



Roanoke, Virginia

(Population 97,000)

Deadline extended to May 4th
Still Looking for a Few More Good Men and Women

As the commercial and cultural hub of Southwestern Virginia, Roanoke is a hidden treasure. Early explorers told of blue mountains and a snug flat valley beside the upper Roanoke River. Today, the Appalachian Trail lies just north of the City and the Blue Ridge Parkway just to the south. A little west of the Blue Ridge Mountains, the City is located in the Roanoke Valley, part of the “great valley” that extends from Maryland to Tennessee. Along with many historic buildings, the center city has a new \$67 million art museum and a large civic center. It has a lively downtown that boasts an historic farmer’s market that operates seven days a week and becomes the scene of brisk nightlife after dark. It has been recognized as one of America’s Most Livable Communities and as a Top Digital City.

The people are warm, friendly, helpful, concerned and progressive. The community is family-oriented

and a child can get a very good education with some hard work and good parenting. When asked to characterize Roanoke, one elected official said, “Hot dogs and art,” meaning the residents are culturally oriented (the orchestra is more than 55 years old), but without pretense. Another way to characterize the City, particularly given its railroad history, would be that it is the economic engine of the region. With housing being quite reasonably priced and many, many outdoor activities nearby, it is simply a great place to raise a family, to live, to work and to play.

The City has an excellent regional airport, outstanding healthcare and great opportunities for higher and continuing education, both within the City and in the surrounding area. All in all, Roanoke is a big city with a big heart. Everyone knows everyone else and, in this case, that is a very good thing. One of

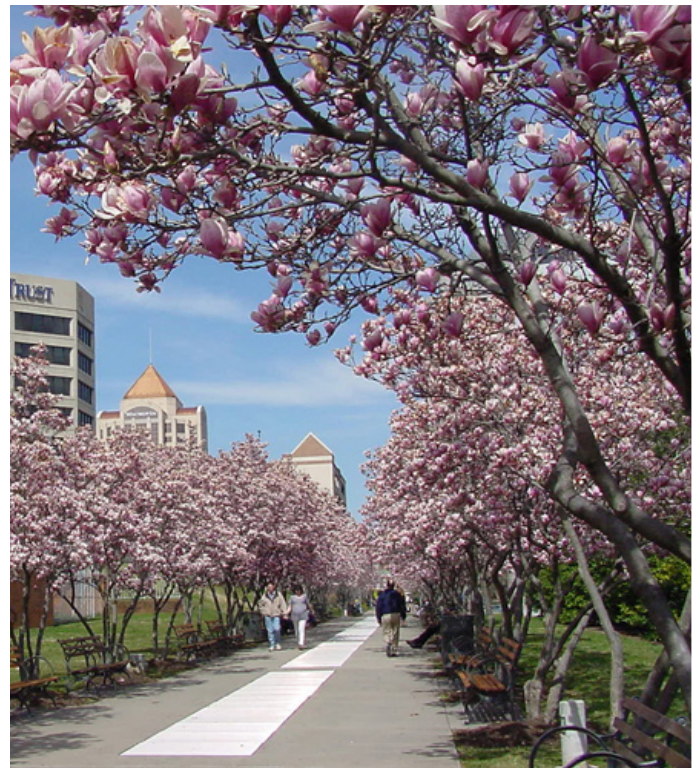
only two cities to be named an All-America City five times, Roanoke not only is a premier city, but it has all the pieces in place and is well positioned to go to the next level. While some have commented that I-581 (the Interstate passing through the City) can often be crowded, there really is not any reason to leave Roanoke anyway.

History

The Roanoke area was first settled in mid-1700s and towns began to form in the early 1800s. In colonial days, it was a hub for trails and roads. The Great Wagon Road started in Philadelphia, passed through the Shenandoah Valley, and split at Roanoke. One branch went south into the Piedmont while another, the Wilderness Road, went southwest into Tennessee. The forerunner of modern day Roanoke was Big Lick. It was settled in 1852 and was named after a large salt outcropping that attracted wildlife to the area.

At the time the City was chartered in 1874, it had a population of approximately 500. That all changed very quickly in the early 1880s when the Norfolk and Western Railway (N&W) selected Roanoke as a junction. With it came an immediate influx of people and jobs, and the City grew so quickly that it became known as the “Magic City.” The coal fields well to the west of Roanoke proved to be a major commodity carried by the railroad. Eventually, Roanoke became the N&W's headquarters. It also became the manufacturing and maintenance center for the railroad's steam engines. Other industry followed – such as the rayon manufacturer, American Viscose, in 1917.

The late 1950s were not as kind to the City. The American Viscose facility closed in 1958 leaving 5,000 workers unemployed. A second blow occurred with the N&W switched to diesel train engines in 1959 and another 2,000 workers were laid off. In 1982, the N&W merged with the Southern Railway to become the Norfolk Southern and most of its



headquarter operations moved to Atlanta.

Offsetting these declines has been the growth in recent years of the Carilion Clinic (currently with almost 8,000 employees) and the rise of many small businesses.

Geography

Although Roanoke is nestled in the mountains, it is by no means isolated. In fact, two thirds of the population of the United States lies within a 500 mile radius of the City. Nearby or immediately adjacent are Roanoke County, the City of Salem and the Town of Vinton. Together with the City and a few other small jurisdictions, they form the Roanoke Metropolitan Statistical Area (MSA) with a population of approximately 300,000. Overall, it is the fourth largest MSA in Virginia behind Northern Virginia, Hampton Roads and Greater Richmond. In many ways, it is the perfect size. It is large enough to have all the amenities of a big city, but small enough not to have many of the problems. The problems it has are challenging, but manageable. The City is only 180 miles to Richmond, 240 miles to DC and 440 to Atlanta. As noted, it also has an excellent regional airport, although destinations are somewhat limited and fares can be somewhat higher than one might like.

The City covers approximately 43 square miles and is essentially landlocked. Since 1979, the State Legislature has taken several actions which make it difficult for cities to annex land from the surrounding counties. The net effect is that the City of Roanoke must look within its boundaries for future growth.

One of the more interesting features in Roanoke is the large neon red, white and blue star at the top of Mill Mountain. It was erected in 1949 and can be seen from most of the valley. It is also the origin of the City’s latest moniker, “Star City,” and the star on the City’s logo.

Demographics

Roanoke’s population has been relatively stable since 1950 at approximately 95,000. This lack of growth can be seen as both a strength and a weakness. While the City has not added population the way some have, it has also not experienced the economic roller coaster ride. Property values, for example, have held steady in Roanoke during the recent economic downturn.

Demographically, the population is relatively evenly spread among age groups (see Table I).

64% of the population is white, while 29% is African American. The remainder is primarily Asian or multiple races. Those of Hispanic origin make up 6% of the population. Surprisingly, City residents represent 92 different nationalities. Not surprisingly, Roanoke is proud of and cherishes its diversity. One of its strengths is its neighborhoods. People tend to be involved in them and the local associations can be a

Table I: Population Distribution by Age

Age Group	Percent
Under 5	7%
5 to 15	12%
15 to 25	12%
25 to 35	15%
35 to 45	14%
45 to 55	15%
55 to 65	12%
65 to 75	7%
75 to 85	5%
85 +	2%
Median Age	38.7

Source: 2010 Census

Table II: Climate Data for Roanoke, Virginia (1971 - 2000)

Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year
Average High °F	45	49	58	68	76	83	88	86	79	69	58	49	67
Average Low °F	27	29	36	44	52	60	65	63	57	45	37	30	45
Precipitation in Inches	3.2	3.1	3.8	3.6	4.2	3.7	4.0	3.7	3.9	3.2	3.2	2.8	43
Avg. Snowy Days	2.9	3.0	1.6	.5	0	0	0	0	0	0	.4	1.6	10.0

Source: NOAA

very positive force. On the negative side, Roanoke is a relatively segregated city – not due to the wishes of the current residents, but because it takes a long time to overcome historic housing patterns, an issue the City is addressing to the degree possible.

Climate

The City has four distinct, but relatively mild seasons. During the winter months, the high temperatures average in the mid 40's with an average low around 30°F. Summer temperatures have average highs in the mid 80's with average lows in the 60's. Flooding is the primary weather related hazard, particularly when the remnants of a tropical storm pass through the area. The most severe such event occurred when the remains of Hurricane Juan stalled over the area in 1985 and resulted in several drownings. Table II shows Roanoke's average monthly temperatures and rainfall totals.

Commerce

Offsetting the declines of the 1950s has been the growth in recent years of the Carilion Clinic (currently with almost 8,000 employees) and the rise of many small businesses. Advance Auto Parts and Virginia Transformer Corporation (the nation's leading transformer manufacturer) are headquartered in Roanoke, while GE and Toshiba both manufacture large drive systems in the City. Norfolk Southern is still a major employer and FreightCar America recently hired several hundred employees to build

freight cars. Other significant employers include Wachovia, the Commonwealth of Virginia, Wal-Mart, Kroger and MW Manufacturers.

Roanoke's downtown is also doing nicely. The residential component is returning as a number of older buildings have been converted to condominiums and apartments. Prices for these units are not inconsequential and can run as much as \$1,000,000 for a larger (4,400 square foot) unit. Another bright spot is that Virginia Tech has recently partnered with Carilion to start a medical school located in the City. The school has now admitted its first two classes of 42 students each. (See Table III on page 5 for Roanoke's top 10 employers).

The Government

Roanoke City is an independent city. It is one of 39 such cities in Virginia and of a total of 42 in the United States. As such, it functions in much the same way a county would in Virginia and in other parts of the country. The City is totally surrounded by Roanoke County, but is not in any way a part of the County.

The City has an elected City Council composed of a mayor and six council members. The mayor is elected separately and all are elected at large. They serve staggered four year terms with elections in May of even number years. The Council Members are progressive and genuinely have the best interests of the City at heart. They all want a great city with great neighborhoods and great schools. They may differ on

Table III: Top 10 Employers in Roanoke

Employer	Rank
Roanoke Memorial Community Hospital	1
Roanoke City School Board	2
City of Roanoke	3
Carilion Services	4
United Parcel Service	5
Healthmarc	6
Walmart	7
Virginia Western Community College	8
Anthem (Blue Cross & Blue Shield)	9
United States Postal Service	10

Source: 2011 CAFR

the best approach to achieve these ends, but they are collegial and actually seem to like each other. The result is that they are civil to and respectful of each other. They also like, respect and support city staff.

Overall, the City staff is very good. The employees are dedicated and serious about their work. Numerous city departments are accredited and/or have achieved awards and recognitions. The City provides a wealth of training programs for its employees including basic orientation, diversity awareness, supervisory skills, leadership development and technology training. The formal City Leadership Team is comprised of leaders from various levels (department head to supervisor) and it is a talented body whose members are well-credentialed in their fields and who possess strong values in work ethic and community involvement. The City has a variety of formal policies and procedures that govern processes within the government. A traditional culture surrounds its practices pertaining to procurement, contracting, employment and internal controls.

Roanoke also has five constitutional officers: Clerk of Circuit Court, City Treasurer, Commissioner of the

Revenue, Commonwealth Attorney and the Sheriff (who oversees the jail and court security – the City has a separate Police Chief who reports to the City Manager). The City follows the Council-Manager form of government although, in addition to the City Manager, the Director of Finance, City Attorney, City Clerk and the Municipal Auditor also report directly to the City Council. Finally, the City Council also appoints the School Board that oversees the operations of the City's schools.

The City provides all the services a county generally provides including building permits, economic development, emergency medical services, fire, housing and neighborhood services, human services, libraries, parking, parks and recreation, planning, police and public works. It also oversees city properties such as the civic center, the market building and the municipal golf course. Two services it does not provide are water and sewerage which are provided by the Western Virginia Water Authority.

Overall the City has approximately 3,600 FTEs. Of those, about 2,000 work for the School Board, while 1,600 work in other City functions. The General Fund FY 2011-2012 budget is \$259 million (essentially the same as it has been for the past three years). Approximately two-thirds of General Fund revenues are from local taxes, a quarter of the revenues from the State with the remaining from various fees and charges for services. The City is rated AA by Fitch Ratings and Standard and Poor's, and is currently rated Aa3 by Moody's.

It should also be noted that Virginia is a Dillon Rule state; that is, local governments have no powers outside of those specifically enunciated in their charters. Additional authority can only be granted through an act of the State Legislature.

The City Attorney's Office provides legal advice and services primarily to the City Council and the School Board. The Office also provides legal services to the other constitutional officers; specifically, the Clerk of

Circuit Court, City Treasurer, Commissioner of the Revenue, and the Sheriff (although generally not on civil matters). The most significant areas of responsibility include litigation, contracts, real estate, land use, environment, tort, taxation, collections, employment, labor, workers compensation, civil rights and administrative law. The Office also oversees the City's lobbying efforts in Richmond. The City Attorney does not prosecute violations of the city code, this being the province of the Commonwealth Attorney. The Office has a staff of eight, including the City Attorney, and is composed of five attorneys and three administrative assistants. Outside counsel is used when the City requires specialized expertise to pursue a matter. The Office's FY 2011-2012 budget is \$972,000.

The Challenges

The next City Attorney will face three primary challenges. The first is that since the City is redeveloping, the City Attorney must proactively search for the appropriate legal means and tools to assist with that development. It will not be enough just to say, "Well, I have never seen that done before and I am not sure it can be done legally." Instead, the individual will seek solutions, solutions that perhaps have never been done before, but which pass legal muster. The second challenge is to assist the City in promoting regionalism to deal common issues such as transportation and stormwater. In these tight economic times, finding ways for governments to work together to optimize the available resources is critical. The next City Attorney will play an active role in promoting these partnerships. The final significant challenge is to balance the needs of the City Attorney's Office's many and varied clients. While the City Council and Administration will probably consume the majority of the City Attorney's time, the School Board and the other Constitutional Officers'



needs, perhaps competing on occasion, must also be attended to and satisfied.

The Incumbent

The last permanent City Attorney retired at the end of 2011 after 12 years of service as the City Attorney. He is now happily hiking the Appalachian Trail in segments.

The Ideal Candidate

If you thrive on solving problems, can think quickly, creatively and strategically and want to be part of an exciting, progressive organization, this job is for you. The City is seeking someone to work with it as an integral partner, a supporter and a trusted advisor. It wants someone who is intelligent, upbeat, outgoing, hardworking, ethical, organized, flexible, congenial, politically sensitive and progressive – someone with a “can do” attitude. It wants someone who, when presented with a complex solution to a problem, will say, “Well, we really cannot do it that way, but if we tweak what you are suggesting a little, it would be perfectly legal to do it this way.” In other words, the City wants an attorney who will review an issue with an open mind and, when applying the law, actively seek ways to get the City to where it wants to go. That may require research to see how others have achieved the same goal. It may require talking to federal agencies to see just what they will allow within their regulations; to see just how far they will let the City push the envelope. It may require proffering novel legal solutions. The individual will not be afraid of being told no multiple times by external actors (such as regulatory agencies) before she/he finds the answer the party will find is acceptable. Simply stated, it will be important for the candidate to aggressively seek solutions and to have a dogged determination to find an answer that works legally. If all one wants to do is to practice preventive law within the confines of past practice and precedent, the Roanoke City Attorney’s job is

not the one for you. The City Council and the City Manager are progressive and thrive on overcoming obstacles. For them, “no” is not an acceptable answer until every avenue to get to “yes” has been explored. They want and expect the same attitude from their City Attorney. They also want someone who, while part of their team, will speak up quickly to let them know when they are heading down a path that is not lawful. In other words, they do want someone who focuses on getting to “yes,” but “yes” via a legally acceptable path. Additionally, the individual must be prompt and responsive, and possess the ability and confidence to provide guidance directly as may be necessary.

The ideal candidate will also be an exceptional manager. While the City Attorney’s Office is relatively small, it covers a wide variety of issues and serves multiple clients. The staff is talented but stretched, and resources are limited. It will be important to motivate the staff and allocate their talents to where they can be best utilized. The individual will be a leader as well as a mentor and focus on developing staff members to their fullest potential. He/she will recognize the importance of building a strong, proactive and dynamic team within the office.

Analytical skills are important as it is expected that the next City Attorney will take a critical look at how the Office does business and to identify ways to make it more efficient and effective. As a contributing member of the City’s senior management team, she/he should always be seeking ways to assist City departments. For example, while evaluating cases, the City Attorney might notice the City seems to be facing a large number of personal injury cases due to people tripping on broken sidewalks in a particular neighborhood. If that were to happen, it would be important for that pattern be brought to the attention of the City Council and Manager. A plan could then be developed to fix the sidewalks and avoid the resource drain from recurring law suits. It will also be important to have good judgment and

common sense and to apply it to the application of the law and in determining which cases to pursue, to settle or to drop.

Communications and interpersonal skills will be very important. The City Attorney will interact with a wide variety of people with different backgrounds and will need to communicate with individuals from all levels of the community in a variety of settings. She/he will be very open and approachable. Good listening skills are critical and it will be important that he/she be viewed as cooperative both inside and outside the city government.

Knowledge of and experience with intergovernmental relations will also be a critical factor in evaluating candidates. With three school systems, four local governments and three sheriffs in the immediate vicinity, collaboration will be very important. He/s will be inclusive and encourage regional cooperation, particularly in these difficult financial times. By the same token, with five constitutional officers and four others who report directly to the Council, the next City Attorney will be able to meet their needs as well. Other duties of the City Attorney include serving as the City Council parliamentarian and overseeing the City's lobbying efforts in Richmond. Experience in both these areas is a plus as is familiarity with historical preservation matters.

The selected candidate will be expected to make a commitment to Roanoke. This position should not be viewed as a stepping stone, but as a gem in its own right. The City hopes and expects the next City Attorney will honor prior City Attorneys' tradition of passion for the City and lengthy tenures.

The position requires a law degree and licensure to practice law in Virginia or the ability to become licensed relatively quickly. Ten years of increasingly responsible experience, preferably in the practice of municipal law, is required. Experience in public education law is a significant plus, as is experience

with a Virginia local government.

Compensation

The starting salary will be between \$125,000 and \$160,000. Benefits are excellent and the City has its own defined benefit pension plan. A candidate, when evaluating the salary, should be aware that the cost of living is quite a bit lower in Southwestern Virginia than in many other parts of the state and the country.

Residency

Residency within the city limits is required.

Confidentiality

The Council prefers an open and transparent process, but it also realizes that not all candidates are comfortable having their names disclosed to the public. Accordingly, all candidate application materials, including the applicant's name, will remain strictly confidential until such time as the candidate authorizes their disclosure.

How to Apply

E-mail your resume to RecruitEight@cb-asso.com by **May 4, 2012**. Faxed and mailed resumes will not be considered. Questions should be directed to Colin Baenziger of Colin Baenziger & Associates at (561) 707-3537.

The Process

Applicants will be screened between May 5th and mid June. Finalists will be selected in mid-May and interviews held on in the end of June, with a selection shortly thereafter.

Other Important Information

Roanoke is an Equal Opportunity Employer and encourages minorities to apply. It is a community

committed to workforce building and serving its residents and businesses with commitment to the following values: Responsibility, Respect, Teamwork, Honesty and Diversity/Inclusion. It values public service, equal opportunity and the importance of diversity in the workplace.

For additional information about the City, visit the following: www.roanokeva.gov, www.visitroanokeva.com, www.downtownroanoke.org and www.roanokechamber.org.

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