

The City of



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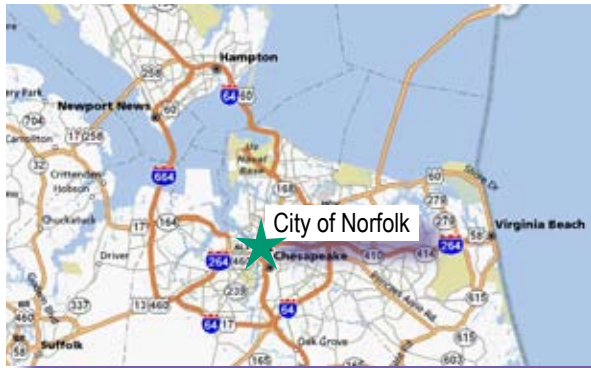
announces the recruitment for the position of

Human Services Director



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The Hampton Roads Region

The Hampton Roads Region is one of the fastest-growing metropolitan areas in the United States. Home to over 1.5 million residents, the region offers many excellent quality of life amenities, including 29 miles of beachfront.

From its strategic spot on the mid-Atlantic Coast, the Region enjoys a powerful economy with a burgeoning retail, industrial, and tourism base. In the Hampton Roads Region, American history blends with the most modern technology. Residents and visitors can spend time in Williamsburg learning the art of traditional blacksmithing. Or in Norfolk, enjoy Broadway plays or explore a battleship, among other amenities.

The Norfolk Community



Norfolk, Virginia is the cultural hub of the Hampton Roads Region. Founded in 1682, Norfolk grew up on the water, and its miles of lake, river and bay front are central to many of its neighborhoods and more than 235,000 people who call these communities home. The City's popular logo – an elegant young mermaid, which can be spotted in outdoor sites from Downtown to Ocean View – symbolizes 300 years of maritime and naval heritage and its modern reputation as a city on the move.

The Nauticus Museum is located on Norfolk's easily-walked downtown waterfront and is a salute to the City's long-standing relationship with the Navy. Other cultural attractions – The Chrysler Museum, Norfolk Botanical Gardens, and the Virginia Zoological Park – are close by. At the days end, there is nightlife to be enjoyed, whether it's a Triple A baseball game at Harbor Park, an evening at the Opera, or dinner at one of Norfolk's fine downtown restaurants.

The Department of Human Services enhances the quality of life for residents by helping them to reach their capacity to become productive and self-sufficient, to bring about a stronger and safer community, and to prevent dependency.

Norfolk is a celebrated seaport for global trade and home to the world's largest naval station. As the region's business, cultural, educational, financial and medical center, Norfolk is a great place to work, live and raise a family and has a stable economy positioned for continued growth. Norfolk has one of the most beautifully vibrant downtown waterfronts on the East Coast. Norfolk's renaissance continues with several major projects underway including Light Rail Transit and transit oriented development coming on line by 2010. Norfolk's major businesses and educational institutions (Norfolk Southern, Old Dominion University, Eastern Virginia Medical School, and Norfolk State University) contribute to the City's role as the hub of the Hampton Roads metropolitan area, providing nearly one-third of the jobs for the region.

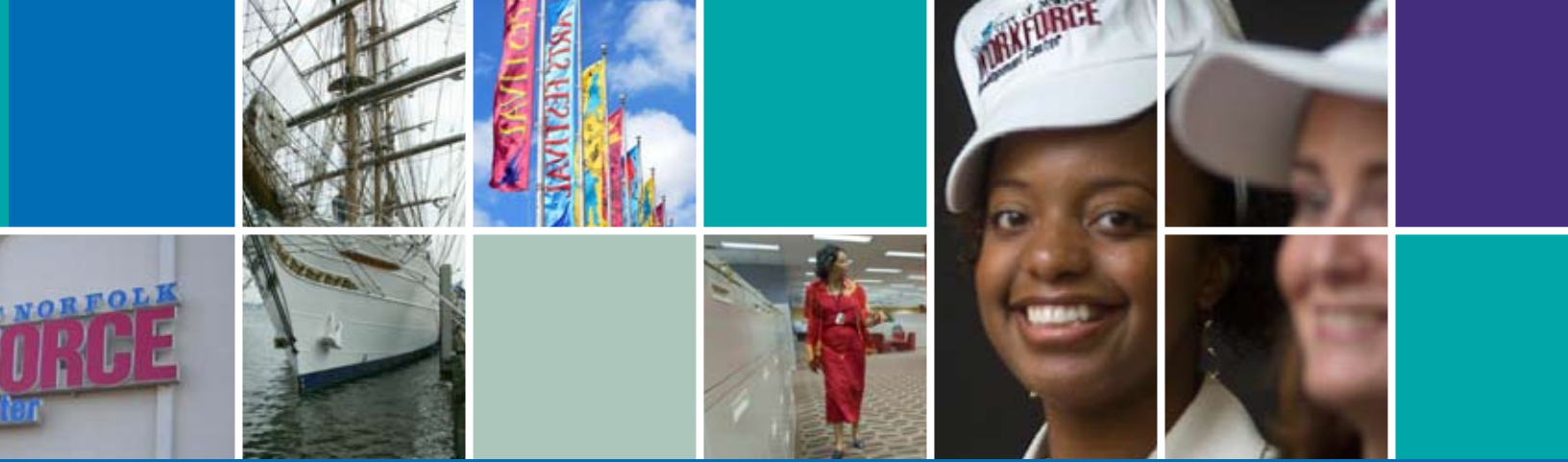
Perhaps Norfolk's greatest strength is its neighborhoods. There are more than 100 neighborhoods, each with character all its own. They draw tourists who seek a glimpse of Norfolk's everyday life; attract new residents who put down roots in established neighborhoods; entice military retirees to stay or return; and hold families in Norfolk for generations. From charming starter homes to grand residences, from downtown lofts and town homes to brand new developments along the Chesapeake Bay, Norfolk offers a range of architectural styles and prices and living environments.

The City Manager

Regina V.K. Williams has served as the City Manager of Norfolk since January 1999. The City of Norfolk is a Council-Manager municipal government and provides a full range of services through 18 departments, approximately 4,000 employees and a total City budget of \$1.2 billion.

The Human Services Department

The Norfolk Department of Human Services (DHS) is a multifunctional agency that strengthens children, families, and individuals through the provision of social services, behavioral care and juvenile justice services. Specific services include benefit eligibility determination, case management, childcare, workforce and youth development, and other programs and services for children, youth, the elderly, and disabled. The Department works cooperatively with community based organizations to ensure these comprehensive services are available to children, families and individuals. In addition to the services described above, the Department provides child protective services, preventive services for at-risk families, custodial and non-custodial foster care, adoption services, transitional support for children aging out of foster care, and operates a detention center for juvenile offenders. The



Department also protects elderly citizens from abuse and neglect, provides services for the homeless, and assists low-income residents with utility payments. The Child & Family Services Division is composed of the following units to better serve the City of Norfolk:

Foster Care & Adoption – Foster Care is a program that provides services, substitute care, and supervision for a child on a 24-hour basis until the child can return to his or her family or be placed in an adoptive home or another permanent placement. All local departments of social services provide foster care. Adoption provides children who are unable to be raised by their biological parents the chance to become permanent legal members of another family while maintaining genetic and psychological connections to their birth family.

Child Protective Services – Reports of abuse and neglect of children under the age of 18 are investigated with the goal of protecting children from physical, mental, and medical neglect, and from physical and sexual abuse and exploitation. Services are also provided to prevent and alleviate family crises.

Family Preservation – This unit of Human Services provides intense, specific services to families who may be experiencing a family crisis. All families can benefit from information, guidance, and help in connecting with resources as they attempt to meet the challenge of parenthood and everyday family life. Family Preservation services work toward strengthening family life and supporting the ongoing protection of children.

Juvenile Detention – The Norfolk Juvenile Detention Center is a secure facility which houses juveniles who are ordered detained pursuant to the Code of Virginia.

Court Liaison Team – Human Services provides both pre-adjudication and post-adjudication services and programs for youth involved in the juvenile justice system. Services for males are provided contractually at a local group home. Services for females are provided contractually through family oriented group homes. Services in each program include: food; shelter; basic medical services; individual, group and family counseling; and recreation.

The Position

This at-will position reports to the City Manager and is responsible for an operating budget of \$60 million with a total staff of 546 employees. Working closely with an Assistant City Manager, the new Director is responsible for planning and directing the conduct of diverse financial and social programs for the needy, dependent, and neglected of the community. Some programs include local sponsorship and financing and some have federal and state resources and are required to adhere to requirements of these external funding sources.

Challenges and opportunities for the new Director include taking a leadership role to effectively address:

- Collaborating with DHS staff and community stakeholders to enhance human services;
- Directing the development, administration and integration of a seamless human services delivery system to children and families;
- Expanding efforts to promote, partner with, and integrate stakeholders of the community based organizations in the delivery of human services programs;
- Greater involvement and visibility dealing with relationship building and support to impact and influence the expansion of human services delivery and programs;
- Leading the way to making healthy families a priority; and
- Developing new approaches and assist the City in establishing strategies for increasing self sufficiency.



The Ideal Candidate

The ideal candidate will be able to collaboratively direct complex human services and programs in a large and diverse urban environment. Candidates must have the ability to build teams and initiate a road map for success at the highest levels of the organization and positively influence change. The new Director will be responsible for the allocation of human and financial resources in the Department and guiding the policies, practices, and the design of the organization's service delivery systems and processes.

Ideally, candidates should have knowledge and executive level experience in the broad areas of:

- Integrated human service delivery systems;
- Intergovernmental and community relations;
- Building strategic partnerships; and
- Multiple funding sources, their limitations, and how to take best advantage.

The successful candidate will also be seen as a champion of human services, well versed in:

- Providing leadership and vision with a humanistic approach;
- Embracing the ideals and mission of a robust organization with enthusiasm and vigor;
- Applying program evaluation methodologies and complex problem-solving techniques to reinforce a collective and comprehensive approach to service delivery;
- Strengthening the bond between team members and the achievement of overlapping objectives;
- Developing alternative approaches for methodology and service delivery;
- Defining the strategic, long-term direction of an organization;
- Developing partnerships with a wide array of stakeholders with an innovative approach to management;
- Identifying and determining appropriate methods for deploying the organization's technical, financial, and operational resources to optimize outcomes;
- Ensuring accountability for budgetary and service objectives;
- Providing superior management and leadership skills; and
- Displaying sensitivity to the varying needs of children, families, and individuals with a genuine commitment for providing the highest level of service to the public.

Personal characteristics and attributes of the new Director of Human Services will include having or being:

- Passionate with a humanistic approach to service delivery;
- An understanding and sensitivity for diversity and varied cultures;
- An engaging, highly collaborative, personal style with a results-oriented approach;
- An active leader in the profession by "setting the direction" and "charting the course;"
- A calculated risk-taker willing to step out beyond the norm;
- Outstanding interpersonal and communication skills;
- An optimist with a "can-do" attitude; and
- High integrity and an open and approachable management style.

In summary, the ideal candidate will have a genuine desire to implement constructive changes in order to expand and improve the quality of human services provided by the City of Norfolk, Virginia.

The Qualifications

- **Education** – This position requires a Master's degree in public or human services administration.
- **Experience** – This position requires eight years of progressively responsible senior management experience in relevant program areas; or any equivalent combination of experience and education.
- **Residency** – Must establish residency in the City of Norfolk within six months of appointment.

The Compensation

The salary range for the Director of Human Services is \$86,070 - \$148,838 annually. Placement within the range will be based upon the selected candidate's experience and salary history. The City provides an excellent benefits package that can be reviewed on-line at www.ralphandersen.com.

The Selection Process

This position is open until filled; however, the first review of resumes will take place during November 2008. To be considered, candidates must submit a compelling cover letter, resume, salary history, and five professional references. Interested candidates can apply confidentially to apply@ralphandersen.com or on-line at www.ralphandersen.com. References will not be contacted until mutual interest has been established. Candidates may be asked to complete a series of written responses for further evaluation.

If you have questions or would like to discuss the opportunity further, please call Mr. Robert Burg at (916) 630-4900. For further information regarding the City of Norfolk, visit their website at www.norfolk.gov.



The City of Norfolk is an equal opportunity employer. Minority and disabled applicants are welcomed and strongly encouraged to apply.

