



Welcome to the City of Roanoke, VA

Director of Social Services Position Available - Apply by November 11, 2016



Estimated 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 center of brisk wholesale trade now housing 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 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 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 venues like The Spot on Kirk (that provides a smaller, more intimate feel for music lovers). Venues such as the Jefferson Center and the Berglund 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 in many regions. 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, and minor league professional ice hockey at the Berglund Center. 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 Social Services Director

GEOGRAPHY

Roanoke is nestled in the mountains, but is by no means isolated. Located midway between New York City and Atlanta within a 500-mile radius of over two-thirds of the nation's population, the City 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 over 8,000 employees located in the City) 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 is surrounded by Roanoke County, but is not in anyway a part of the County’s local government.

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 may occasionally differ on the best approach to achieve these ends but they are collegial and genuinely respectful of each other. They also 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 form of government although, in addition to the City Manager, the 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 and projects such as the Berglund Center and the Roanoke City 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 1,700 FTEs. The General Fund FY 2016-2017 budget is \$281 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 revenues continue to be stagnant, 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 \$80 million of the operational budget is allocated to the Roanoke City Public Schools, \$68 million to public safety and \$40 million to health and welfare. The City's capital improvement program will average approximately \$30 million annually for the next four years. The Fund Balance has been relatively stable and was 10.9% of the operating budget at the end of the 2016 fiscal year. The City shares 40% of its locally derived tax revenues with Roanoke City Public Schools.

THE SOCIAL SERVICES DEPARTMENT

The Department of Social Services (DSS) is composed of approximately 236 positions and is responsible for the Social Services function for the entire city. DSS is composed of three major divisions: Administrative Services, Benefit Programs, and Family Services. It also has a number of other minor functions. DSS's budget (excluding Medicaid, food stamps and Temporary Assistance for Needy Families) is approximately \$40 million of which 85% is reimbursed by the state of Virginia.

The Administrative Services Division (approximately 40 employees) is charged with ensuring the regulatory requirements that accompany the federal and state funding are met. By most standards, there are extraordinary processes and procedures to be followed, and reviews by external agencies are plentiful. That said, the Department does an exemplary job of meeting the requirements and audit findings have not been frequent or significant.

The Benefit Programs Division (approximately 90 employees) provides eligibility determinations and case management for public assistance programs such as food assistance (SNAP), medical assistance (Medicaid, Long Term Care, Auxiliary Grants), cash assistance (TANF, Refugee Cash Assistance, Title IV-E Foster Care), and energy assistance (Fuel, Cooling). Needy citizens are dependent on prompt and efficient delivery of these benefits to prevent potential need for increased services. In FY 2015, 33,600 recipients received \$33.1 million in SNAP benefits, 4,841 recipients received \$2.8 million in TANF benefits, and 31,771 recipients received \$178.5 million in Medicaid services.

The Family Services Division (approximately 80 employees) provides a wide variety of mandated and non-mandated core child welfare programs - prevention, child protective services, foster care (currently about 280 children) and adoptions, and supportive child welfare services such as court services and child care. The Department also provides adult protective services and adult services programs. Prevention and protective services programs explore potential abuse and/or neglect situations and services are provided as needed to address the safety and well-being of vulnerable children and adults. The Department also provides court ordered custody assessments and child care subsidies to low income families.

The Department's senior staff is excellent and very capable. DSS has a fulltime attorney (who is excellent) assigned to it from the City Attorney's Office to work through legal issues. Finally, the area overall is remarkably rich in terms of organizations that provide aid to those in need.

CHALLENGES AND OPPORTUNITIES

The next Social Services Director will inherit a very strong department. It is well run and widely recognized by the state, the federal government and the local court as a model department. In fact, the state is mimicking some of its programs. One of the reasons is the Department has strong monitoring tools and knows how to use them to measure outcomes. The result is a high degree of accountability. Thus, the DSS staff is outstanding. As noted, audit findings are rare and not significant (in comparison with other social services departments) when they do occur. For example, the most significant finding in a recent audit was some invoices were not date stamped.

That is not to say, however, that the new Director will be able to coast. The demands of outside agencies and of clients must be met and met in an exemplary way. Local and state systems (IT, personnel and bureaucracy) are not as nimble so implementing change, even on an experimental level, can be time consuming and challenging. Within the Department, turnover is relatively high in the first five years but very low thereafter. The issue with the first five years is new employees often find the real world of social services is not what they expected.

THE IDEAL CANDIDATE

Roanoke is seeking a bright, proactive, dynamic and seasoned professional with experience in all aspects of Social Services. The individual will be a leader first and foremost but also a very capable manager. Since it will be important that the individual work well with the community and with outside agencies including state and federal as well as local non-profits, outstanding communications skills will be critical. Being humble, willing to listen and to act in a fair and even-handed manner will be important to the Director's success. The City is also seeking someone who reacts well in critical situations. Remaining calm, cool and collected will be crucial.

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. 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 client as with an elected official or judge. Finally, he/she will set high expectations for his/her staff and hold them accountable.

The individual will have strong analytical skills and be a problem solver. Being decisive will be important. Issues, once identified, need to be studied and resolved quickly. While the environment is heavily regulated and prescribed, creativity will be a key to success. New problems



will constantly arise and being able to develop solutions quickly will be important. Ideally the selected candidate will be able to look over the horizon, anticipate potential problems, and then take action so that these potential problems never come to fruition.

The City is looking for someone who understands systems and their application as well as their limitations. The reason is the Department is very dependent on state mandated and local information systems. On the other hand, the selected individual will place a high priority on customer service and lead by example.

As noted 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. 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 & EXPERIENCE

The ideal candidate will have a combination of: (a) a Bachelor's degree from four-year college or university with major work in human services, business or public administration (Master's degree preferred); (b) eight to ten years of related experience and / or training in human services; and (c) considerable administrative management experience. It will be a plus if the individual has experience in both the government and non-profit sectors. Experience in social services in an urban area is another plus. Virginia experience is preferred but not mandatory. As noted, state law in Virginia is a little different. Having said that, the most recent director had been the social services director in a rural Maryland county before coming to Roanoke.

COMPENSATION

The City is targeting a starting salary range of \$100,000 to \$115,000 but may go higher for the right candidate. Benefits are excellent and the City has its own defined benefit pension 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 most recent Social Services Director retired after almost 13 years' service with the City as the Social Services Director. The Interim Director will not be applying.

HOW TO APPLY

E-mail your resume to Recruit35@cb-asso.com by November 11, 2016. Faxed and mailed resumes will not be considered. Questions should be directed to Colin Baenziger at (561) 707-3537 or Lynelle Klein at (425) 658-7025.

THE PROCESS

Applicants will be screened during late November through the end of December. Interviews are anticipated to be held during the first week in January 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
www.visitroanokeva.com

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