performs other related duties as assigned.

MATERIAL AND EQUIPMENT USED:

MINIMUM QUALIFICATIONS REQUIRED:

Education and Experience:

- Bachelor's degree from an accredited four-year college or university in a related field; and,
- Five to seven years of progressively responsible related experience; or,
- Any combination of education, training and experience which provides the required knowledge, skills, and abilities to perform the essential functions of the job.

Licenses and Certifications:

- CAPP Certification Preferred

KNOWLEDGE, SKILLS, AND ABILITIES:

Knowledge of:

- Applicable state, federal and local ordinances, codes, laws, rules and regulations and legislative issues.
- Administrative principles and practices, including goal setting and implementation.
- Administration of staff and activities, either directly or through subordinate supervision.
- Principles and practices of parking management.
- Principles and practices of public administration.
- Fiscal and budget processes, policies and procedures.
- Municipal contract management.

- Project management techniques.
- Human resources management.
- Correct English usage, including spelling, grammar, punctuation, and vocabulary.
- Internal departmental policies and procedures.
- City government organization and operations.
- External governmental bodies and agencies related to area of assignment.

Skill in:

- Planning, organizing, assigning, directing, reviewing and evaluating the work of staff.
- Selecting and motivating staff and providing for their training and professional development.
- Negotiating and resolving complex issues.
- Reviewing and assessing needs and analyzing data.
- Interpreting laws and legislation.
- Public speaking techniques.
- Using tact, discretion, initiative and independent judgment within established guidelines.
- Analyzing and resolving policy issues, office administrative situations and problems.
- Researching, compiling, and summarizing a variety of informational and statistical data and materials.
- Organizing work, setting priorities, meeting critical deadlines, and following up on assignments with a minimum of direction.
- Applying logical thinking to solve problems or accomplish tasks; to understand, interpret and communicate complicated policies, procedures and protocols.
- Communicating orally with internal staff, citizens, and other departmental staff in order to give and receive information in a courteous manner.
- Operating and maintenance of computer hardware/software.
- Operating and routine maintenance of general office machines such as copiers, facsimile machines, telephone systems, and paging systems.

Mental and Physical Abilities:

- Ability to read and interpret documents such as operation and maintenance instructions, procedure manuals, and so forth.
- Ability to delegate authority to staff.
- Ability to facilitate goal setting.
- Ability to establish and maintain effective working relationships with others.
- Ability to add, subtract, multiply and divide whole numbers, common fractions and decimals.
- Ability to analyze and resolve problems involving several variables.
- While performing the essential functions of this job, the incumbent is regularly required to sit; use hands to finger, handle, or feel objects; reach with hands and arms; speak and hear; and occasionally push, pull and/or lift up to 10 pounds.

Working Conditions:

- Work is performed in a normal office environment with little exposure to outdoor temperatures or dirt and dust.

- The incumbent's working conditions are typically moderately quiet, but may be very loud at some locations or during the completion of some functions.

This class specification should not be interpreted as all inclusive. It is intended to identify the essential functions and requirements of this job. Incumbents may be requested to perform job-related responsibilities and tasks other than those stated in this specification. Any essential function or requirement of this class will be evaluated as necessary should an incumbent/applicant be unable to perform the function or requirement due to a disability as defined by the Americans with Disabilities Act (ADA). Reasonable accommodation for the specific disability will be made for the incumbent/applicant when possible.

Sample Position Descriptions

THE WILMINGTON PARKING AUTHORITY

THE WILMINGTON PARKING AUTHORITY EXECUTIVE DIRECTOR – JOB DESCRIPTION

The Executive Director is the chief executive officer of The Wilmington Parking Authority reporting directly to the Board of Directors. The position entails total responsibility for all major disciplines of the Authority, including the development of parking garages and lots as well as the maintenance of programs, procedures, and systems.

I. General and Administrative Responsibilities

- Recommend goals of the Authority to the Board.
- Operate the Authority in accordance with all governing legislation and bond indenture restrictions.
- Negotiate labor, construction, and major repair and maintenance agreements
- Develop, issue, and supervise public bids
- Develop and administer Authority policies and procedures
- Prepare job function and descriptions
- Indirect supervision of hiring and firing
- Promote effective employee relations and training
- Direct supervision of the Director of Finance, the Director of Facilities Management, and the Director of Operations
- Indirect supervision of all office staff, superintendents, lot cashiers and maintenance staff and uniformed security contract staff
- Indirect supervision of all investments
- Supervision of bonding process
- Indirect supervision of preparations of budgets and forecasts
- Monitor the supply and demand of parking in the Central Business District (CBD)
- Recommend rate changes to the Board
- Attendance at all Board meetings
- Preparation of Board meeting agendas and reports
- Work with Board Committees
- Maintain effective relationships with Joint Venture partners and managed facility owners
- Represent the Authority to the press

II Off-Street Parking Responsibilities

- Management of Total program
- Feasibility assessment, planning, design, financing, and construction of facilities
- Indirect supervision of the assignment of personnel
- Indirect supervision of training of cashiers and maintenance staff
- Indirect supervision of facility maintenance and minor repair, construction, and maintenance agreements
- Indirect supervision of facility revenue collection and control
- Negotiation of security guard contracts

- Indirect supervision of uniformed security guards
- Promote a high level of quality assurance and customer satisfaction

III Management – Commercial Real Estate

- Negotiate retail leases
- Indirect supervision of retail space management

IV Government and Community Relations

- Foster good neighborhood contacts and consistent neighborhood relations
- Maintain effective relationships with elected officials, departments, and employees of the City of Wilmington, the State of Delaware, and New Castle County
- Maintain effective relationships with corporate customers, individual customers, other CBD
- Parking operators, merchants, corporations, WILMAPCO, the Riverfront Development
- Corporation, the Wilmington Renaissance Corporation, Visions, Amtrak, and SEPTA

CITY OF LONG BEACH, CA

Public/Government Affairs Manager




ALLIANCE
RESOURCE CONSULTING LLC

THE POWER OF PARTNERSHIP

CITY OF LONG BEACH, CA

Public/Government Aff

The City

Located on the coast of the Pacific Ocean between Los Angeles and Orange County, the City of Long Beach (population 487,000) is frequently described as a series of strong, diverse, interwoven smaller neighborhoods within a large city. *USA Today* has called Long Beach, the fifth largest city in California, the "most diverse city" out of the 65 most populous cities in the nation. Long Beach is proud of the depth of its integrated ethnic diversity. The City is home to residents of African American, Asian, Caucasian, Native American/Alaskan, Hispanic and Native Hawaiian/Pacific Island descents, as well as the largest Cambodian population outside of Cambodia.

Enjoying an ideal Southern California climate, Long Beach is home to an abundance of cultural and recreational opportunities. The Long Beach Convention Center, the International City Theatre, Aquarium of the Pacific, Queen Mary, the West Coast Hockey League's Ice Dogs, the annual Toyota Grand Prix of Long Beach plus a wide variety of other attractions serve to draw over four million visitors a year. The City is also home to California State University, Long Beach and Long Beach City College.

While Long Beach offers all the amenities of a major metropolis, the City has the added benefit of having maintained a strong sense of community and cohesiveness despite its growth. A superb climate, quality schools, a vibrant and revitalized downtown and wide variety of neighborhoods help make Long Beach one of the most livable communities in the country.

The Port of Long Beach, combined with the adjacent Port of Los Angeles, is the busiest on the West Coast; the volume of cargo tonnage handled make the combined port the nation's largest container facility and the second busiest in the world. The City also has its own full-service commercial airport which has become a favored travel-friendly alternative to other Southern California airports by offering preferred

flight schedules, carriers, and overall accessibility. In addition, Los Angeles' rail transit system, the Metro Blue Line, has numerous stops within the City and throughout the region.

Covering approximately 50 square miles, Long Beach is supported by a wide mix of industries with education, health and social services, manufacturing, retail trade, and professional services comprising the highest representation. Known for its livable and desirable neighborhoods, the City consists of more than 163,000 households. Thirty-two percent of the population is under the age of 20. The median family income is slightly over \$40,000, however, nearly 25 percent of families earn more than \$75,000 per year.

The City Government

The City of Long Beach is a full-service Charter City governed by nine City Councilmembers who are elected by district. The Mayor is elected at-large. Elected officials are subject to two four-year terms. Mayor Beverly O'Neill is Long Beach's first three-term citywide elected mayor. In November 2002, she was re-elected to an unprecedented third term as a write-in candidate. Just recently, Mayor O'Neill was named the "2004 Municipal Leader of the Year" by American City & County magazine. She also currently serves as the Vice President of the U.S. Conference of Mayors, and in June will assume the Presidency of the U.S. Conference of Mayors.

Elected officials also include the City Attorney, City Auditor, and City Prosecutor. The municipality is supported by a total budget of approximately \$1.8 billion, and FY 04-05 General Fund budget of \$373 million. Approximately 6,000 employees comprise the City's workforce with most represented by nine bargaining units.

In addition to all traditional municipal services, the City operates and maintains a world-class international deep-water harbor, a nationally recognized convention center, beaches and marinas. Long Beach is one of only three cities in California with its own Health Department and Energy



Public Affairs Manager

Department and the only city in California with its own Oil Department, which manages close to 2,000 oil wells.

Not unlike other municipalities, Long Beach is facing serious fiscal challenges. In 2002, the City forecast a \$102 million General Fund structural deficit. Working closely with the City Council and the community, Long Beach has developed and implemented an aggressive plan to address this issue. A Three-Year Financial Strategic Plan, adopted by the City Council in 2003, set the framework for eliminating the structural deficit. During its first year of implementation, the Plan was successful in reducing the deficit by \$41 million. The remaining \$61 million of the deficit will be eliminated through a carefully designed balance of cost reductions and revenue enhancements during the next two years.

The City Manager's Department

The City Manager's Department is responsible for the administration of all City departments with the exception of elected and appointed offices and commission-governed departments. The City Manager plans and directs the implementation of City programs in accordance with City Council policies, the City Charter, and the Municipal Code, and provides leadership for efficient and effective municipal services for the community.

The Position

The Public/Government Affairs Manager reports to the City Manager, and is responsible for providing and coordinating legislative and media relations for the City of Long Beach. The Public/Government Affairs Manager has oversight responsibility for the Public/Government Affairs team which includes the Public Information Officer. Specifically, the Public/Government Affairs Manager assists the City Manager, Assistant City Manager and Deputy City Managers by compiling information and providing background concerning legislation and government relations. He/She provides elected officials and management staff with timely information, analyses, technical assistance, and recommendations

regarding various legislative issues, public and internal communication projects and related intergovernmental activities.

The Public/Government Affairs Manager assists with directing legislative priorities and ensures that the City's legislative strategies are carried out by contracted legislative advocates.

The position is vacant due to the previous incumbent accepting a promotional opportunity.

The Candidate

Education and Experience

- Requires a bachelor's degree from an accredited college or university with a major in political science, public administration, journalism, communications or a related field. A master's degree is desirable.
- Five to seven years of intergovernmental relations and/or legislative experience, including experience in State, Federal and regulatory issues. Candidates should also be knowledgeable about the methods of providing information to the public and the media, and should also have demonstrated experience in writing and public speaking.
- Knowledge of a complex full-service municipal organization is preferred. Candidates should also have knowledge of the City's relationship with regional organizations such as the Gateway Cities Council of Governments, Southern California Association of Governments, the League of California Cities, and the Southern California Air Quality Management District.

Management Style and Personal Traits

The ideal candidate will be intelligent, able to think on his/her feet and able to quickly prioritize and shift priorities as needed. He/She should be politically astute but apolitical, able to establish relationships and work collaboratively as part of a team. The ideal candidate should be visible, responsive, dedicated, hardworking and accessible. This person should also be able to multi-task and coordinate legislative efforts on multiple fronts.