



Director of Human Resources Position Available — Apply by: **May 23, 2014**



City of Roanoke, VA

Population: 99,000

The City of Roanoke is rich in history, community spirit, and natural beauty. Its treasured national landmarks, engaging festivals and celebrations, award-winning cuisine, and world-class artwork and performances create an enjoyable lifestyle for residents. With a population of 99,000, the city has an incomparable mix of urban sophistication and

down-home charm. Roanoke is a National Civic League six-time All-America City and the largest city on the Blue Ridge Parkway. Roanoke has outstanding cultural resources. The city is home to numerous museums, galleries, and performing arts venues, including the Taubman Museum of Art and the Center in the Square. And the dynamic energy of its emerging technologies, combined with its stunning beauty and exceptional amenities, make it an inviting community.

Roanoke has an impressive array of amenities as well as an aggressive economic strategy to attract business development. The city strives for excellence in areas such as education, the environment, human development, and public safety. More than that, Roanoke offers a deeper appreciation of life through support of the arts such as orchestra, opera, drama, and visual art. The city's innovation and outstanding quality of life has been recognized across the country. In addition to its title as an All-America City, Roanoke has been recognized by the Center for Digital Government as a "Leading Digital City" 12 times, listed by Partners for Livable Communities as one of "America's Most Livable Cities," and boasts the League of American Bicyclists' prestigious Bicycle Friendly Community status.

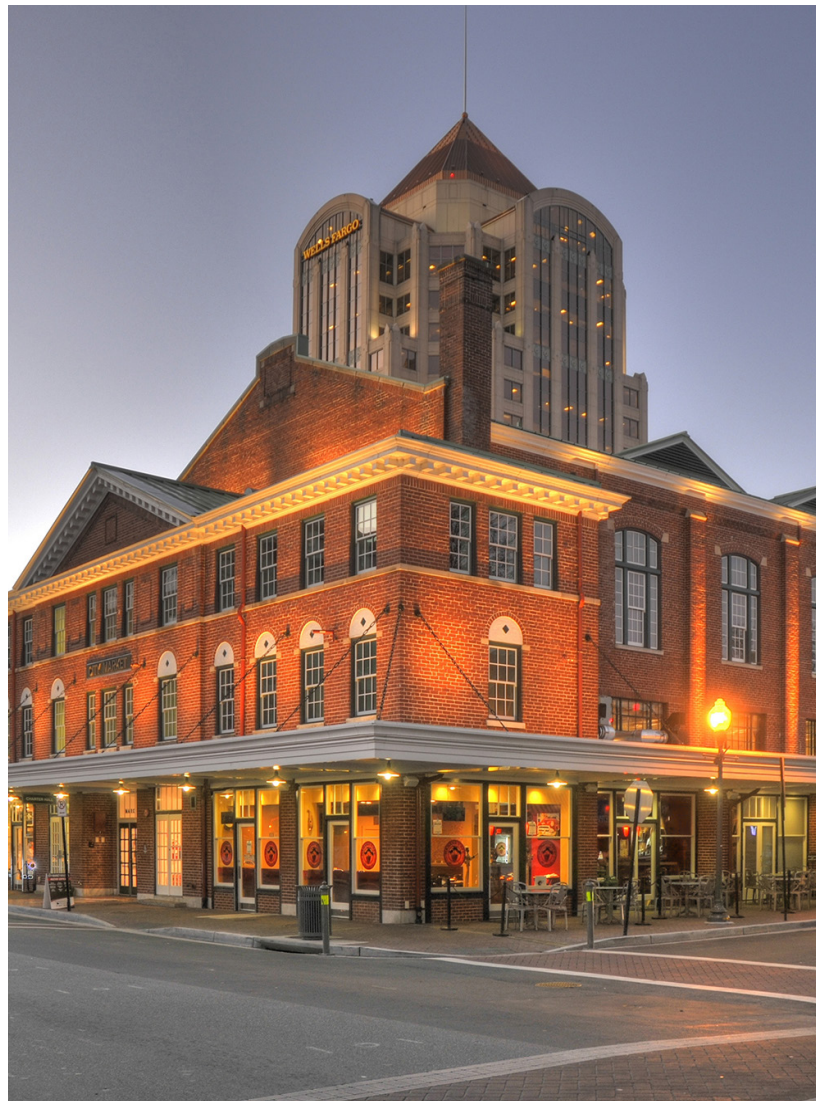
Roanoke's revitalized downtown core is the culmination of many years of hard work and cooperation between the public and private sectors—people who wanted Roanoke to continue to grow and thrive. One of the most iconic reclaimed structures downtown is the Roanoke City Market Building. Formerly a home to a brisk wholesale trade, it now houses local food vendors along with a popular top-floor community gathering space. The interior of the building was completely renovated in 2010, and continues to anchor the commonwealth's oldest continuously operating open-air market, known as the Historic Farmers' Market. Widely touted as the crown jewel of downtown, the market is a bustling, popular, year-round shopping destination.



Downtown living has grown exponentially over the past few years. Encouraged by low-interest loans, building code changes, and financial incentives to rehabilitate older buildings, individuals and developers alike are renovating vacant warehouses and turning the upper levels of office buildings into studio apartments, condominiums and upscale town homes.

In a region brimming with outdoor natural resources—mountains, streams, rivers, and trails—the city has made a concerted effort to ensure the health of this aspect of its downtown core with the renovation of Elmwood Park. As Roanoke's premier festival park, Elmwood annually hosts dozens of celebrations, outdoor concerts, and film showings each year. Roanoke also boasts five greenways, open-space recreational and environmental preservation corridors that provide miles of hiking and multi-use trails. These amenities link Roanoke's natural beauty to its charming neighborhoods and vibrant downtown.

The City has an excellent regional airport, outstanding healthcare and great opportunities for higher and continuing education, both within the City and in the surrounding area. All in all, Roanoke is a big city with a big heart.



Everyone knows everyone and, in this case, that is a very good thing. Roanoke not only is a premier city, but it has all the pieces in place and is well positioned to go to the next level.

The Roanoke Region is the center of a larger area encompassing 21 institutions of higher education. From liberal arts colleges to a prestigious research institution, the Roanoke Region has nearly 125,000 undergraduate and graduate students being educated for the future. The largest university in the greater Roanoke Region is Virginia Tech, a prestigious and internationally renowned research institution, with an enrollment approaching 30,000. As a leader in scientific and technological development, Virginia Tech has educated thousands of scientists and engineers as well as leading business professionals and academics. Other higher education institutions in the region include Roanoke College, Hollins College, Radford University, Washington and Lee University, VMI and Ferrum College.

From the live sounds of jazz, rock and blues, to house music on the dance floor, Roanoke has a diverse music scene filled with well-known acts and up-and-coming musicians. Downtown is host to performing arts centers like the Kirk Avenue Music Hall that provides a smaller, more intimate feel for music lovers. Venues such as the Jefferson Center host the Roanoke Symphony and Roanoke Ballet Theatre along with other national touring acts and musicians. Downtown is home to the prestigious Taubman Museum of Art as well as many other galleries and studios featuring talented regional artists.

The Center in the Square recently completed a total renovation. The Western Virginia Science Museum, the Western Virginia History Museum, Mill Mountain Theatre and four other organizations are located in the facility adjoining Roanoke's Downtown Market. By combining multiple cultural and educational attractions in a central downtown location, the Center in the Square has been a unique and decisive catalyst for downtown renewal and a focal point of the Roanoke community as well as an attraction for western Virginia and beyond. Vibrant cultural districts hold strong appeal to younger people whose skills are seen as essential to success and sustained growth. The Center is vital to education in western and central Virginia. The programs offered by its organizations bring special opportunities to students

offering hands-on learning experiences that broaden students' understanding and address student's differing learning styles.

In addition to friendly competition with friends and family over 18-holes on scenic mountain golf courses, residents and visitors enjoy Salem Red Sox Baseball at one of the most impressive ballparks in minor league sports. College sports are on the agenda, too, including Virginia Tech ACC football and basketball in nearby Blacksburg.

The outdoors combines breathtaking venues for water sports, cycling, climbing, hiking and fishing. Roanoke is minutes away from the Appalachian Trail. The Blue Ridge Parkway goes through the Roanoke Valley. In addition, Roanoke is home to Carvins Cove, a 12,463-acre natural reserve which is the second-largest municipally owned and managed park in the United States, and the largest east of the Mississippi River. Located just seven miles north of the City of Roanoke, the Cove contains more than 11,000 acres of both hardwood and mixed pine-hardwood forests, a 630-acre reservoir, plus more than 45 miles of multi-use trails for hiking, mountain biking, and horseback riding.

A vibrant core, rich history, economic opportunities, abundant outdoor activities, and exceptional cultural resources — these are the components that make Roanoke a place people want to call home. All in all, it is hard to find a friendlier, more desirable place than Roanoke and we invite you to apply to be its next Director of HR.

Geography

Roanoke is nestled in the mountains, but is by no means isolated. Located midway between New York City and Atlanta, over two thirds of the nation's population is within a 500-mile radius of the city. Roanoke and a few other small jurisdictions, form the Roanoke Metropolitan Statistical Area (MSA) with a population of approximately 300,000. Over 1,000,000 people use Roanoke for health care, transportation, employment, shopping and entertainment. In many ways, it is the perfect size. It is large enough to have all the amenities of a big city, but small enough to not have many of the problems. The issues it has are challenging, but manageable. The City is centrally located only 170 miles to Richmond, 235 miles to DC and 440 to Atlanta.

One of the more interesting features in Roanoke is the large neon white star at the top of Mill Mountain. It was erected as a Christmas decoration to shine over the City during the brisk holiday shopping season of 1949. What started as a commercial venture to promote holiday shopping became a well-loved icon for Roanoke, which has become known as the “Star City.” The star is also a component of the City’s brand image.

Climate

The City has four distinct, but relatively mild seasons. During the winter months, the high temperatures average in the mid 40’s with an average low around 30°F. Summer temperatures have average highs in the mid 80’s with average lows in the 60’s.

Commerce

Offsetting the declines of the 1950s has been the growth in recent years of the Carilion Clinic (currently with almost 8,000 employees) and the rise of many small businesses. Advance Auto Parts and Virginia Transformer Corporation (the nation’s leading transformer manufacturer) are headquartered in Roanoke, while GE and Toshiba both manufacture large drive systems in the City. Norfolk Southern is still a major employer and FreightCar America recently hired several hundred employees to build freight cars. Other significant employers include United Parcel Service, the Commonwealth of Virginia, Wal-Mart, Kroger and MW Manufacturers.

Roanoke’s downtown is also doing nicely. The residential component is returning as a number of older buildings have been converted to condominiums and apartments. Prices for these units are not inconsequential and can run as much as \$1,000,000 for a larger (4,400 square foot) unit. Another bright spot is the Virginia Tech-Carilion School of Medicine and Research located in the City. This public-private partnership leverages Virginia Tech’s world-class strength in basic sciences, bioinformatics, and engineering with Carilion Clinic’s highly experienced medical staff

and rich history in medical education. Virginia Tech-Carilion improves human health and quality of life by providing leadership in medical education and biomedical and clinical research.

The Government

The City of Roanoke is one of Virginia’s 38 independent cities. As such, it functions in much the same way a county would in Virginia and in other parts of the country.

The City has an elected city council composed of a mayor and six council members. The mayor is elected separately and all are elected in at large. They serve staggered four-year terms with elections in May of even number years. The Council Members are progressive and genuinely have the best interests of the City at heart. They all want a great city with great neighborhoods and great schools. They are collegial in discussing and conducting the business of the City. The result is that they are civil to and respectful of each other. They also like, respect and support city staff.

City employees are dedicated and serious about their work. Numerous City departments are accredited and/or have achieved a variety of awards and recognition. The City provides a wealth of training programs for its employees including basic orientation, diversity awareness, supervisory skills, leadership development and technology training. The City has a variety of formal policies and procedures that govern processes within the government. A conservative culture surrounds its practices pertaining to procurement, contracting, employment and internal controls.

Roanoke also has five constitutional officers: Clerk of Circuit Court, City Treasurer, Commissioner of the Revenue, Commonwealth Attorney, and Sheriff (who oversees the jail and court security – the City has a separate Police Chief who reports to the City Manager). The City follows the Council-Manager Plan of government although, in addition to the City Manager, the Director of Finance, City Attorney, City Clerk and the Municipal Auditor also report directly to the City Council. Finally, the City Council also appoints the School Board that oversees the operations of Roanoke City Public Schools.

The City provides all the services a county typically provides including building, economic development, emergency medical services, fire, housing and neighborhood services, human services, libraries, parking, parks and recreation, planning, police and public works. It also oversees city properties such as the Roanoke Civic Center and the Roanoke Market Building. Services it does not provide are water and sewer, which are



provided by the Western Virginia Water Authority.

Overall the City (not including the School Board) has approximately 1,675 FTEs. The General Fund FY 2013-2014 budget is \$260 million. Given the recent economic situation, the budget has been relatively stable. In fact, the City concluded the most recent fiscal year with a stable tax performance. While real estate tax declined, many of the City's other local taxes performed well for the year compared with the prior year. Approximately two-thirds of General Fund revenues are from local taxes, a quarter of the revenues from the State with the remaining from various fees and charges for services. Approximately \$74 million of the operational budget is allocated to the Roanoke City Public Schools, \$62 million to public safety and \$35 million to health and welfare. The City's five year capital improvement program totals \$124 million. Fund Balance has been relatively stable and increased to 10.9% at the end of the 2013 fiscal year. The City shares 40% of its tax revenues with Roanoke City Public Schools.

The Human Resources Department

The Human Resources Department is composed of 12 positions and is responsible for the human resources function for the entire city (including the departments overseen by the City Council and those overseen by the other Constitutional Officers). The HR Department's particular areas of responsibility are: recruitment, on-boarding, classification, compensation, benefits, employee relations, training, organizational development, testing for public safety and records management. The job application and payroll processes are currently automated and it is anticipated that the performance appraisal process will be automated within a few months.

Three technicians process the information that converges on the Department. Other staff members are the Director, a volunteer coordinator, a recruiter, two HR consultants

Director of Human Resources

(that work with the other departments on matters such as classification), an HR manager, an HR analyst (who handles the budget and systems) and an organizational development & learning coordinator responsible for training and organizational development, along with a p/t training specialist. Human Resources also oversees the City's clinic (which is operated by a third party).

Finally the Human Resources Director also serves as the City Affirmative Action Officer and as Secretary to the Personnel and Employment Practices Commission (the last resort for employees who are dissatisfied with decisions concerning grievances).

Challenges and Opportunities

The next Human Resources Director will inherit a strong department, a department that has excellent relationships with all the constitutional officers and departments. No significant new automation projects are anticipated and no major issues are on the horizon. As such the individual will have a solid foundation to build on and will be able to focus on the strategic interests of the City.

That is not to say, however, that the new Director will be able to coast. The City is implementing the Affordable Care Act and that in and of itself is a challenge. As a result, the City's benefit package will need to be examined carefully. Another area that needs some attention is the current compensation and classification system. It will need some review. Finally, the City wants to ensure it has a diverse workforce, one that reflects the City's population. Hence the Director will be expected to identify and implement programs that will reach out to those elements that are under-represented.

The Ideal Candidate

Roanoke is seeking a bright, proactive, dynamic and seasoned professional with experience in all aspects of human resources. The individual will not only be a leader but also a partner to the City's management team. He/she will be a problem solver with a track record of success in partnering to improve management/employee relations while optimizing resources. The director will be someone who can inspire the employees and take an organization to the next level. The individual will not be someone who spends all day behind a desk but will be someone who is involved and spends time with employees of both the HR

Department and the City as a whole. Being humble willing to listen and to act in a fair and even handed manner will be important to the Director's ultimate success.

Customer service will be a way of life and not just a catchy phrase. The Director will be proactive and achievement-oriented yet patient with a sense of humor. While the individual will realize that it sometimes takes time to get things done in local government, he/she will have a healthy sense of impatience. The individual will anticipate problems so they can be remedied before they become significant issues. He/she will be someone of high integrity and who is very straightforward while still being diplomatic. The ideal candidate will be as comfortable working with a day laborer as with a top level manager. Finally, he/she will set high expectations for his/her staff and hold them accountable.

Communications skills will be important. As such, the Director will be a strong writer and have outstanding verbal abilities – specifically, being able to explain complex concepts to everyone including senior decision makers as well as to junior laborers. As such, the ideal candidate will be a good listener and recognize its value in the communications process. Most importantly, the director will use those skills to keep both those he/she reports to and those that report to him/her fully informed.

Training, Education and Experience

The ideal candidate will have:

- Bachelor's degree from four-year college or university with major work in human resource management, industrial psychology, business or public administration.
- Eight to ten years of related experience and/or training in human resources.
- Considerable administrative management experience.
- Certification as SPHR preferred but not necessary.

Compensation

The starting salary range is \$85,000 to \$105,000. Benefits are excellent and the candidate will have a choice of defined benefit pension plan or hybrid defined benefit/defined contribution plan. A candidate, when evaluating the salary, should be aware that the cost of living is quite

a bit lower in Southwestern Virginia than in many other parts of the state and the country.

Residency

Residency within the city limits is required within one year of employment.

Confidentiality

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

The Incumbent

The current Human Resource Director will retire June 30, 2014. Since 1980 the City has employed five Human Resources Directors.

How to Apply

E-mail your resume to Recruit45@cb-asso.com by May 23, 2014. Faxed and mailed resumes will not be considered. Questions should be directed to Rick Conner at (915) 227-7002 or David Collier at (772) 220-4320.

The Process

Applicants will be screened during late May through June. Interviews are anticipated to be held in early to mid-July, 2014 with a selection shortly thereafter.

Other Information

Roanoke is a drug-free, smoke-free workplace and values diversity. As an Equal Opportunity Employer, we strongly encourage minorities and women to apply.

For additional information about the Roanoke, visit the following: www.roanokeva.gov and www.visitroanokeva.com.

COLIN BAENZIGER  ASSOCIATES
EXECUTIVE RECRUITING

Director of Human Resources

City of Roanoke, Virginia

