

# Chief Executive Officer Recruitment Profile

## Roanoke Valley Resource Authority





**Chief Executive Officer**  
**Roanoke Valley Resource Authority**

The Roanoke Valley Resource Authority (Authority), based in Roanoke, Virginia, is seeking an experienced professional to serve as Chief Executive Officer (CEO). The CEO is responsible for directing staff and operations of the Authority. The Authority is a regional solid waste management organization with the mission to provide environmentally sound disposal in the most cost effective manner to its member jurisdictions, residents, and commercial haulers.

This recruitment profile provides background information on the Authority, the region that it serves, and its operations. It also outlines the qualifications, experience and characteristics determined to be necessary and desirable for successful performance as Chief Executive Officer.

Qualified candidates are encouraged to submit a cover letter and resume, with salary expectations and professional references, to The Berkley Group via email at [kimball.payne@bgllc.net](mailto:kimball.payne@bgllc.net). While the position is open until filled, the formal review of applicants will begin June 23, 2023. Inquiries relating to the Chief Executive Officer position may be directed to:

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## ORGANIZATION OVERVIEW

The Roanoke Valley Resource Authority (Authority) was created pursuant to the Virginia Water and Wastewater Authorities Act (Chapter 51, Title 15.2, Code of Virginia, 1950, as amended) on October 23, 1991. It was established as a tax-exempt political subdivision within the Commonwealth of Virginia with the purpose of acquiring, constructing, and operating a regional sanitary landfill and a waste collection and transfer station with related treatment facilities. The charter members of the Authority are the City of Roanoke, Roanoke County, and the Town of Vinton. The Authority began its operations in 1993. The City of Salem joined July 1, 2016, and the Authority assumed ownership and operational control of Salem's transfer station on November 1, 2016.

Residents and businesses in the Cities of Roanoke and Salem, Roanoke County, and the Town of Vinton generate approximately 300,000 tons of annual waste with approximately 250,000 tons landfilled at the Authority's Smith Gap Landfill. The remaining tonnages are transported by private haulers to another landfill, recycled, or disposed of through an alternate process. Each locality collects its own residential trash using internal resources and is contractually obligated to use the Authority's facilities for disposal. Commercial and industrial solid waste is primarily collected by commercial waste haulers. Commercial haulers are not contractually obligated to deliver their solid waste to the Authority. After collection, municipal and commercial refuse collection trucks may deliver their trash to either the Authority's Tinker Creek Transfer Station in the City of Roanoke or the Salem Transfer Station in the City of Salem. Several commercial haulers currently elect to use a private transfer station and haul their solid waste out of the region.

Historically, the Authority utilized rail haul to transport the solid waste it received at its transfer stations to the Smith Gap Landfill. In 2021 the Authority converted its rail haul operations to truck transportation via tractor trailers. This required the replacement of a dedicated rail spur with an access road and modifications to the Tinker Creek Transfer Station to accommodate truck operations. Modifications were also made at the Salem Transfer Station to increase operational efficiency. The authority has a five-year contract with a private firm to haul waste from the transfer stations directly to the working face of the landfill. An additional contract provides for the direct delivery of commercially generated waste to the landfill. Smith Gap Landfill is located within a 1200-acre environmentally protected area and meets all State and Federal regulations. Waste is inspected and covered daily.

The Roanoke Valley Resource Authority is governed by a nine-member board consisting of five members from Roanoke County, two from the City of Roanoke, and one each from the Town of Vinton and the City of Salem. Each Authority member is appointed for a four-year term. Regular meetings of the Board of Directors are normally held monthly. The Authority is administered by a Chief Executive Officer (CEO) who has direct supervision over all employees of the Authority, the responsibility for the operation of the Authority's facilities, and for the establishment of guidelines for efficient and sound fiscal management.

The Authority has forty employees and an annual budget of \$14.9 million. Its revenues are derived primarily from tipping (disposal) fees paid by municipal members, contract haulers, and other users. It has moderate debt and maintains reserves for landfill expansion, equipment replacement, and post-closure costs.





## REGIONAL DESCRIPTION

Located in Southwest Virginia, the Roanoke Valley lies along the Roanoke River between the Blue Ridge Mountains to the east and the Appalachian Plateau to the west. It includes most of Roanoke County, the two independent cities of Roanoke and Salem and the Town of Vinton. Roanoke Valley communities are a part of the Roanoke Metropolitan Statistical Area (MSA) which also includes Botetourt, Franklin, and Craig Counties. With a population of over 300,000, the Roanoke MSA is the fourth largest in Virginia and the largest west of Richmond.

The Roanoke Valley is strategically accessible to both the East Coast and Mid-West markets with an integrated interstate highway, rail, and air transportation network. Interstate 81 passes through the region, and Interstates 64 and 77 are nearby to north and south, respectively. CSX and Norfolk Southern provide freight rail service. Three major airlines serve the Roanoke-Blacksburg Regional Airport providing nonstop service to eight major cities. The Roanoke Valley is 189 miles west of the state capital of Richmond, 234 miles southwest of Washington, D.C., and 240 miles west of the ports of Hampton Roads.

With both a little- and big-mountain-town feel, the region's diverse communities feel small and friendly while being bustling urban centers. The Roanoke Valley is economically diverse, providing excellent market access and the infrastructure and resources to attract a range of industries, coupled with a low cost of living and unparalleled outdoor amenities. As the retail center of southwest Virginia, the Roanoke Valley offers shopping malls, specialty boutiques, art galleries, furniture warehouses, antique shops and much more. Visitors and residents alike can enjoy both familiar national chain stores and original stores unique to the Roanoke Valley.

Consistently voted the "Best Place to Raise an Outdoor Family" by Blue Ridge Outdoors magazine, the Roanoke Valley expertly leverages its natural assets to attract residents and investment. The Appalachian Trail and Blue Ridge Parkway bring visitors from across the world. The area has 600 miles of trails, 22 miles of urban greenways, 24 rivers and creeks and 300,000 acres of national forest. The region is also a silver-level mountain bike destination, bicycle friendly community, and home to America's Toughest Road Marathon.

Roanoke Valley is the medical center of Southwest Virginia, serving over a million people. The area offers state-of-the-art cardiac and cancer diagnosis and care, as well as a Level I Trauma Center and more. Included in the health care system of the Roanoke Valley are three major hospitals, a Veterans Administration medical facility and numerous satellite and treatment centers.

Higher education opportunities in the region include Virginia Western Community College which offers a wide range of education programs and career training, and Hollins University and Roanoke College. Within an hour's drive are Virginia Tech, and Radford University.

A major characteristic of the Roanoke Valley is regional cooperation for service delivery among area localities. Water and wastewater services are provided by the Western Virginia Water Authority and the Roanoke-Blacksburg Regional Airport is governed by a regional commission. Educational opportunities are enhanced by cooperation among regional libraries and public school systems. There are five area magnet schools and the Roanoke Valley Governor's School for Science and Technology, a collaboration of seven area school systems.

## MEMBER LOCALITIES



**Roanoke County** (<https://www.roanokecountyva.gov/>), with an area of 252 square miles, encompasses the Cities of Roanoke and Salem and the Town of Vinton. The County was formed in 1838, with Salem as the County seat. One of three charter counties in the Commonwealth, Roanoke County provides a wide array of municipal services to a vibrant and diverse community of suburban residents and businesses. It is home to several large regional banking offices, advanced manufacturing operations, and a strong health and life sciences sector. Roanoke County's Explore Park, at Milepost 115 on the Blue Ridge Parkway, with hundreds of acres of rolling hills and pristine woodlands, is a regional destination for a variety of outdoor activities. The County is dedicated to promoting a high quality of life and ample opportunity to its over 95,000 residents by maintaining excellent schools, ensuring effective public safety, and promoting competitive economic development.



**The City of Roanoke** (<https://www.roanokeva.gov/>), with a population of over 98,000, is an urban center of transportation, finance, industry, commerce, and culture in the Roanoke Valley. The site of what became Roanoke was an important hub of trails and roads during colonial times. In the 1880's, railroads brought residents and manufactureres to the area, spurring the growth of several towns. The Town of Big Lick, named for a major salt outcropping, was chartered in 1874, became the Town of Roanoke in 1882, and the City of Roanoke in 1884. Today, the City is characterized by 49 individual and diverse neighborhoods. The City has a vibrant culture that is home to theatre, art and transportation museums, a zoo, civic center, and world-class symphony and opera. Downtown Roanoke has over 190 shops centered around the Farmers' Market, the oldest, continuously running market in the state.



**The City of Salem** (<https://salemva.gov/>) was chartered as a town in 1806, became the county seat of Roanoke County in 1838, and an independent city in 1968. With over 25,000 residents, Salem has retained its old-fashioned, small-town community feel while providing high quality schools, facilities, and services. The City has a reputation as a sports town, hosting the Salem Red Sox, a Class-A affiliate of the Boston Red Sox, and numerous statewide, regional, and national sporting events, including collegiate championships, in its facilities. The Salem Civic Center is the anchor of the larger James E. Taliaferro Sports and Entertainment Complex. The City also has an active farmers market and is the home to Roanoke College.



**The Town of Vinton** (<https://www.vintonva.gov/>) is a vibrant, family-oriented community of 8,000 residents, located in eastern Roanoke County adjacent to the City of Roanoke. As a part of Roanoke County, there is close cooperation and collaboration in the delivery of services to residents. The Town works to retain a small town atmosphere of friendliness and neighborliness and is proud of its historic development from a blue collar rail town into a diverse community of commercial enterprise. It hosts a seasonal farmers market, a Rosie's Gaming Emporium, and the Lancerlot Sports Complex. Vinton is a gateway to the Blue Ridge Parkway and Smith Mountain Lake, two of the region's best treasures.

## CHIEF EXECUTIVE OFFICER ROLES & RESPONSIBILITIES

The Chief Executive Officer (CEO) performs complex professional and administrative work in the overall management and administration of the operations and policies of the Roanoke Valley Resource Authority (Authority). The CEO is accountable to and serves at the pleasure of the Authority Board of Directors. The CEO also works closely with elected and appointed officials of the Authority member localities, State and Federal officials and the public in the overall management and administration of Authority operations.

Important responsibilities of the Chief Executive Officer are:

1. Provides strategic planning and administration for the Authority within applicable laws and regulations.
2. Ensures the Authority is fiscally responsible including development of the annual budget and oversight of expenditures.
3. Coordinates, monitors, and controls Authority functions to ensure operational efficiency and the economical use of resources.
4. Oversees the administration of all personnel and related matters.

Within this foundation there are primary areas of responsibility for the Authority's Chief Executive Officer.

First, the Chief Executive Officer is the liaison to the Authority Board and the primary contact between the Authority, board members, Local, State, and Federal officials, regulatory agencies, and the public. As an agency serving four localities, priority is given to continuing and strengthening the regional cooperation that currently exists. Emphasis is placed on excellent communication with all localities and officials, ensuring accurate and timely information with all parties involved. The CEO is the official public relations officer of the Authority, speaking to the media, government officials, citizen groups, and other stakeholders.

Second, the Chief Executive Officer serves as the Authority's administrative leader. The CEO prepares the budget, administers and controls expenditures, supervises the preparation of financial reports, and implements policies, procedures, and programs in accordance with regulatory and legal guidelines. The CEO also manages staff including recruitment, hiring, assignment, training, supervision, and performance monitoring. Responsibilities include strategic planning, addressing the current and future solid waste management needs of the member localities.

Third, the Chief Executive Officer is the operational leader of the Authority. This involves working with staff to ensure that the Authority's solid waste management operations are safe, efficient, effective, economically sound, environmentally responsible, and compliant with local permits and state and federal regulations.



## QUALIFICATIONS, EXPERIENCE AND EDUCATION

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

- A bachelor's degree from an accredited college or university in public or business administration, civil or environmental engineering, or a related field.
- Extensive supervisory experience in the management and operation of solid waste management facilities.
- Comprehensive knowledge of solid waste management operations and applicable laws and regulations affecting sanitary landfills and transfer stations.
- Knowledge of municipal public works practices.
- Local government experience, a Virginia Professional Engineering License, a DPOR Waste Management Facility Operator Class II license, and membership in relevant professional organizations are desirable.
- Any combination of education and experience that qualifies an applicant may be considered in lieu of the more specific criteria listed above.

## PERSONAL TRAITS AND DESIRED CHARACTERISTICS

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

- Absolute integrity, ensuring ethical, equitable, honest, fair, and open interactions with members of the Authority, other elected and appointed local officials, citizens, and staff.
- Professionally competent, with confidence tempered by humility; possessing a steady and calm demeanor; exhibiting patience while able to act decisively when appropriate; able to defuse conflict.
- Excellent communications and interpersonal skills, including the ability to collaborate, listen effectively, understand differing views, and facilitate resolutions. The ability to make effective public presentations to various groups of stakeholders.
- The ability to develop rapport with member localities, other partners, and stakeholders and to network with diverse community members.
- An effective executive for the Authority, providing timely, accurate, and complete information to aid in decision making. Possessing the ability to analyze information and develop creative solutions and/or alternatives, and to envision, plan, and execute actions that provide innovative approaches and strategies for future operations.
- An effective leader of the staff; a role model, coach, and mentor for Authority employees; dedicated to the professional development of a diverse staff; able to empower employees with a focus on performance, collaboration, and accountability; able to build a competent staff team and to delegate responsibility.





## PERFORMANCE EXPECTATIONS

- Short-term, immediate actions will be to engage with staff and Authority members, review the Authority budget, structure, policies, and procedures, and get up to speed on active projects.
- Community engagement and with member localities, residents, businesses, contractors, and other stakeholders. Able to explain and be an advocate of the Authority's mission and activities.
- Responsive to Authority, local government, and other stakeholder concerns and issues; listening, understanding, and providing timely follow-up.
- Outreach to and relationship building with the Bradshaw Citizens Association, an organization of Roanoke County residents in the vicinity of the Smith Gap Landfill.
- Effective management of capital projects, equipment replacement, and existing business relationships.
- Strategic planning in the areas of business growth and development, long-term financial resiliency and sustainability, transportation costs management, capital project planning and management, and potential opportunities for operational growth.
- Maintain a strong knowledge of Federal and State regulations; be aware of potential or proposed new regulations and be proactive in communicating with regulatory agencies and legislators on potential impacts and costs; be prepared to implement new regulations once adopted.
- Review and propose amendments to Authority policies and procedures to increase the diversity of the workforce and to provide greater opportunities for minority business participation in supporting operations.

## COMPENSATION & BENEFITS

Compensation for the Chief Executive Officer will be competitive depending on qualifications and experience. The successful candidate will be offered a generous benefits package including participation in the Virginia Retirement System (VRS), health, vision, and dental insurance coverage, long-term disability insurance, paid time off, professional development support, and other benefits as identified in a negotiated employment agreement. Roanoke County administers payroll and benefits for the Authority. The position requires a pre-employment background check and drug test.



## APPLICATION PROCESS

A formal review of applications will begin on June 23, 2023, and those candidates considered to most closely match the qualifications contained in this profile will be contacted for initial interviews. Applications received after that date may be considered until the position is filled, however, timely submittal will ensure the most advantageous review. To be considered, please submit a cover letter and resume, with salary expectations and professional references, to The Berkley Group, via email at [kimball.payne@bgllc.net](mailto:kimball.payne@bgllc.net). Questions may be directed to:

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For Additional Information Visit: <https://rvra.net/>

The Roanoke Valley Resource Authority is an Equal Opportunity Employer.