The City of Alexandria, Virginia seeks a *proven* transportation, environmental systems management and public works *visionary* who is an outstanding *innovative leader* and *collaborator* to serve as the next...

Director of *Transportation & Environmental Services*

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. 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. 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.

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 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 (USPTO), and a tourism industry that hosts nearly 3.3 million visitors and brings in over $700 million in visitor spending each year. A new headquarters for the National Science Foundation and its 2,100 employees is currently under construction in Alexandria.

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 is an active participant in regional agencies such as the Washington Metropolitan Council of Governments and its Transportation Planning Board, the Washington Metropolitan Area Transit Authority, the Northern Virginia Transportation Commission, the Northern Virginia Transportation Authority, the Northern Virginia Regional Commission and the Northern Virginia Regional Park Authority.

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) 2015 approved All Funds Operating Budget is $756.21 million. The FY2015-FY2024 approved Capital Improvement Program (CIP) is $1.23 billion.

The Department of Transportation & Environmental Services (T&ES) is comprised of 212 highly knowledgeable and experienced staff. It has earned accreditation by the American Public Works Association. T&ES manages 432 miles of storm and sanitary services and provides refuse and recycling services to 20,000 households. Transportation & Environmental Services has an All Funds annual operating budget of $45 million, annual transit funding of $52 million, and a 10-year CIP Plan totaling over $800 million in transportation capital investments.

POSITION PROFILE

The Director of Transportation & Environmental Services provides the overall leadership and strategic direction for the City's transportation and infrastructure planning, environmental systems management, and public works development and maintenance.

Reporting to a Deputy City Manager, the Director organizes and directs street, transit, pedestrian, bicycle, sewer infrastructure planning; maintains City streets (including snow removal), sidewalks, waterways, storm and sanitary sewers, bridges; provides refuse collection, disposal and recycling services; manages air, noise, water quality issues; oversees the provision of transit services; maintains traffic signs and signals; reviews and oversees private sector development related infrastructure; plans for street, highway, transit, pedestrian, bicycle, storm sewer and sanitary sewer, and bridge infrastructure.

The Director of Transportation & Environmental Services operates with considerable independence while operating within the City's adopted Strategic Plan, comprehensive Transportation Master Plan; Pedestrian and Bicycle Master Plan; Sanitary Sewer Master Plan; small area land use plans, as well as elements of other adopted plans. The Director has the authority to make determinations regarding permitting, parking and taxi regulations and must be thoughtful, judicious, and well-reasoned in the exercise of that authority. Transportation & Environmental Services is a key City staff agency in the development and collaboration to craft transportation and infrastructure recommendations in relation to land use development cases. This includes a very close working relationship with the City's land use planners. There are many inter-departmental teams within the City government that the

Transportation & Environmental Services staff participates on, as collaboration and inter-disciplinary teamwork are the expected norm.

The ideal candidate must have an unblemished record of ethical and professional conduct that can withstand intense public scrutiny, as transportation is one of the highest profile issues that the City government handles. This is in part due to a highly engaged citizenry who are interested in transportation issues; the Director of Transportation & Environmental Services 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.

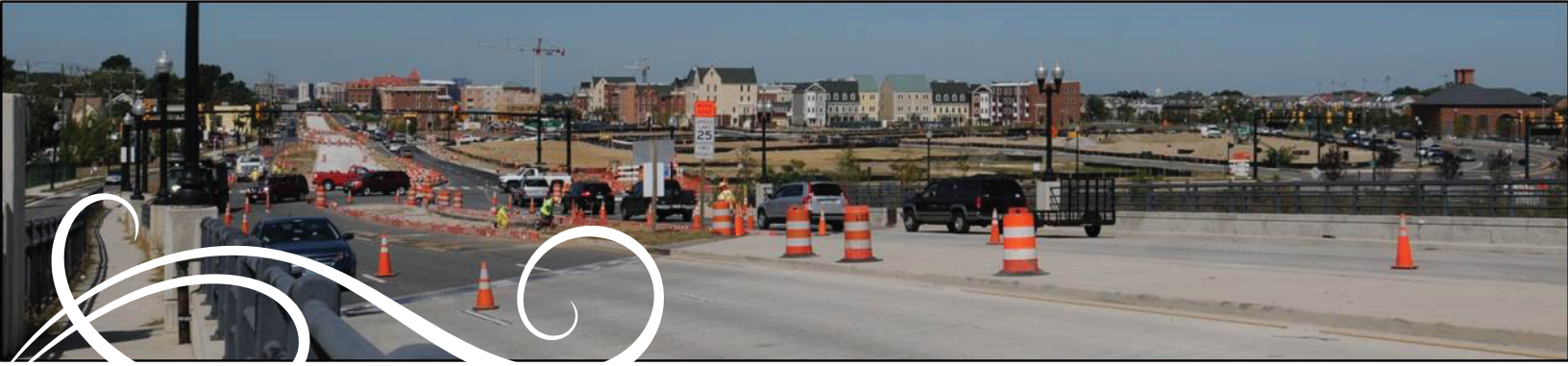
The Director is expected to develop excellent working relationships with: (1) the City's Transportation Commission, Environmental Policy Commission, Traffic and Parking Board, Alexandria Transit Company (DASH) Board of Directors and the Alexandria Sanitation Authority (Alexandria Renew Enterprises); (2) Virginia Department of Transportation, Virginia Department of Environmental Quality, regional transportation planning organizations; and the Washington Metropolitan Area Transit Authority; (3) Federal Highway Administration and Federal Transit Administration; and (4) the various citizen and business community members who serve on issue-specific and neighborhood-specific advisory boards.

The Director of Transportation & Environmental Services 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. In particular, the new Director will be expected to foster open, communicative relationships.

HIGH-PRIORITY ISSUES

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

- Planning and implementation of a $200 million to $300 million infill Metrorail station at Potomac Yard (design/build managed by the Washington Metropolitan Area Transit Authority).
- Planning and design for first phase implementation of up to $65 million (all phases) in state mandated new or improved storm water facilities.
- Initial planning for up to $300 million sanitary sewer system upgrades to address the combined sanitary sewer/storm system primarily in 500 acres in or near Old Town.
- Planning for Bus Rapid Transit Corridor "C" in the West End of the City.
- Implementation of multi-modal transportation proposals related to complete streets including pedestrian and bicycle facilities.
- Improving the financial management systems and administration within Transportation & Environmental Services.
- Taking the performance of the Department of Transportation & Environmental Services to the next level in regard to service delivery and project management, and performance metrics.
- Reviewing Transportation & Environmental Services plans related to practices and emerging and new technologies.



- Integration of transportation and land use decision making as continuation of the City's emphasis on expanding and improving the pedestrian, bike and transit environment so that the resultant multi-modal transportation network supports sustainable land use and provides internal mobility and regional connectivity.
- Innovating so as to improve the breadth and effectiveness of the City's civic engagement efforts, and to keep the City's land use policies and implementation at a "best practices" level.

CANDIDATE PROFILE

The ideal candidate will be an experienced transportation and public works 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 multi-modal transportation planning policy development and implementation. It is expected that the person selected will also have extensive knowledge and experience in linking transportation and land use planning, as well as environmental and infrastructure planning and 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, with other departments and with developers when decisions are being formulated and disputes are being settled, but be committed to making difficult decisions, including when community 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 plans 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.

EDUCATION AND EXPERIENCE

Qualified candidates will have a Bachelor's Degree in civil engineering, urban planning, environmental science, public administration or a related field; five years of experience in the public works 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.) or AICP designation is desirable. It is desired that the selected candidate have extensive experience in complex urban transportation planning similar to Alexandria; in environmental and infrastructure systems management; in public works operations; and in proactive civic engagement. The selected candidate should also have a proven track record of successful implementation of best practices in transportation infrastructure, and environmental systems management and related fields. The individual backgrounds of candidates will be reviewed and the combination of experience, education and training may be considered.

COMPENSATION AND BENEFITS

The starting salary is competitive and is based upon the background and qualifications of the successful candidate. The City of Alexandria has a highly competitive benefits package which includes: annual leave, holidays, and sick leave; a retirement plan; health insurance, dental plan, life insurance, long-term disability insurance; optional deferred compensation (ICMA); credit union membership; sick leave bank; and an employee assistance program.

APPLICATION & SELECTION PROCESS

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

This position is open until filled; however, interested applicants are strongly encouraged to apply not later than January 23, 2015. Following this date, applications will be screened against criteria outlined in this brochure including applicant responses to the supplemental questionnaire. On-site interviews in the City of Alexandria will be offered by the City Manager in February 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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Applicants selected as finalists for this position will be subject to a criminal history/credit/drivers license check prior to interview.