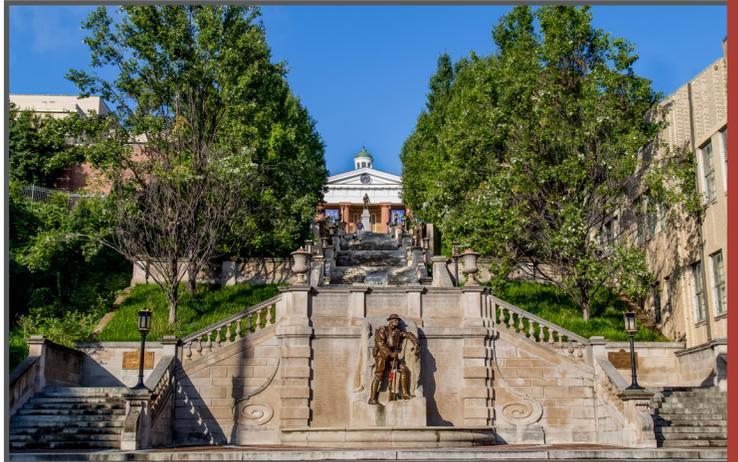




The City of *Lynchburg, Virginia*

welcomes applications for the position of

City Manager



Recruitment Profile

City Manager

Lynchburg, Virginia

The City of Lynchburg is seeking an experienced, innovative, and proactive professional manager to serve as Chief Administrative Officer for the City. A goal of the City of Lynchburg is to be a responsive, effective and results focused local government. Accomplishing this goal requires an inclusive leadership philosophy and a collaborative management approach. The City Manager will lead at several levels: as an approachable and accessible organizational leader, as the leader and public face of the City, as a participant in regional and state efforts and as an individual who is actively involved in building a better community.



This recruitment profile provides background information on the community and the municipal corporation of Lynchburg, Virginia. It also outlines the qualifications and experiences determined to be necessary and desirable for the position of City Manager.

This opportunity is created by the retirement of the current City Manager after 15 years as the Manager in Lynchburg and a total of 32 years in public service.

Qualified candidates are encouraged to submit a cover letter, resume and application, with professional references, via the City's web based application process at www.lynchburgva.gov. City Council will evaluate candidates beginning March 4, 2016. Inquiries relating to the City Manager position may be directed to:

Margaret M. Schmitt, IPMA-CP
Human Resources Director
900 Church Street
Lynchburg, Virginia 24504

Telephone: (434) 455-4208
Fax: (434) 845-4304
Email: margaret.schmitt@lynchburgva.gov

Community Background

Lynchburg, Virginia is a central city of 50 square miles, located near the geographic center of the state in the valley of the James River, bordered by the eastern edge of the Blue Ridge Mountains. It is approximately 180 miles southwest of Washington D.C. and 200 miles west of the port of Hampton Roads. The southern border of Virginia lies 65 miles due south.



Lynchburg's development dates to 1757, when its founder, John Lynch, began a ferry across the James River. By the 1780's, a thriving settlement had grown up along the river which provided businesses the means to transport products to distant markets. The town became a city in 1852 and developed further as a center for manufacturing.

Today, Lynchburg is home to a vibrant mixed business community with concentrations in telecommunications, medicine, nuclear engineering, higher education, insurance, manufacturing, retail and services. The City rests in a

beautiful natural environment and is an easy drive to many historical landmarks and recreational sites in Central Virginia.



Lynchburg is an active community with strong, diverse and friendly neighborhoods. The City has a variety of residential opportunities ranging from higher density urban settings to areas with a more rural feel. Downtown revitalization has provided numerous residential, cultural, dining and entertainment options, and nearby historic neighborhoods showcase many of the City's architectural treasures.



Outstanding public education is a tradition here. The City's school system serves approximately 8,100 students enrolled in preschool through adult classes in two high schools, three middle schools and 12 elementary schools. Alternative elementary, middle and high school programs, gifted programs, a regional Governor's School, and programs for students with disabilities are also available. Lynchburg is also home to four colleges and one university.

The City has excellent recreational and cultural amenities, including parks, trails, aquatic facilities, community centers and museums. Less than an hour away are outdoor opportunities most communities only dream of: driving in the Blue Ridge Mountains or hiking the Appalachian Trail; swimming and boating on Smith Mountain Lake, one of the country's largest (20,000 acres) manmade lakes; and skiing at one of the east coast's finest resorts, Wintergreen.



The City is the home of major medical facilities that serve a broad region of nearly 300,000 residents. *Centra* operates two hospitals and a regional cancer treatment center in the City. Its main facility, Lynchburg General Hospital, has an excellent reputation as a primary care facility with outstanding cardiac services and other medical specialties.

Lynchburg is the historic core city of a four-county and city metropolitan region of 2,000 square miles with a population of approximately 250,000. The 2015 estimated population of Lynchburg was 78,675, with an estimated daytime population of 125,000. The City population is comprised of 64.4% white, 29.3% African-American, 2.5% Asian, and 3.6% other. The median household income is \$39,391 and the percentage of persons below the poverty line in the city is 24.6%.



Government Background



Lynchburg has operated under the Council-Manager form of government since 1920. The City Council, comprised of seven members, is elected for staggered four-year terms of office through a combination of four wards and three at-large seats. The next election for Council members serving the four wards is May 2016. City Council establishes the community's vision, sets policy, adopts ordinances, approves the annual budget and hires the City Manager, City Attorney and Clerk of Council. The Judiciary and Constitutional Offices, such as the Commissioner of Revenue, Commonwealth's Attorney, Clerk of the Circuit Court, Sheriff and Treasurer, function cooperatively with, but independently of the City Council.

The City Manager, a professional public executive, is responsible to the City Council for the effective operation of all governmental functions, prepares the annual budget proposal, recommends policy considerations to the Council and implements its decisions and direction in budget and policy matters. The current City Manager is the City's seventh. The City Manager appoints the Deputy City Manager and all department directors. The City employs a full-time workforce of approximately 1,200. The approved Fiscal Year 2016 City Budget, including schools, is \$330 million; the operating budget totals \$185 million. The City's general obligation bonds have an Aa2 rating from Moody's Investors Services, An AA+ rating from Fitch Ratings, and an AA+ rating from Standard & Poor's Rating Services.

*The **Mission of the City of Lynchburg** employees is to deliver services to the citizens of Lynchburg in the most efficient, effective and equitable manner and to build a stronger community. The values that guide the fulfillment of that mission are open communication, customer focus, personal responsibility, and integrity.*

City Council has adopted a strategic vision of Lynchburg as "A Great Place to Live, Work and Play," that is based on a foundation of good governance and fiscal responsibility and includes the following 12 strategic pillars (focus areas) that support the vision: Arts and Culture, Citizen Engagement and Social Capital, Economic Development, Healthy and Active Living, Infrastructure, Land Use, Lifelong Learning, Natural Resources, Neighborhoods, Safe Community, Social Equity, and Transportation.



Issues and Challenges

City Council has identified the following issues and challenges that the successful candidate must address:

- Deliver strong financial management, effective forecasting, revenue enhancement, capital improvement programming and budget development that support overall financial health and address fiscal challenges.
- Actively support customer-focused service delivery and responsiveness to an increasingly diverse community. Engage the full community in meaningful interactions.
- Provide strong leadership to maximize economic development in three primary areas: new development at the City's edges, redevelopment, and infill development and Downtown revitalization.
- Address significant infrastructure maintenance challenges and including major, on-going water line and potentially disruptive capital projects. Meet the needs of a growing population while achieving City Council's vision.
- Establish and actively support effective regional efforts and partnerships to harness the collaborative power of surrounding jurisdictions.
- Support strategies that attract and retain a highly qualified, representative workforce. Set clear operational and behavioral performance expectations and hold staff accountable for achieving desired results.
- Support the ongoing discussions addressing poverty, its effect on the community and the strategies necessary to ensure Lynchburg is a thriving community for everyone.
- Support a relationship between the citizens and public safety providers that protect and serve with complete respect, responsiveness and a focus on building the community.
- Work collaboratively with Lynchburg City Schools and other partners to improve public education results and achievements.
- Engage and work with local colleges and universities to maintain positive relationships.

Qualification Criteria, Education and Experience

The following education and experience factors are the desired qualifications for successful performance:

- A Master's degree in Business Management, Public Administration, Government, or a related field; experience equivalent to a Master's degree may be considered.
- Eight to ten years of successful leadership at a senior executive/administrator level in an organization comparable in size and complexity to the City of Lynchburg.
- ICMA Credentialed Manager or eligibility to become credentialed within a short time, is preferred.
- Extensive knowledge of the managerial principles, practices and procedures needed to effectively provide an organizational vision and forward looking orientation, insight and long range perspective on issues and trends, alternatives and action plans.
- Extensive background in public policy, including an understanding of and commitment to the Council/Manager form of governance as well as an understanding of the role of City Council and the decision-making and policy implementation processes used by elected bodies and administration.
- Complete understanding and familiarity with the unique nature and public policy implications of Virginia state and local government.
- Experience in intergovernmental relations and the ability to personally interact with other jurisdictions, regional bodies, state and federal officials and agencies in a constructive, cooperative and supportive manner while representing the City's interests tactfully yet firmly.
- Familiarity with comprehensive planning and economic and community development strategies and goals including downtown and urban redevelopment that attract and retain enterprises that contribute to overall tax base growth.
- Practical experience in business or government including accountability for responsive, efficient and effective service delivery as well as a demonstrated willingness to challenge current processes and systems.
- Successful track record of developing and implementing innovative and imaginative solutions to difficult and complex community problems through judicious risk-taking and collaborative problem solving.
- Expertise in personnel and employee relations with a record of positive, equitable administration and staff development.
- Strong financial management experience in high level public finance, including operating budget development, implementation and monitoring, capital budgeting and financing, debt management, investment oversight, and fiscal policy development and oversight.

Leadership Style

The City of Lynchburg is seeking an innovative, proactive and team-centered leader who will foster collaborative relationships within the organization as well as the community at large, bringing people together to achieve City Council's goals and its stated vision of a community that is "a great place to live, work and play" through partnerships, planning and prevention. The City Manager leads at several levels: as an approachable and accessible organizational leader, as the leader and public face of the City, as a participant in regional and state efforts, and as an individual who is actively involved in building a better Lynchburg community.

- Recognize and respect the roles, responsibilities and contributions of the City Council and Council committees as well the numerous Council appointed Boards and Commissions.
- Ensure responsive, open and effective communications with City Council, informing all members of major activities and operations of the City with an emphasis on keeping Council aware of issues that may have community-wide impact.
- Demonstrate a commitment to interact with staff members throughout the organization, openly and personally communicating in a manner that clearly indicates support, confidence and respect for staff and community values.
- Dedication to staff growth and development ensuring effective succession. Takes initiative to seek out new approaches to addressing ongoing challenges.
- While providing strong, administrative leadership, be an “even-keeled” and flexible executive who can openly accept and work effectively in a climate of policy-making assertiveness and interaction, ensuring timely and impartial administrative responsiveness.
- Effective leadership skills to work effectively in an environment characterized by diverse interests and needs, effectively weighing criticality, possibilities, impact, ethics, and political implications.
- Ability to effectively lead the City’s Leadership Team to plan, execute and evaluate City Council’s vision and goals and important community needs; provide credible, model leadership.
- A collaborative approach to decision making, seeking input from both stakeholders and subject matter experts; however, with the ability to be decisive when the situation warrants a command decision.
- Trust in the competency of others through broad delegation to staff, allowing latitude of action while requiring accountability and maintaining overall knowledge of organization and community “big picture.” Demonstrate the personal and professional courage to prioritize needs, make difficult and sometimes unpopular decisions while accepting final responsibility.

Desired Characteristics

The following personal traits, attitudes, capabilities and demonstrated skills are essential to serve effectively as the City Manager in this community:

- Complete and absolute integrity, ensuring ethical, honest and personable interactions.
- Project a strong, professional presence in appearance, actions and demeanor to maintain confidence, credibility and trust with regard to City services, activities and programs.
- Genuine interest in public service and concern for the people of the community, especially those who are typically the least heard; willingness to become involved in all aspects of the community.
- Diplomatic and decisive with common sense and intelligence.
- An appreciation for humor and personal humility while projecting an optimistic, enthusiastic and positive attitude.

- Excellent communication and interpersonal skills, including an ability to listen effectively.
- Ability to lead effectively in times of emergency and/or crisis.
- Ability to work effectively with state and federal agencies, public safety, City officials, staff and the community at large.
- Willingness to challenge the status quo and to take judicious risks to create and maintain change, implementing a variety of strategies to involve and empower all employees.
- Ability to analyze staffing needs, departmental structures and support systems and to develop creative responses to areas of concern.
- Strong fiscal management skills and an understanding of the potential community impacts of revenue and expenditure decisions.

Compensation

Compensation for the City Manager will be market competitive, depending upon qualifications. A generous benefit package includes: participation in the Virginia Retirement System (VRS), paid time off, medical, dental and vision coverage, education assistance, professional dues, conference expenses, 457 Deferred Compensation Plan and other benefits as contained in a negotiated employment contract. The joy of serving the citizens in making a better community is a priceless benefit.

Application Process

Initial review of candidates will begin March 4, 2016 and the application deadline is March 6, 2016. To be considered, please submit a City of Lynchburg application, including a cover letter, resume with salary history and professional references via the City's on-line system at www.lynchburgva.gov. Questions may be directed to:

Margaret M. Schmitt, IPMA-CP
Human Resources Director
900 Church Street
Lynchburg, Virginia 24504

Telephone: (434) 455-4208
Fax: (434) 845-4304
Email: margaret.schmitt@lynchburgva.gov

The candidates presenting the best match to the above profile will be invited to continue through the selection process with the goal of finalizing a selection on or around May 1, 2016.

The City is an Equal Opportunity Employer.

