



DIRECTOR *of the* DEPARTMENT PROJECT IMPLEMENTATION

THE COMMUNITY

The City of Alexandria is located in northern Virginia and is bordered by the District of Columbia (Potomac River), and Arlington and Fairfax counties. With a population of approximately 160,000 and a land area of 15.75 square miles, Alexandria is the seventh largest city in the Commonwealth of Virginia. Alexandria is a unique, historic place that is experiencing substantial urban redevelopment pressures and opportunities as a result of a high market demand for urban living in a quality environment. The City is part of a large metropolitan area and the Nation's Capital, yet it has retained its historic character. The City is responsible for 561 lane miles of roads, 189 miles of storm sewer, 240 miles of sanitary sewer and nearly 350 miles of sidewalks and shared use paths and 575 acres of City parks. The City's transit services company, DASH, provides five million passenger trips per year. Alexandria is home to one of the largest percentage of bike commuters in the DC Metropolitan area and just 57% of residents get to work by driving alone, the 14th lowest rate of all U.S. cities.

The City is racially and ethnically diverse. Approximately one-quarter of the City's residents are foreign born. Students at the City's single public high school come from 88 different countries, and speak 69 different languages. Overall, African-Americans comprise approximately 22 percent of the residential population, Latinos constitute

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THE CITY OF ALEXANDRIA SEEKS A HIGHLY SKILLED PROFESSIONAL WHO IS AN OUTSTANDING LEADER AND COLLABORATOR

POSITION PROFILE

The Director of Project Implementation provides the overall leadership and strategic direction for the City's core infrastructure design and construction program as well as coordinating and planning complex, multi-departmental projects such as the implementation and the development of the new Potomac Yard Metrorail station and Waterfront Flood Mitigation Project.

Reporting to a Deputy City Manager, the Director plays a lead role in the development and implementation of the City's \$2 billion 10-year Capital Improvement Program. The Director is responsible for developing and implementing best practices in project management, cost estimating and project delivery. The Department of Project Implementation serves as a Center of Excellence in Project Management and Cost Estimating for the City, providing guidance and training to staff in multiple departments.

The Director leads a team of engineers in the department, supported by consultants where appropriate in the design and construction of

capital projects. The Department of Project Implementation guides the implementation of the CIP from conceptual idea through construction.

Many projects are high profile and involve considerable community engagement and interaction. The Director works closely with the community and supports a collaborative and transparent project management environment.

The Department of Project Implementation (DPI) provides project management support to multiple departments in infrastructure, utility and park projects as well as City-wide major capital projects.

Collaboration and inter-disciplinary teamwork are the expected norm for all projects.

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QUESTIONS?

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THE COMMUNITY, Cont'd.

over 16 percent, and Asians constitute almost 6 percent. Alexandria has one of the highest per capita incomes, and one of the highest higher education attainment levels in the United States.

Alexandria was founded almost 50 years before the District of Columbia. The City's Old and Historic District (which is the third oldest historic preservation district in the U.S.) and Parker Gray Historic District are preserved with oversight by architectural review boards, which regulate proposed exterior building changes. Historic landmarks include Robert E. Lee's boyhood home; Christ Church, where famous Virginia statesmen worshiped; and Gadsby's Tavern, a favorite meeting place of General Lafayette and President Washington. In addition to its historic sites, Alexandria includes a variety of attractions. One of the metropolitan area's largest concentrations of international restaurants can be found in Old Town. The Torpedo Factory Art Center, located on the City's waterfront, provides an opportunity for the public to meet more than 200 professional artists. The City's Farmers Market, at 261 years old, is the nation's oldest farmers market that has been meeting continuously at the same site, Market Square. The City's Del Ray/Rosemont areas offer beautiful tree-lined streets, eclectic shops, and various annual community events. The City's West End is filled with vibrant neighborhoods and will be the site of a new Landmark Center, which will serve as a major residential, shopping, and dining attraction in the area.

Alexandria is home to over 12,000 thriving businesses and organizations, which includes a large representation of technology companies, the fourth-largest concentration of professional and trade associations in the country, the United States Patent and Trademark Office, The National Science Foundation, and a tourism industry that hosts 3.5 million visitors and brings in over \$800 million in visitor spending each year. A one million square foot Virginia Tech Innovation Graduate Campus is currently under development in Alexandria.

POSITION PROFILE, Cont'd.

The Department of Project Implementation works to support the overall strategic direction of the City in promoting an attractive urban environment that reflects the City's history and provides a well-functioning infrastructure. Staff works to efficiently implement all capital projects assigned to the department in accordance with local, State and Federal requirements.

The ideal candidate must have an unblemished record of ethical and professional conduct that can withstand intense public scrutiny, as the City's highly engaged citizenry are invested in these complex projects. The Director of Project Implementation must be able to handle criticism and controversy. He/she should have a clear and open communication style, excellent listening skills, ability to negotiate in the public interest and balance conflicting interests, and capable of handling the pressures of managing the trade-offs in an environment with many competing stakeholders. The candidate should be adept at developing creative approaches to complex issues.

The Director of Project Implementation will be expected to practice an open, flexible and adaptive style of management and to work collaboratively with peers as well as the Department's employees to foster a work environment that motivates individuals to excel and to produce results consistent of that of a high performance organization. This person must be a mentor and a developer of departmental employees, sharing information as appropriate and managing through others in order to accomplish the Department's and the City's objectives. He/she must be sensitive to continuing to grow the diversity of the Department and its management/professional ranks. The new Director must be able to build strong working relationships within and across departments with the City's management team, the Mayor and Council, the citizens, businesses and the community.

CANDIDATE PROFILE

The ideal candidate will be an experienced project management professional and administrator with outstanding strategic thinking, interpersonal, organization, negotiation and leadership skills. She/he must possess a thorough understanding of the best practices in civil engineering and infrastructure capital project delivery. It is expected that the person selected will also have extensive knowledge and experience in design and construction management. It is desired that the person selected have knowledge and/or experience in land use planning.

The Director must be collaborative with the community and with other departments when decisions are being formulated and disputes are being settled, but be committed to making difficult decisions, including when consensus is not achievable. The selected candidate will need to be skilled in delegating responsibility and in managing through others, in that the sheer volume of issues and capital projects planned and implemented mandates that management practice.

He/she will need to be a clear communicator and able to grasp and articulate to different audiences the issues, thinking and community benefits behind proposed project recommendations. The person hired for this position will need to be courageous and willing to speak their thoughts when the prevailing opinion may be running counter to those thoughts. The successful candidate will need to be committed to a non-traditional work schedule, largely to accommodate frequent evening meetings.



HIGH-PRIORITY ISSUES

The following is representative, albeit not a comprehensive listing, of the challenges and opportunities the new Director of Project Implementation will face in the first 18 months on the job:

- Implementation of a \$320 million Design/Build infill Metrorail station at Potomac Yard in coordination with Washington Metropolitan Area Transit Authority.
- Design and implementation of \$50 million Waterfront Flood Mitigation project.
- Design and construction of up to \$100 million in state mandated new or improved storm water facilities.
- Design and construction of a \$130 million Bus Rapid Transit Corridor “C” in the West End of the City.
- Design and construction of a \$10 million municipal fiber optic network, connecting 90+ sites throughout the city.
- Design and construction for a number of smaller capital projects ranging from on-street ‘Complete Streets’ transportation projects to drainage and pedestrian/bicycle bridges.
- Implementation of Project Management best practices to improve project outcomes with respect to budgets, schedules, changes orders and claims.
- Implementation of use of alternative project delivery methods including Design/Build and Public Private Partnerships.
- Innovating so as to improve the breadth and effectiveness of the City’s civic engagement efforts with respect to capital project implementation.



ORGANIZATION

Alexandria has had a strong tradition of self-government since its founding in 1749. It is an independent city (Virginia cities have no county affiliation) and derives its governing authority from a Charter granted by the Virginia General Assembly. Virginia is a Dillon Rule state, which means that local governments have only the authority expressly granted to them by the Virginia Constitution or by the Virginia General Assembly in the City Charter or in general law.

The City adopted the Council-Manager form of government in 1922. The governing body of the City is the City Council, which formulates policies for the administration of the City. The City Council is composed of a Mayor and six Council Members elected at-large, on a partisan basis, for a three-year term (not staggered). The Mayor is chosen on a separate ballot and presides over sessions of the Council. Legislative sessions of the City Council are held on Tuesday evenings twice per month except in July and August. Public hearings, which focus largely on land use and development decisions, are held on one Saturday per month when Council is in session, allowing citizens an opportunity to speak on matters that concern them, especially relating to land use. Civic engagement is highly valued by residents and the City government. In addition, there are 77 City Boards and Commissions with Council-appointed citizen representation. These bodies compose a formal system through which citizens can advise City Council on major issues. Boards and commissions are

responsible to City Council, and appointments are made by Council at their regular legislative meetings.

The Alexandria City Council operates under the Virginia Freedom of Information Act, which prohibits closed sessions of the Council except for specific matters regarding personnel, pending litigation and land acquisition. Accordingly, nearly all sessions of the City Council are open to the public, where citizens actively participate in public hearing discussions.

The City Council appoints the City Manager who serves as the City’s Chief Executive Officer. The City Manager has appointment and removal authority over department heads and other employees of the City. The City Manager is responsible for implementing the policies established by the City Council. The City provides a comprehensive range of municipal services including: land use planning, education, health, welfare, housing and human services programs; public safety and administration of justice; community development, recreation, library, consumer assistance, cultural and historic activities, and transportation and environmental services. The City budget provides for approximately 2,400 full-time employees, excluding school employees. The City of Alexandria’s Fiscal Year (FY) 2019 approved All Funds Operating Budget is \$917.6 million. The FY2019 – FY2028 approved Capital Improvement Program (CIP) is \$2.2 billion.

ABOUT THE DEPARTMENT OF PROJECT IMPLEMENTATION (DPI)

The Department of Project Implementation (DPI) is comprised of 24 highly knowledgeable and experienced staff including 10 licensed professional engineers. The Department of Project Implementation has an annual operating budget of \$3.3 million and plays a lead

role in the implementation of the City’s \$2 billion 10-year CIP program. Many of the department’s projects are complex in nature and must comply with strict regulatory requirements.

EDUCATION & EXPERIENCE

Qualified candidates will have a Bachelor's Degree in civil engineering, public administration or a related field; five years of experience in the design and construction field at a level equivalent to a division chief; and at least three years of senior supervisory experience. Candidates possessing an undergraduate engineering degree and a Master's degree in one of the aforementioned academic disciplines will be viewed favorably. If the selected candidate is an engineer, possession of, or ability to obtain within six months of hire (or at the next available testing date) a VA Professional Engineers License (P.E.) is desirable. It is desired that the selected candidate have extensive experience in complex construction in locations similar to Alexandria and in proactive civic engagement. The selected candidate should also have a proven track record of successful implementation of best practices in project management and experience in alternative project delivery methods. The individual backgrounds of candidates will be reviewed and the combination of experience, education and training may be considered.

COMPENSATION & BENEFITS

The salary for this position will be negotiable and commensurate with the background and qualifications of the successful candidate. The City of Alexandria has a highly competitive executive benefits package which includes: annual leave, holidays, and sick leave; a defined benefit retirement plan; health insurance, dental plan, life insurance, and long-term disability insurance; optional deferred compensation retirement plan; credit union membership; employee discount programs, optional sick leave bank; and an employee assistance program.

APPLICATION & SELECTION PROCESS

Interested and qualified candidates, please submit your resume online at alexandriava.gov/Jobs.

Interested applicants are strongly encouraged to apply. Applications will be screened against criteria outlined in this brochure. Interviews will be offered by the City Manager's Office to those candidates named as finalists, with reference checks, background checks and academic verifications conducted after receiving candidates' permission.

For more information, please contact:

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Finalist will be subject to a thorough background check after receiving a conditional offer of employment.

