The City of Lancaster is located in south central Pennsylvania and serves as the county seat of Lancaster County and is one of the oldest inland towns in the United States. Lancaster ranks eighth in population among Pennsylvania’s cities. The city has a total area of 7.4 square miles and is centrally located between Washington, D.C., Baltimore and Philadelphia.

Lancaster was named after Lancashire, England and its symbol is the red rose from the house of Lancashire. Lancaster was the nation’s capital for one day on September 27, 1777 when the Continental Congress met there because it had withdrawn from Philadelphia to escape the approaching British troops. It was incorporated as a borough in 1742 and as a city in 1818. It was home to the James Buchanan, the 15th president of the United States as well as Thaddeus Stevens, who was an attorney in Lancaster and later served in the United States House of Representatives.

The City was listed as the #32 in “Best Places to Live in the U.S.” by Newsweek in 2018 and Lancaster County was named #1 "Best Place in the Country to Retire" by U.S. News & World Report in 2019. Additionally, Forbes ranked it “14 Best Places to Travel in the U.S.” in 2019. Many visitors come to the area to experience the Amish communities where life moves at a slower pace and centers around time-honored traditions and values. Visitors have the chance to hear the sounds of farm animals and the clip-clop of horse hooves echoing down quiet country roads.

Lancaster enjoys almost 90 art venues with most in the heart of the downtown. Also, in the downtown is Clipper Stadium, home to the Lancaster Barnstormers. Penn Square is the city center and houses the Soldiers and Sailors Monument to honor the county’s soldiers. One block west of Penn Square is the Fulton Opera House, America’s oldest theater in continuous operation and was built in 1852 and recently went through a $30 million expansion. The Central Market, just off of Penn Square, dates back to the mid-1700’s and is the oldest continuously operated farmers market in the United States.

These venues are accented by numerous restaurants and boutiques creating a bustling downtown area that continues to expand with new businesses as well as various type of housing units. It is considered to be the cultural hub of the area.

Lancaster used its designation through the commonwealth’s City Revitalization and Improvement Zone (CRIZ) to encourage investment in the downtown. The CRIZ was created by state law in 2013 and is a special zone that encourages development and revitalization in certain sized communities across the Commonwealth of Pennsylvania. Lancaster was one of two cities to receive the first designation. The CRIZ consists of approximately 130 acres in Downtown Lancaster and in selected areas in the remaining parts of the City. As an investment assistance program for the City, the CRIZ Act provides that qualified state and local tax revenues may be used for payment of debt service on bonds or loans issued for the acquisition, improvement and development of qualified capital within the zone.

The area is also rich in agriculture which is evidenced by the long-standing Central Market. The Pennsylvania Amish of Lancaster County are America’s oldest Amish Settlement, where thousands still live a centuries-old “plain” lifestyle. Amish Country allows one to step back in time to enjoy a slower, more peaceful pace – one where the horse & buggy remains a primary form of transportation and where windmills dot the landscape, provided power harnessed from nature. This Amish community contributes to the culture and artist influence in the City of Lancaster.
City Government and City Organization

Lancaster, incorporated as a City in 1818, operates under the Mayor-Council Plan A form of government authorized by the Pennsylvania General Assembly. There is an elected City Council, elected Mayor, an elected treasurer and an elected controller. They serve four-year terms and are elected at-large. The Director of Public Works reports to the Mayor and is part of the City’s Executive Team that work closely together and value their team approach.

The City has adopted a strategic plan “Building a Stronger Lancaster Block by Block.” The plan focuses on the people of Lancaster and the fundamental work of City government. Carrying forward the four priorities of the Mayor’s administration, the plan is designed to ensure that strong neighborhoods, safe streets, secure incomes and sound government are more than words on paper. The goal is to work across departments, using data more effectively, partnering with residents, businesses, educational institutions and non-profits to address the unique needs of every neighborhood, block by block.

The 2019 operating General Fund budget for the City is $114.4 million. There are approximately 600 total employees of the City encompassing the Department of Administrative Services, Department of Public Safety, Department of Community Planning and Economic Development and the Department of Public Works.

Public Works Department

The Public Works Department is responsible for maintaining and enhancing all public infrastructure of the City through oversight of all municipally owned facilities and infrastructure. The Public Works Department is comprised of two divisions: Services Division and Environmental Division. The Services Division is comprised of the following Bureaus: Engineering, Operations, Public Property and the Office of Public Art. The Environmental Division is comprised of the following Bureaus: Water, Wastewater Operations, Solid Waste & Recycling and Stormwater Management. The Department is also responsible for Construction Services and Inspection Services.

The department has approximately 220 allocated full-time employees and an annual operating budget of approximately $60.6M from all funds. This operating fund consists of the general fund allocating approximately $6.6M with the Water Fund contributing $27.8M, the Sewer Fund contributing $17.5M, the Stormwater Management Fund contributes $4.1M and the Solid Waste & Recycling Fund contributes $4.5M. Approximately 70% of the employees within the department are represented by AFSCME.
The next Director of Public Works for Lancaster will play a formative role in continuing to move Lancaster forward to making it the best it can be. The Director is expected to offer the following:

- Creating a culture within the department that yields itself to team building within the department and collaboration with other departments as well as outside agencies.

- Providing a visionary approach to implementing the City's Strategic Plan “Block by Block” and working together with all departments to implement ideas and create change that will ensure the city has Strong neighborhoods, Safe Streets, Secure Incomes and a Sound Government.

- Demonstrating an ability to be politically savvy and understand the importance of strong citizen communication as well as understanding the need to keep all departments and divisions within the City informed on issues facing Public Works.

- Developing a strong working relationship with external organizations that work closely with the Department such as the nine townships served by the Water Bureau, the Pennsylvania Department of Transportation and the Public Utilities Commission along with various other intergovernmental organizations for on-going and future projects.

- Developing a working relationship with union representatives of AFSCME and engaging their leadership to create a safe, risk-free working environment for better delivery of services to the residents of Lancaster.

- Conducting a thorough study of the existing policies and procedures used by the Department and introduce new and/or implement changes based upon current services being offered and reflect changes that have occurred within the department.

### Candidate Qualification Criteria

The Director of Public Works is an integral part of the City of Lancaster’s executive leadership team, requiring well-developed leadership abilities and management skills that are based upon consensus building, visioning and problem solving. The Director must have a strong desire to work in a collegial, fast-paced, team-oriented environment. They must be a highly motivated, self-starting and confident individual with excellent interpersonal skills.

The City is seeking proven, progressive and passionate-for-public-service candidates committed to excellence in the delivery of public works services. The following factors of education, experience, leadership, management style and personal and professional traits have been identified as necessary and/or desirable for the Director to succeed in this position. The anticipated hiring salary range for the position is $122,314 – $150,296 DOQ with excellent benefits. Residency is not required, but it is highly desired.
Education and Experience

A bachelor's degree in engineering, construction management, public administration, public policy, business administration or a closely related field from an accredited college or university and extensive experience in Public Works is desired. A master’s degree is preferred. Seven to 10 years of progressively responsible public sector public works management, or public administrative or managerial experience, or an equivalent combination of education and experience, is desired. Experience in a larger community at the assistant department head level will also be considered. A Professional Engineer (P.E.) designation is welcome, but not required.

The successful candidate will have strong oral and written skills, budget development and administration experience, and the ability to plan, organize, coordinate and supervise the operations of the department. Developing relationships with citizens and community organizations and a demonstrated enthusiasm for working closely with elected and appointed officials is also important.

- Working knowledge or aptitude to gain a quick understanding of federal, state and local policies, practices and standards used in providing public works services and the ability to formulate, initiate, administer and deploy policies, procedures and equipment affecting all elements of a public works department.

- Experience managing personnel within all divisions and the ability to grow talent and recognize the importance of working with the Department of Human Resources as a partner by strategically engaging with them to create professional development and recruitment of employees.

- Have management experience in creating an environment of trust, integrity and mentorship where employees respect one another and where the department consistently functions at a high level of customer service.

- Have familiarity with systems and metrics which measure the success and effectiveness of departmental programs. Have a demonstrated ability to provide strategic leadership and long-range planning practices.

- Have experience in setting high standards of performance, productivity and initiative by departmental personnel; be comfortable in recommending and administering disciplinary actions if necessary.

- Have a track record of assessing the skills and abilities of existing personnel to maximize their talent and expertise, including opportunities for employees to take on new challenges and “stretch” as professionals.

- Have proven clear and concise verbal and written communication skills. Be able to present complex technical information to any audience in a manner that is understandable and jargon-free.

- Be computer literate and have a demonstrated record of understanding and utilizing technology systems and procedures to monitor and measure departmental productivity and provide timely information to citizens.

- Experience in working and collaborating with elected officials, boards and commissions, community groups, and the media.

- Have successful experience in collaborating and interacting with other internal organizational units; experience with external organizations in a constructive, cooperative, and mutually supportive manner, while representing the City’s interests tactfully and firmly.
Management Style and Personal Traits

- Have complete personal and professional integrity, gaining respect and inspiring the trust and confidence of subordinates, co-workers and elected/appointed officials, as well as the general public.

- Be a clear and concise communicator, both one-on-one and in a public speaking venue, listening to and treating everyone in a professional and respectful manner. Have an open, friendly personality and communication style with a calm demeanor.

- Have self-confidence and humility in leading the department forward and create stability within the leadership of the department.

- Possess a reputation for fairness in personnel actions and working with employees taking into account individual employee needs while getting the work of the Department done on a timely basis. Supervisory experience in a unionized department is highly desired.

- Have a genuine passion for public service from both an internal, department standpoint and for service to the community; be devoted to customer, community and departmental service.

- Be a highly motivated, goal-oriented leader with a proven ability to quickly earn respect, gain cooperation and communicate clear direction. Be able to give and take constructive criticism. Have a high-energy level and enthusiasm for meeting the challenges and responsibilities of the Director’s position; have a good work ethic.

- Be a critical analyst and creative thinker. Be imaginative in solving problems, encouraging, and empowering employees to find new and better ways to get work done, while also applying, maintaining, and respecting the regulatory framework that guides the delivery of municipal services.

- Project a professional presence in appearance, actions and personal demeanour in representing the City and be a person who can inspire confidence and credibility with regard to Public Works programs and services.

- Be a positive and flexible team builder who is committed to the well-being of the staff, one who works with staff to identify departmental needs and find solutions which meet those challenges. Be a manager who both defends their staff when appropriate and holds the team accountable.

- Be proactive, anticipatory, and innovative; be someone who can make difficult decisions and stand behind those decisions. Keep the Mayor and Council apprised of major activities and operations of the Department in a consistent and timely manner, passing on both “good news and bad news” in a tactful, self-confident and professional manner.

- Have a sense of humor when appropriate to the circumstances.

Compensation and How to Apply

The anticipated hiring salary range for the position is $122,314 – $150,296 DOQ with excellent benefits. Residency is not required, but it is highly desired. Interested candidates should apply online by August 30, 2019 with a cover letter, resume, and contact information for at least five (5) professional references to www.GovHRJobs.com and to the attention of Sarah McKee, Senior Vice President, GovHR USA, 630 Dundee Road, Suite 130, Northbrook, IL 60062. Tel: 224-282-8310.