



Welcome to the City of Newport News

Where Great Things Are Happening

Waterworks Director Position Available - Apply by January 6, 2017



Located on the James River in southeastern Virginia and near the Atlantic Ocean, Newport News is a vibrant city where the world is at your fingertips. Business View Magazine recently recognized Newport News as a “Place Where Great Things Are Happening” based on the area’s ambitious projects and a booming manufacturing market.

The City is progressive and in 2010 was a gold winner at the National League of Cities’ 2010 Awards for Municipal Excellence. It is a community with much to offer in the way of entertainment, recreation, education, and travel. It is certain to continue to flourish.

The brilliance of Newport News is that there is always something for anyone. History aficionados can spend a lifetime here. The Mariners’ Museum (with over 32,000 artifacts, it is one of the largest maritime museums in the world and was designated by Congress as America’s National Maritime Museum), the Virginia War Museum, the civil war battlefields, and the U.S. Army Transportation Museum are all here. The Newsome House Museum & Cultural Center, Ferguson Center for the Arts, and the Lee Hall Mansion (one of the last remaining antebellum homes on the peninsula), will be a cultural treat for visitors. Nearby are Williamsburg, the Jamestown site, Yorktown battlefield, and historic Yorktown.

For outdoor enjoyment, Newport News Park boasts 8,065 acres, making it one of the largest city-run parks in the country. Over 180 campsites are offered, as well as 30 miles of trails, a 5.3-mile bike path, an archery range, a disc golf course, and 50 geocaches. An array of wildlife populates the forest (including deer, otter, fox, raccoon, and beaver), coupled with the park's lush forest, make it a well-known retreat. Another popular attraction is the Peninsula S.P.C.A. & Petting Zoo.

Another great attraction is the Virginia Living Museum, an open-air museum that features exhibits of Virginia's indigenous species. These exhibits include not only the botanical preserve and planetarium, but also an aquarium, aviary, and science center. A small boardwalk path further reveals bobcats, river otters, pelicans, and red wolves.

Newport News boasts a wonderful golf course – the Newport News Golf Club at Deer Run – and is home to half of the Kiln Creek Golf Club. Busch Gardens Theme Park is nearby in James City County and the associated Water Country USA is in York County.

Beautiful beaches are just a short trip away. Jogging, biking and hiking trails, and award-winning recreational opportunities dot the peninsula. You can hike on miles of trails through mature forests, meadows, ravines and tidal wetlands, or get out on the river yourself on a schooner or fishing charter. The area offers many opportunities for canoeing and kayaking. The Appalachian Mountains with their scenic beauty are within driving distance, as are many other natural attractions.

There is always something new to do or see in Newport News, whether that's a Broadway show, a civil war reenactment, a new exhibit at a local museum, an outdoor food and wine festival, or the annual One City Marathon. Multiple



sports facilities are offered, as well. The Hampton Roads MSA (of which Newport News is a component) is the fifth largest metro area in the southeast and has a population of 1.7 million. If you cannot find what you are looking for in Newport News, it is probably nearby. Additionally, it is 50 miles east of Richmond and just 150 miles from Washington, DC, and all its attractions.

Aside from the various activities and tourist attractions, Newport News is a great place to settle. The City is teeming with diversity and southern charm lingers. But it is also transient, with movement and opportunity. Its friendly neighborhoods and great access to resources and education make this community a thriving one.

The schools in Newport News are routinely recognized for their quality and, with student proficiencies rising every year. Deer Park Elementary was recognized this year as a National Blue Ribbon School by the U.S. Secretary of Education, and the school also earned the Board of Education Excellence Award. For the fifth year in a row, all five Newport News high schools were on Newsweek Magazine's list of the top public high schools in America. For higher education, nearby choices include the College of William and Mary, Christopher Newport University, Virginia Polytechnic Institute and State University, Georgetown University, and the University of Virginia.

An average single family home in Newport News has an assessed value of \$175,800. Homes closer to the water are available but more expensive, generally between \$400,000 to \$500,000. Of course, you can spend more. While land has been set aside for natural protection, recreational, and historical preservation, residential development has spread across the waterfronts and wooded areas, giving the housing market plentiful variety.

Newport News offers convenient travel options, including the Newport News/Williamsburg International Airport. The Norfolk International Airport is nearby and Richmond International is within reach. Miss Hampton II Cruises are available, as is access to an Amtrak station.

Outdoor activities, cultural enrichment and economic opportunity make this coastal city an ideal place to live,

work and play. It is a historic, vibrant community with much natural beauty. It is a place where anyone can thrive and succeed – the opportunities here are endless!

HISTORY

After the founding of Jamestown in 1607, Sir Thomas Gate and settlers began to clear land along the James River for plantations, which led the way for the establishment of Newport News. The City is named after Captain Newport, the captain of the Susan Constant, which was the lead ship that brought settlers to Jamestown. He also brought relief to the settlers after the Starving Time of 1610.

By 1619, Newport News was included in one of four corporations of the Virginia Company of London. For many years, it was a small rural area, largely focused on plantations and fishing.

Shortly after the Civil War, one of the partners in the construction of the Central Pacific Railroad, Collis P. Huntington, was recruited to help expand the Virginia Central Railroad. Under his guidance, it was extended first to the Ohio River and then down the Virginia Peninsula to Newport News (the latter portion was completed in 1881). By then, the railroad was known as the Chesapeake and Ohio Railroad. One of its goals was to bring coal from West Virginia through Hampton Roads (the largest ice-free port on the East Coast) to the world. To supply the necessary ships, Huntington developed Newport News Shipbuilding and Drydock Company, which became the world's largest shipyard. The result was a massive influx of workers and development to Newport News.

After the turn of the century, Theodore Roosevelt brought the company into the warship business, and the shipyard today still dominates that market.

In the last quarter of the 19th century, the City's original downtown area on the James River waterfront changed rapidly from a farm trading town to a new city. Development of the railroad terminal lead to coal piers and other harbor-related facilities. After World War II, automobiles and improved roads, along with the increase in industry, lead to retail and residential development to the west and north.

In 1958, Newport News merged with its neighbor, Warwick, and created the third largest city by population in Virginia. Other cities have grown a bit faster and it is now Virginia’s fifth most populous city.

DEMOGRAPHICS

Table 1: Newport News Demographics

2015 Estimated Population: 183, 000			
Distribution by Race		Distribution by Age	
Caucasian	50.7%	0 to 15	20.2%
African American	40.1%	15 to 25	16.8%
Asian	2.8%	25 to 45	28.1%
Two or More Races	6.4%	45 to 65	23.8%
Total	100%	65 to 85	9.5%
		Over 85	1.6%

Other Statistics		Median Age	
Hispanic (all races)	8.0%	Newport News	32.3
Poverty Rate	22.8%	U.S.	37.4

Educational Achievement (over age 25)	
High School or Higher	88.8%
Bachelor’s Degree or Higher	24.1%

Source: U.S. Census

CLIMATE

Newport News has hot, humid summers where temperatures can range into the high 90s, while during winters they generally fall to the low 30s. Snowfall is limited - 5.8 inches annually. The location generally has fair weather, as the City is south of the storms from the north and clear of the usual paths of hurricanes and tropical storms from the south.

GEOGRAPHY

Newport News is 25 miles long but very narrow. All told, it covers 120 square miles, 69 miles of which are land. The City is located on the western side of the Virginia Peninsula, bordering the James River. The City sits in an advantageous position where the James River meets the Chesapeake Bay. (See Figure 1.) It is part of the Hampton Roads metropolitan area (whose largest components are Chesapeake, Hampton, Norfolk, Newport News, Portsmouth, Suffolk, and Virginia Beach). Richmond is a little over an hour northwest, and Norfolk, Chesapeake, and Virginia Beach are south, across the water. Washington, DC, is three hours north, and Baltimore, MD, an hour further north.

Figure 1



COMMERCE

Newport News’ principal industries are shipbuilding, military, and aerospace. Its largest employer (with a workforce of over 22,000), is Huntington Ingalls Industries, Inc., an American Fortune 500 shipbuilding company originally founded in 1886. Newport News Shipbuilding is one of its two divisions and the largest industrial employer in Virginia. The facilities cover more than 550 acres adjacent to one of the great harbors on the east coast. Over the years, the Shipyard has built more than 800 ships, both naval and commercial.

Another large employer is the Riverside Regional Medical Center, which dates to 1915. Originally a single hospital, it

Table 2: Principal Employers, Newport News, VA

Employer	Industry	Employees
Huntington Ingalls Industries	Manufacturing	10,000–25,000
Newport News Public Schools	Education	1,000–5,000
Riverside Regional Medical Center	Healthcare	1,000–5,000
U.S. Department of Defense	Government	1,000–5,000
City of Newport News	Government	1,000–5,000
Ferguson Enterprises, Inc.	Wholesale	1,000–5,000
U.S. Departments of the Army and Air Force	Government	1,000–5,000
Canon	Electronics	1,000–5,000
Christopher Newport University	Education	1,000–5,000
Walmart	Retail	1,000–5,000

Source: City of Newport News, VA, 2015 CAFR

has since grown into a “flagship” regional medical center, with a wide network of affiliates throughout the region and that cover every aspect of healthcare.

THE GOVERNMENT

The City of Newport News was incorporated in 1986 and is an independent city (meaning while it is called a city, it has all the functions and responsibilities of a city and county and it is not part of a county). It operates under a Council/City Manager form of government. Two members are elected from each of three districts to serve on the City Council. The Mayor is elected at-large. All members serve staggered four year terms. The current City Council exhibits a range of experience. One member was elected in 1998, one in 2002, two in 2008, one in 2010, one in 2014 and the last in 2016. The Council is not subject to term limits. Its members are professional and treat each other with respect. They generally work well together and have a great deal of respect for city staff.

The City Council sets policy and appoints the City Manager, City Attorney and City Clerk. The Manager is the City’s Chief Executive Officer and is responsible for executing the policies and programs adopted by the City Council.

Newport News offers all the normal city/county functions as well as a few others. These include Code Enforcement, Corrections, Development, Fire, Health Services, Libraries, Parks and Recreations, Police, Public Works, Utilities and the standard support functions (Budget, Finance, Human Resources, IT and so on). As an independent city, but outside the Council’s direct control, lie the Courts (and related functions), Health, Workforce Development, Sheriff and Public Schools. The City has a general fund budget of \$478,798,000 and a total

budget of \$858,587,322. It has a staff of 3,665 (including part-time employees). The workforce is supplemented by over 350 citizens who serve on nearly 45 boards including planning, water, economic development, recycling and solid waste, parks and recreation.

THE DEPARTMENT

Newport News Waterworks is a regional water provider that services over 400,000 people in Hampton, Poquoson, Newport News, York County, and part of James City County. It is widely recognized industry as a progressive organization with a talented staff. For example, in 2016, in the category for Partnership for Safe Water, Newport News was one of four utilities to win the AWWA Directors Award for Distribution Program (Phase III).

The Waterworks Department is responsible for the management of the public water supply system, which includes river, fresh groundwater, brackish groundwater and reservoir sources; five reservoirs (Little Creek, Diascund, Skiffe’s Creek, Harwoods Mill, Lee Hall); two surface water treatment plants (Lee Hall and Harwoods Mill); one desalination plant and brackish groundwater wells. It also maintains over 133,700 water meters, 11,000

fire hydrants and 1,750 miles of transmission and distribution pipeline. On a daily basis, Waterworks treats and delivers approximately 34 million gallons (MGD) of water and addresses 750 customer calls related to water service. The Department is not responsible for wastewater collection or treatment.

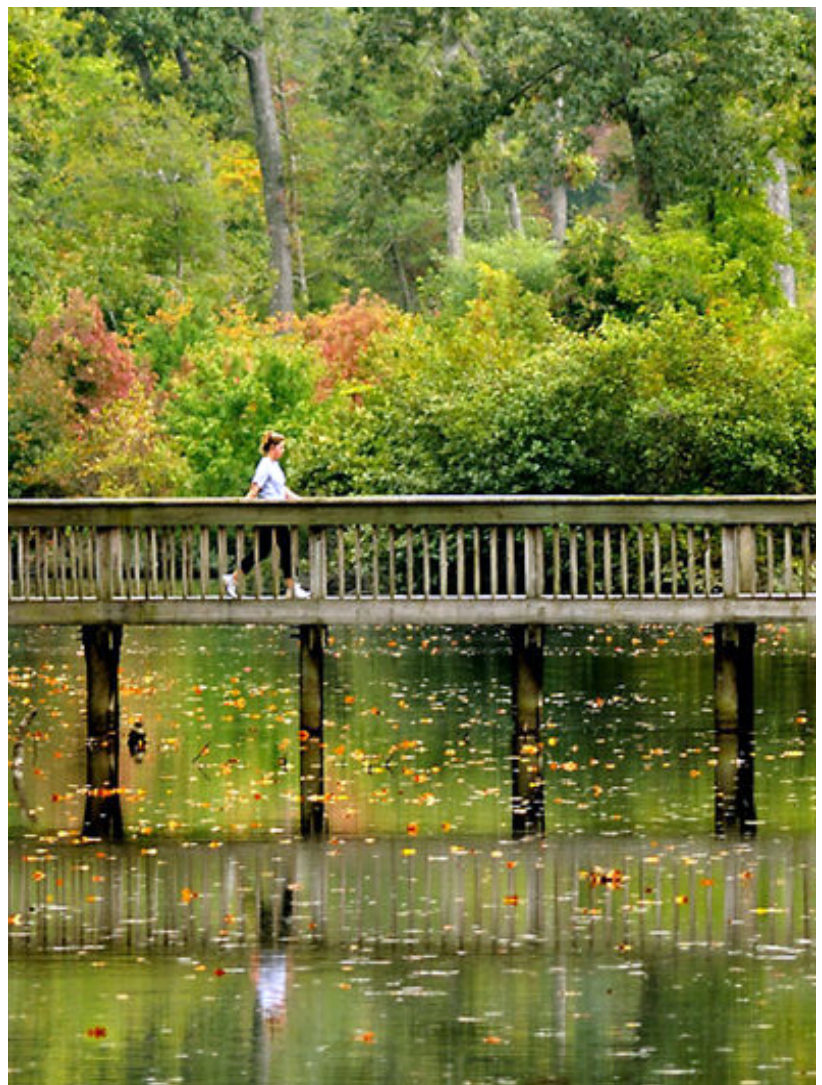
The Department has 352 employees who are divided into seven basic units. These include:

- Director's Office - 14 positions and a budget of \$1.35 million
- Distribution - 112 positions and a budget of \$8.68 million
- Facilities (primarily water treatment) - 73 employees and a budget of \$13.66 million
- Enterprise (meter reading, billing, customer service and accounting) with 52 employees a budget of \$4.41 million
- General Services (meter installation and maintenance, fleet, procurement and warehousing) - 51 employees and a budget of \$4.78 million
- Information Technology - 25 employees and a budget of \$4.96 million
- Natural Resources (manages watershed properties, perform forestry activities, etc.) – 25 employees and a budget of \$1.98 million.

The other major components of the budget are:

- Sundry (includes primarily pension, post-retirement benefits, contractual services, public utility taxes, permits and leases) – no positions and a budget of \$9.40 million
- Debt Service - \$18.49 million
- Capital Improvements - \$7.98 million
- IT Costs - \$7.13 million
- Indirect Costs - \$1.20 million
- Return on Investment / Payments in Lieu of Taxes - \$11.15 million

The Department does not have any unionized employees.



THE CHALLENGES AND OPPORTUNITIES

The Waterworks Department overall is an efficient and well-run organization. The infrastructure is relatively new, in good condition and well-maintained. The Department is financially sound and has a gradual rate increase program in place that is designed to avoid any future large, one-time increases to catch up with inflation. The engineers, technicians and other staff members within the organization are very talented. The primary challenge involves continuous assessment, looking over the horizon and planning for the future. The successful candidate will be able to strategically recognize potential threats and opportunities, and place the Department in the most advantageous position for success in the long run. A second challenge is to continue efforts to more fully integrate the Department into the overall operations of City government. Due to the revenue structure of the department, over the years, its self-sufficiency has caused it to become somewhat siloed from the rest of the organization. Ideally, the organizational culture will be adjusted to one that is more flexible - more willing to accept and embrace change. One additional significant challenge is related to the number of highly-experienced staff who are or will shortly be eligible for retirement. Working in conjunction with the City's overall philosophy of Selection and Recruitment, the successful candidate will strategically plan for talent replacement while preserving valuable institutional knowledge.

THE IDEAL CANDIDATE

The next Waterworks Director for the City of Newport News will continue the legacy of outstanding leadership and management. The ideal candidate will be a strategic partner with the City's senior management in order to take both the Department and the City to the next level. The individual will be confident, bold, tenacious, high-energy, positive, and proactive.

The City's management prides itself on innovation and forward thinking, and best of all believes in transparency. The City believes in communication across all levels, and senior management encourages, if not requires, honest and

open communication at all times, even if the information is not necessarily what they "want" to hear. The successful candidate will be an independent thinker and be willing to offer a differing opinion in an effort to make the best decision for the Department and the City. The next great leader of Waterworks will also be someone who, after all the options are presented and management has determined the course of action, will rally behind a program, philosophy or idea, maintaining a unified management team.

Desirable qualities of the selected candidate include the ability to make timely and difficult decisions, operate with integrity and honesty without exception as well as the ability to remain humble and willingly admit mistakes. A sense of humor will be a plus! The City is looking for a Director who can continue to move the Department forward by always looking for the best and most efficient ways to accomplish the Department's mission. This can be accomplished through continued analysis of established practices and procedures and assessing the day-to-day operations. He/she should also have a sense of urgency to achieve near-term goals while simultaneously laying the groundwork for the Department's long-term success.

The new Director must have outstanding communication skills, be adept at listening and approachable and easy to talk to. The individual will be someone who can communicate with people from all walks of life. The ideal candidate will be someone who can lead staff through challenges by effectively communicating the vision and then letting the employees utilize their expertise to navigate the changes. He/she will set expectations for the staff, effectively communicate those expectations and then step back and monitor progress. Accountability and customer service will be very important to the Director. He/she will delegate, mentor and develop staff. The individual will encourage creativity and boldness while also realizing not every great idea will be successful.

Knowledge of water treatment, distribution, measurement and billing is essential. Skill in management, budget preparation, customer service and strategic planning is an absolute necessity. Experience in intergovernmental relations will be a plus. The ideal candidate will have at least

ten years' management experience with directly related water utility experience preferred. A Bachelor's degree from an accredited college or university, in engineering (Civil, Environmental or Chemical), Business Administration, Public Administration or a related field is required. An advanced degree and/or professional registration is desirable. Experience in Virginia is preferred but not required.

COMPENSATION

The City does not have fixed pay ranges for executive positions. Rather it will offer a salary commensurate with the selected candidate's experience and qualifications. The last Director was hired at a salary of \$158,000. Benefits are excellent.

RESIDENCY

The Director is required to move into the City within one year of employment. A full relocation package is available.

HOW TO APPLY

E-mail your resume to Recruit43@cb-asso.com by January 6, 2017. Faxed and mailed resumes will not be considered. Questions should be directed to Colin Baenziger at (561) 707-3537 or David Collier at (772) 260-1858.

PRIOR DIRECTORS

Waterworks had a long term Director who retired after 20 years in 2013. His successor, unfortunately, left earlier this year for health reasons.

INTERNAL CANDIDATES

While there may be internal candidates, the City is committed to treating everyone equally and providing a level playing field.





CONFIDENTIALITY

Under Virginia law, the recruitment process may be kept confidential. As such, if a candidate requests, the City will keep the individual's application confidential. No candidate names will be released without the candidate's permission.

THE PROCESS

After the recruiting phase is completed, the City will conclude the process without further consulting assistance.

OTHER IMPORTANT INFORMATION

The City of Newport News is an Equal Opportunity Employer and encourages women, minorities and veterans to apply.

ADDITIONAL INFORMATION

For additional information about the City, visit:

<https://www.nngov.com/>

<http://www.newport-news.org/>

COLIN BAENZIGER & ASSOCIATES

EXECUTIVE RECRUITING