



Director, Power and Light Division - Apply by May 22, 2015



Welcome to Danville! Located along the North Carolina border in south-central Virginia, Danville is but a day's drive to almost two-thirds of the nation's population. The City boasts an abundance of historical landmarks, an excellent variety of recreational and housing opportunities and beautiful, rolling countryside. Rated among the best in affordability and the lowest in housing costs and crime rate, Danville has received national recognition for adopting innovative strategies in business development.

But history and surroundings are not the only assets Danville has to offer. Believing that a vibrant downtown is vital to the well-being of a community, Danville supports an economically viable commercial district with unique businesses, attractions, restaurants and residential sites to serve and attract citizens and visitors. Danville's education community includes Averett University, Danville Community College and the Institute for Advanced Learning and Research as well as a strong K-12 public school system.

Danville has been recognized nationally as a Playful City. (Playful City USA is a national recognition program that honors cities and towns across the nation who put their children's well being first by recognizing and harnessing the power of play). The City is committed to recreation and providing opportunities for unstructured play.

Nestled in the rolling terrain that straddles the Danville Expressway on the north bank of the Dan River is a series of mountain biking trails unsurpassed in Virginia. With twists and turns, climbs and descents, the Angler's Ridge mountain bike trail system and its 35 miles of stacked-loop single-track trails is ranked No. 1 in Virginia — and 32nd in the world. The scenic trails are designed for all skill levels from beginner to expert. Along the trails are plenty of gravity drops, log pyramids, tight switchbacks, moguls, rock gardens and 40 bridges to challenge you as you travel through beautiful woodlands complete with creeks and wildlife.

History

In 1728, Colonel William Byrd and 19 others were sent on an expedition to determine the boundary between the colonies of Virginia and North Carolina. The surveying party began marking the line at the mouth of the Currituck River on the coast of Virginia, and went westward toward the mountains. When they reached what is now the Danville area, Colonel Byrd and his party encountered “the South Branch of the Roanoke River the first time, which we call the Dan.” He described the river as “exceedingly Beautiful.” Why the “Dan”? Colonel Byrd never explained his choice.

As a tobacco inspection station, Danville began to grow, though slowly at first. While the river was a transportation asset, it had its drawbacks. In 1804 the Danville Navigation Company completed canals in Danville that bypassed the falls and eased water transportation of tobacco and other goods.



Over the course of the 19th century, Danville gained fame and wealth because of its ever expanding tobacco market. The City is known as the birthplace of "Bright Leaf" tobacco and innovative sales practices such as the "Danville System" of tobacco auctions and the "Danville Plan" of allotting sales time on a poundage basis rather than by sales days to individual markets. The moniker "World's Best Tobacco Market" refers to the enormous amount of tobacco sold in Danville. The initials for this moniker, WBTM, became and remain the call letters of the local radio station.

The presence of a railroad allowed Danville to play a significant role during the Civil War. Not only did the City send its share of men to war, it became a major supply depot because of its railroad connection to Richmond. Danville was isolated from the major fronts and its railway connections made it the perfect choice as the Confederate capital after the fall of Richmond although that only lasted a week. It was abandoned by the Confederate government upon learning of Lee's surrender at Appomattox. Danville is considered the Last Capital of the Confederacy.

Danville's Gilded Age came in the decades after the Civil War. Its tobacco markets continued to grow in prominence and wealth and the leaders in this industry signaled their standing in the community by building magnificent mansions along what is now known as Millionaires Row. Several of these same men used their wealth to generate a new, major industry. On July 22, 1882, six of Danville's enterprising citizens founded the Riverside Cotton Mills on the banks of the Dan River. This new industry thrived right from the start and became known around the country as Dan River Inc., the largest single-unit textile mill in the world. The mill thrived until the late 20th century when overseas competition began to take its toll and Dan River Inc. closed in 2006.

Danville's population grew steadily during the 20th Century peaking in 1990 at approximately 53,000. Since then, as can be seen in Table I, it has slowly declined and is now at about 43,000 or approximately 80% of its peak.

Demographics

According to the 2010 Census, the age distribution is as follows: 31% are under 25 years of age, 22% are between 25 and 45 years old, 28% are between 45 and 65, and the remaining 19% are over 65. The median age is 43. The population is 48% Caucasian, 48% African American and the remainder is composed of "other". Hispanics of all races make up 3% of the population. 77% of the population over 25 years of age has a high school degree; 17% have bachelor's degrees. 97% of the city's populations were born in the United States. The average annual household income is \$42,942: Approximately 21% of all families live below the poverty line.

Table I: Danville Population

Census	Population
1900	16,520
1950	35,066
1960	46,577
1970	46,391
1980	45,642
1990	53,056
2000	48,411
2010	43,055

Source: U.S. Census Bureau

Geography

Danville is located in south central Virginia along Dan River just north of the North Carolina border. It covers a total of 43.9 square miles.

Climate

Danville's climate is considered to be humid, subtropical and is characterized by relatively high temperatures and evenly distributed precipitation throughout the year. There is an average of 75 days of rain annually and 9.5 inches of snow. See Table II on page 4.

Commerce

While Danville is renowned throughout the U.S. for its manufacturing heritage and relaxed lifestyle, the region is also one of the top 25 locations in the country for business. From corporate headquarters, regional distribution centers, and product manufacturing to high-tech research, the City of Danville spans a dynamic economic spectrum. Business people from around the world are discovering the vast possibilities of Danville. In addition to being a world class city, the community is a premier business location and home to major

Table II: Climate Data for Danville, VA

Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year
Average High °F	46	50	59	70	77	85	88	86	80	70	60	50	69
Average Low °F	29	32	38	47	55	65	69	68	60	49	38	31	49
Precipitation Inches	3.4	3.0	4.1	3.5	3.9	3.8	4.7	3.9	4.0	3.5	3.4	3.3	44.4

Source: Weatherbase

corporations, including The Goodyear Tire and Rubber Company, Nestlé USA, Swedwood, Essel Propack, CIT, Telvista, EBI, and many others.

The City’s principal employers reflect a similar breakdown. Table III below reflects the top non-governmental, non-retail employers in the County.

The most recently reported unemployment rate for the City was 7.2% while the overall rate was 5.6% nationally (December 2014 – U.S. Bureau of Labor Statistics).

The Government

The City of Danville is one of Virginia’s 38 independent cities. As such, it functions in much the same way a county would in Virginia and in other parts of the country. The City operates under the council-manager form of government. Policymaking and legislative authority is vested in the City Council, which consists of nine members including a Mayor and Vice-Mayor. Council members are elected at large on a nonpartisan basis to serve four-

year terms. The elections are held biennially with five members being elected in one biennium and four in the next. Members of the Council elect the Mayor and Vice-Mayor from its membership. The City Council is responsible for passing ordinances, adopting the budget, appointing committee and board members, and hiring the City Manager, City Clerk and City Attorney.

The City Manager is the chief executive and is responsible for carrying out the policies and ordinances of the City Council, overseeing the day-to-day operations of the City. He has direct oversight for seven departments including: economic development, finance, fire, human resources, information technology, police and utilities. The City’s general fund budget is \$101,807,080 and its total budget is \$261,699,220. Overall the City has approximately 1,200 employees.

Power and Light Division

Danville’s Utilities Department (172 employees) is responsible for providing water, wastewater, gas and electric to the Danville area. The largest single division within Utilities is the Power and Light Division which has 74 employees.

The Power and Light Division is the largest of Virginia’s municipal electric utilities. Its service area covers 500

Table III: Principal Employers Danville, VA

Employer	Field#	of Employees
Goodyear Tire & Rubber	Manufacturer	2,250
Danville Regional Medical Center	Healthcare	1,294
Telvista	Service	780
Nestle	Manufacturer	600
Averett University	Education	550
EBI	Manufacturer	550
Swedwood	Manufacturer	375
Roman Eagle Memorial Home	Healthcare	363
Danville Community College	Education	356
CIT Commercial	Financial	280
VIR	Tourism	280

Source: Danville EDC

square miles, approximately half of Pittsylvania County' 978 square miles. All together it has 40,520 customers. The Utility also provides electricity to a small number (1,234) of customers in neighboring Henry and Halifax Counties. The Division's average monthly revenue is \$7.6 million and Henry and Halifax County account for about 2.4% of the total. 32% of the division's overall sales are to residential customers, 52% to commercial customers and 16% to industrial customers.

Demand for power tends to be cyclical with the peaks being in December/January and July/August and coincide with the cool temperatures in the winter and the high temperatures in the summer. Load growth is projected to increase at a rate of 0.4% annually for the next 20 years. The Division's top 10 customers are provided in Table IV.

The Division gets its power from two primary sources. The first is two dams approximately 60 miles west of the City. Overall these dams generate 10 megawatts of power which represents approximately 5% of the needed power. Both dams are in very good condition. The remaining 95% of the Division's power comes from American Municipal Power. The Division is responsible for 16 substations and over 100 miles of transmission lines.

The principal functions within Power and Light are: electric distribution (38 employees), engineering (10 employees), hydro (7 employees), meters (4 employees), and substations (11 employees), and administration (1 employee). The Division's total annual budget is approximately \$123 million.

It should also be noted that the Division has implemented an advanced meter reading infrastructure including a two way radio system to read its meters. This system has allowed the department to read meters as frequently as every 15 minutes and introduce a rate structure based on time of use and not just volume.

The Issues

Overall, the Power & Light Division is in fairly good condition. It had problems in its recent past with a group of employees who were not acting in accordance with the City's guidelines or the law, but that has been or is being addressed. The remaining employees have stepped up and are carrying the full load well. Morale has increased because those employees that remain now feel the Division is on the right path. The Interim Department Director is also doubling as the Division Director of Power and Light and is continuously making improvements. He will be an excellent supportive asset to the new Director.

Table III: Top 10 Electric Customers

Customer	Type	Kwh Purchased	% of System Revenue
Intertape	Manufacturer	56,927,000	3.44
Shedwood	Manufacturer	28,125,325	1.70
Nestle	Manufacturer	24,125,325	1.49
Danville Regional*	Health Care	22,776,162	1.43
Columbia Flooring	Government	18,303,110	1.16
Essel Propack	Manufacturer	16,522,294	1.01
City Propack	Manufacturer	12,688,842	0.77
City Schools*	Education	11,580,629	0.76
Food Lion*	Retail	8,576,560	0.62
Hickson Danchem	Manufacturer	7,943,978	0.49
*Multiple Locations			

The operation is also reasonably financially sound, although its rates are higher than the surrounding area and have been a cause for concern. Recently, the City considered selling the electric utility. To develop the information necessary to evaluate its options, the Council appointed a blue ribbon committee, the Electric Services Assessment Steering Committee. Its mission was to study how best the City could cost effectively serve Danville's electric customers. It made seven recommendations which were to:

- Offer large industrial customers choice of power suppliers.
- Hire a power supply consultant to help develop a plan to reduce transmission and congestion charges and assist in future power purchases.
- Reduce the annual coincidental peak demand.
- Install electric power generation facilities locally.
- Evaluate the current policy for determining the Electric Fund contribution to the General Fund.
- Consider making the Utility Commission an independent governing body.
- Evaluate the recommendations made by the Hometown Connections check-up report and make improvements where needed.

Ultimately the City's elected officials accepted the Steering Committee's recommendations and felt it was in the best interests of the City, its residents and its businesses to retain its electric utility. The challenge then is to implement the Committee's recommendations.

The City and staff realize that the new director will be different and because of the recent transitions, the new Division Director will have the opportunity to mold the Division with less than the typical resistance.

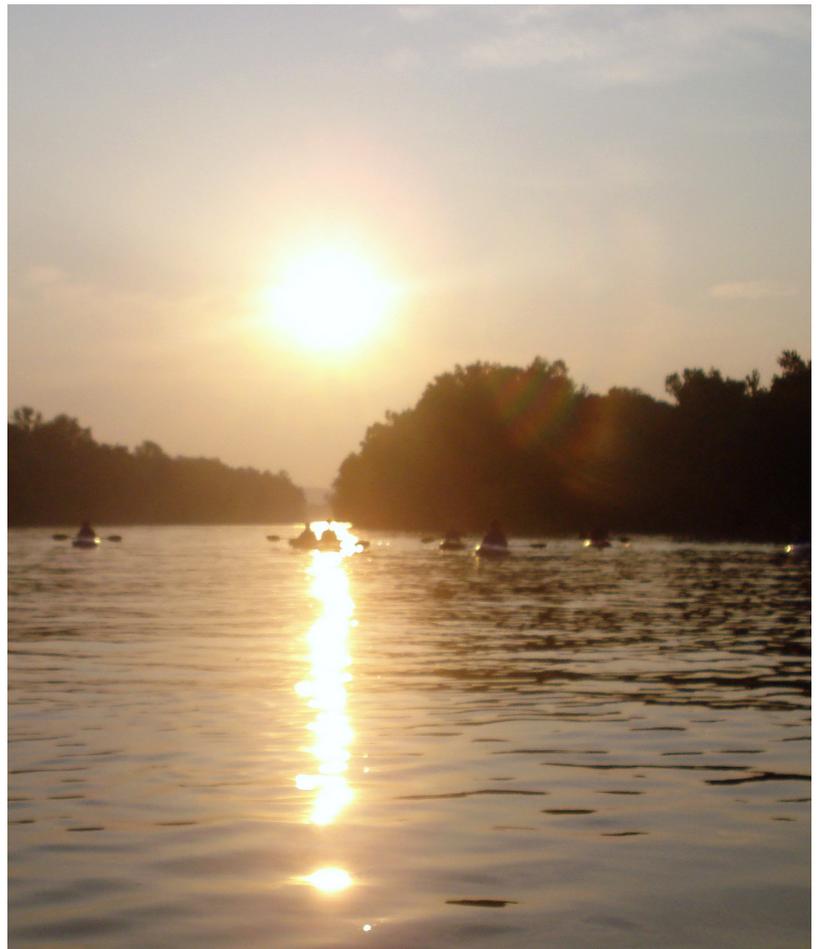
All in all, even with these issues and some other

relatively minor ones, this position is an excellent opportunity for a positive, professional, and enthusiastic individual.

The Ideal Candidate

Danville's next Power & Light Director needs to be an outstanding leader who can grow with the organization. It is important to note this job is not just a technical job but one where the individual will need to be an accomplished manager. The City would prefer a participatory management style where everyone's opinion is respected utilizing a family style environment. On the other hand the individual will have high expectations for the staff and set high standards. And he/she will expect them to be met while not being unreasonable about it. Accountability will be very important to the Director. At the same time he/she will realize one person cannot do it all and will utilize subordinate staff. He/she will mentor and delegate appropriately so as to develop staff.

The new Director's approach will be positive and supportive. He/she should be outgoing, confident, positive, proactive, responsive and involved. It will also be important for the person to be easy going, approachable and easy to talk to. The individual will understand the importance of the day-to-day but will not let it



consume his/her attention and preclude preparation for the future and the Department's long term success.

The City's and the Utility's management is innovative, forward thinking, and believes in transparency. It wants to hear what it needs to hear and not what it might otherwise want to hear. Consequently, the next Power & Light Director needs to be a straight shooter, not a "yes" man or woman, but also someone who will rally enthusiastically behind the program after all the options are presented and management has determined the course of action. The individual should be comfortable making decisions. Integrity and honesty are critical. Being humble and willing to admit a mistake will be important to establishing credibility.

The Director must have outstanding communication skills, listen carefully and be as comfortable talking to a company president as well as the fellow mowing lawns. Danville is a small town at heart so being friendly and very customer service oriented will be very important. He/she will not spend a great deal of time behind a desk but will be out in the field and in the community. That is particularly important because the City is hoping the next Division Director will help improve the Power and Light's image.

Knowledge of electric utilities is essential. Skill in management, budget preparation, management, and customer service is an absolute necessity. Experience in intergovernmental relations will be a plus. The ideal candidate will have at least seven years of progressively responsible experience, preferably in electric utilities. A Bachelor's degree from an accredited college or university, in management or a related field, is required. A degree in engineering is a plus as is experience in Virginia and in a community with an expanding electric utility.

The Previous Director of Power and Light

The position has turned over five times in the last 15 years. The reasons vary but most commonly the individual left for what the individual considered to be a better opportunity.

Compensation

The salary range is \$79,356 to \$124,589. The City prefers to pay in the lower half of the range but recognizes

outstanding talent is not inexpensive. 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 Southern Virginia than in many other parts of the state and the country.

Residency

Residency within the city limits is not required.

Confidentiality

Under Virginia law, the recruitment process may be kept confidential. As such, if a candidate so requests, the City may keep the individual's application confidential. No candidate names will be released without the candidate's permission.

How to Apply

E-mail your resume to Recruit33@cb-asso.com by May 22nd. Submissions by regular mail or facsimile will not be considered. Questions should be directed to Rick Conner at (941) 896-7001 or Colin Baenziger at (561) 707-3537.

The Process

Applications will be screened between May 28th and June 29th. Finalists will then be selected and interviews held on July 8th with a selection shortly thereafter.

Other Important Information

Danville is an Equal Opportunity Employer and encourages minorities and women to apply. The City is committed to serving its residents, visitors, and businesses at a high level.

For Additional Information

Visit: www.danvilleva.gov and www.dpchamber.org

COLIN BAENZIGER  ASSOCIATES
EXECUTIVE RECRUITING