



CITY OF ALEXANDRIA,  
VIRGINIA



DIRECTOR  
DEPARTMENT OF COMMUNITY AND HUMAN SERVICES



# Director – Department of Community and Human Services

## The Opportunity

The City of Alexandria is an innovative, progressive and dynamic organization that continually strives to meet the changing needs of its residents. The next Director will lead and manage a strong Community and Human Services Department. The ideal candidate will be a confident, strong, energetic, assertive and ethically sound leader who can provide a vision for the Department, be a strong team builder and engender loyalty among staff.

## 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 140,000 and a land area of 15.75 square miles, Alexandria is the seventh largest city in the Commonwealth of Virginia, and one of the most densely populated in the United States.

Alexandria is unique—an historic place which keeps pace with the modern world. The City is part of a large metropolitan area and the Nation's Capital, yet it has retained its historic character. About one-quarter of the town's 15 square miles has been designated as a national or local historic district. Thousands of buildings in these districts are monuments to the past, while being actively used by citizens for homes, businesses and museums.

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 over 16 percent, and Asians constitute almost 6 percent.

Alexandria was founded almost 50 years before the District of Columbia. Its Old and Historic District and Parker Gray Historic District are preserved with oversight by architectural review boards, which monitor and review 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 Lafayette and President Washington.

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 associations in the country, the United States Patent and Trademark Office (PTO), and a tourism industry that hosts nearly 3.3 million visitors and brings in over \$700 million in visitor spending each year.

Alexandria's unemployment continues to improve and, as of January 2013, the rate had decreased to 4.5 percent. Alexandria's rate continues to be lower than Virginia's rate of 5.6 percent and the national rate of 7.6 percent.

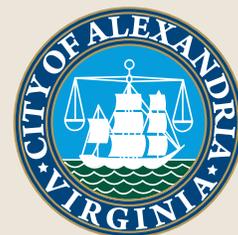
## The City Government

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 their 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 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.

The City provides a comprehensive range of municipal services including: 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, environmental services and planning.

The City budget provides for approximately 2,400 full-time employees, excluding school employees. The City of Alexandria's FY2014 approved General Fund Operating Budget is \$624.8 million. The FY2014-FY2023 approved Capital Improvement Program (CIP) is \$1.23 billion and includes funding for the Potomac Yard Metrorail Station. Funding is included for: the protection of the City's investment in existing physical assets, including maintenance, upkeep and renovation; the planning, construction or purchase of major new facilities and properties; and the City's Information Technology Plan.



# The Department of Community and Human Services

In 2011, the Department of Mental Health, Mental Retardation, and Substance Abuse (DMHM RSA), the Department of Human Services (DHS), and the Office on Women (OOW) merged into one agency: the Department of Community and Human Services (DCHS). The goal of the reorganization was to bring together the City's social safety net programs under one organization to facilitate better coordination of services, improve access to services, and enhance the experiences and outcomes of persons served. As a result of the consolidation the DCHS is now the City's largest single department with a total All Funds budget of \$89.4 million and 579.8 full-time equivalents (FTEs) in FY 2013.

The department has been organized into the following three centers: 1) Adult Services (CAS); 2) Children & Families (CCF); and 3) Economic Support (CES); along with Administrative Services (Admin) and the Office of Strategic Initiatives and Communication (OSIC), which manages human resources, planning, women's issues, Alexandria's Fund for Human Services and communication and outreach to the Alexandria community.

The three programmatic centers (Adult Services, Children & Families, and Economic Support) are responsible for providing vital social safety net services to Alexandria's residents. By merging programs from three different departments the City will serve clients who would have previously received services from providers in different departments under one organization. This change will eliminate inefficiencies and decrease any duplication of efforts. In addition, bringing together human services professionals with expertise in similar areas (e.g., children or adults) will create more opportunities for the City to better align the services it provides to residents.

The Center for Adult Services encompasses mental health, substance abuse and intellectual disabilities services for adults, jail services, and emergency and crisis response services from the former DMHM RSA along with aging and adult services from the former DHS.

The Center for Children and Family Services encompasses treatment and prevention services from the former DMHM RSA, domestic and sexual violence services from the former OOW and child welfare, Comprehensive Services Act (CSA), early childhood development, and youth services from the former DHS.

The Center for Economic Support provides programs and services for Public Benefits, Community Services, and Employment and Training. Services include the following programs: Homeless Services, Rent or Mortgage Assistance, Supplemental Nutrition Assistance Program (SNAP), Temporary Assistance for Needy Families (TANF), and JobLink.

The DCHS has a central administrative unit entitled Administrative Services. It is tasked with providing leadership and management support to the three programmatic centers. Examples of department-wide support functions provided by Administrative Services include fiscal oversight of the

Department's \$89.4 million budget (which includes \$38.5 million in grant and special revenue), management of numerous facilities, and IT services.

## Director Distinguishing Characteristics

This is executive level work formulating and coordinating the delivery of human services to the city of Alexandria and directing the Department of Community and Human Services. Work involves the development of human service policy and directing the activities and functions of DCHS, including program planning, development, operation, contracting, budgeting and evaluation consistent with the goals of the City and State. The incumbent collaborates with state officials, the City Manager, Mayor and Council, the Community Services Board and other community groups to deliver programs to serve low income families, children and youth, the elderly, persons with disabilities and their families, and those in need of mental health, addiction or emergency/crisis services. The primary emphasis is upon the formulation and execution of broad policies and coordination of the work within the department and with other departments and agencies. General direction is exercised over specialized public functions and operations through professional and technical division heads. Work performed is subject to general direction of the City Manager; and independent judgment is exercised on administrative aspects of the work. Outcomes are measured in terms of achieving the City's strategic goals for human service.

## Illustrative Examples of Work

- Establishes the mission and direction for the Department by conducting periodic environmental scans and requesting stakeholders for assessment of needs;
- Creates and fosters a culture within DCHS that is strategic, accountable, creative, and committed to service excellence.
- Initiates and coordinates development and implementation of DCHS and City Council Strategic Plans, Accessibility Plan, Risk Management Plan, Corporate Compliance Plan, and Cultural Competence and Diversity Plan and monitors nine affiliated boards and commissions.
- Promotes value and achievement of outcomes in the programs and services offered by reviewing performance of program centers and administrative offices and setting departmental operational policy and procedures.
- Leads program of ongoing performance improvement by preparing/approving, revising, and accepting proposed standards for program performance, level of service, cost and outcome measurement.
- Ensures financial solvency of the Department by reviewing, approving, or changing budget proposals and planned expenditures; negotiates agreements with State and legal agencies of mutual interaction or client relationships; represents the department in negotiations with contractors; oversees preparation of requests for proposals, review of responses, selection, and evaluation of vendors.
- Advocates for the needs of persons served by working with other City department heads and by generating legislative suggestions and proposals for consideration by affiliated boards and commissions, City Manager, and City Council.

# Director – Department of Community and Human Services

- Develops and implements effective communication strategies including quarterly and annual reports, responses to City Council or City Manager, reports to affiliated boards and commissions, citizens, and State authorities.
- Ensures compliance with insurance and risk management requirements by preparing and overseeing licensing and accrediting reviews, and reviewing compliance with State, Federal, and local regulations.
- Represents the City on regional and State committees focused on DCHS functions.
- Performs related work as required.

## Essential Knowledge, Skills and Abilities

- Comprehensive knowledge of the principles and procedures of programming for mental health, intellectual disabilities, substance use, social service, and employment programs, including the various levels of care;
- Comprehensive knowledge of the principles and practices of public health-related programs;
- Comprehensive knowledge of research methods and techniques;
- Thorough knowledge of public administration and supervision;
- Thorough knowledge of the principles and practices of budgeting;
- Ability to evaluate services and to implement and recommend improvements;
- Ability to speak effectively before agency and community groups;
- Ability to write effectively and prepare complex reports;
- Ability to collaborate with lay and professional groups and maintain effective working relationships;
- Ability to interpret policy direction and to plan and analyze program needs;
- Ability to supervise others;
- Ability to relate to clients as individuals with special needs and to create an environment supportive of these clients.



## Education and Experience

### Minimum Requirements:

Four-Year College Degree in psychology, sociology, social work, behavioral health or other related courses and five years of progressively-responsible, upper-management experience administering a medium-to-large size behavioral health, social or human services or developmental disability division, program or agency and five years of experience of an increasingly responsible nature in public and/or health administration, some of which shall have been as a manager in one or more of the service functions provided by the Department of Community and Human Services; or any equivalent combination of experience and training which provides the required knowledge, skills and abilities.

### Preferred Requirements:

Master's Degree in Social Work, Psychology, Public Administration, Government Operations, Behavioral Health, or a similar program and extensive experience (at least 10 years) of an increasingly responsible nature in public and/or health administration, some of which shall have been as a manager in one or more of the service functions provided by DCHS; and completion of academic courses in clinical psychology, mental health and intellectual disabilities health care management; or any equivalent combination of experience and training which provides the required knowledge, skills and abilities.

## How to Apply

Apply online at [www.alexandriava.gov/Jobs](http://www.alexandriava.gov/Jobs).

Please apply for this position by September 30, 2013. All applications are date/time stamped and must be received by 5:00 p.m. on the closing date in order to be eligible for review. Applications received after the closing date will not be considered unless the position is re-advertised.

For questions and inquiries, contact Steven J. Mason, Human Resources Assistant Director, at 703.746.3772.

*The City of Alexandria is an equal opportunity employer with a commitment to affirmative action.*

## Americans with Disabilities Act

This class specification provides a generalized representation of positions in this class. It is not intended to reflect essential functions pursuant to ADA, nor is it intended to list every specific function and task of this class title. A job class may also have a medical standard associated with specific physical or mental requirements that must be met.