



Utility Director Position Open - Apply by September 18, 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 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” which he called the “Dan” and 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

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

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.

Geography

Danville is located in south central Virginia along the 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 country 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

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

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 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

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. He/she is responsible for carrying out the policies and ordinances of the City Council, and overseeing the day-to-day operations of the City.

The individual 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.

Utility Division

Danville’s Utilities Department (172 employees) is responsible for five Divisions. These include providing Water Production and Distribution, Wastewater Collection and Treatment, Natural Gas Distribution,

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
Ikea	Manufacturer	375
Roman Eagle Memorial Home	Healthcare	363
Danville Community College	Education	356
CIT Commercial	Financial	280
VIR	Tourism	280

Source: Danville EDC

a Telecommunications Division, and The Electric services to the greater 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 five hundred square miles, approximately half of Pittsylvania County’s almost one thousand square miles. All together the Utility Department has over 40,000 customers, the Electric Division servicing all of them. The Electric Division also provides electricity to a small number (1,234) of customers in neighboring Henry and Halifax Counties. The Department’s average monthly revenue is \$13.4 million dollars and Henry and Halifax County account for about 3.2 % of the total. 50.47% of the Department’s overall sales are to residential customers, 27.84% to commercial customers, 18.46% to industrial customers, and 3.23% to municipal customers. The Electric Division’s top 10 customers are provided in Table IV.

The Electric 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 with 38 employees, Engineering with 10 employees, Hydro with 7 employees, Meters with 4 employees, Substations with 11 employees, and Administration with 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 Telecommunications Division serves approximately 200 customers with fiber optic connections and has a total annual budget of approximately \$1.7 million. There are 4 employees in this Division.

The Water Division produces potable water at its own facilities and serves approximately 17,679 customers. It has a total annual budget of approximately \$8.3 million. There are 40 employees in this Division, with 17 in Production and 22 in Distribution.

Table III: Top 10 Electric Customers

Customer	Type	Kwh Purchased	% of System Revenue
Intertape	Manufacturer	56,927,000	3.44
Ikea	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 Wastewater Division serves approximately 16,229 customers. It has a total annual budget of approximately \$9.9 million. There are 12 employees in this Division, with 11 in Collection and one in administration. Treatment is outsourced.

The Natural Gas Division serves approximately 15,013 customers. It has a total annual budget of approximately \$26.4 million. There are 28 employees in this Division. The gas is purchased from Munigas with an annual consumption of 3.5 million dekatherms.

The Issues

Overall, the Utility Department is in fairly good condition. The Electric Division 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 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.

The Utility operations are reasonably financially sound, although there is an ongoing issue with the Electric Division. Its rates are higher than its competitors in 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. Ultimately the City's elected officials accepted the Steering Committee's recommendations and agreed that it was in the best interests of the City, its residents and its businesses to retain its electric utility. The challenge will be 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 Director will have the opportunity to mold the Department with less than the typical resistance. The primary focus for the Department moving forward is revitalizing the organizational structure with a strong emphasis on "team building".

Even with all of its issues, this position is an excellent opportunity for a positive, professional, and enthusiastic individual.

NOTE: Applicants should take note that the Interim Director has performed well and will likely apply for the position, but will be considered as any another candidate and will be measured through the same evaluation process as all others. Another significant issue is that the current City Manager is retiring at the end of the year. City Council is responsible for the recruitment of a new City Manager. It is not currently anticipated that this transition will be unusually difficult or disruptive.

The Ideal Candidate

Danville's next Utility Director needs to be an outstanding leader who can grow with the organization. Municipal experience is not required, but will be given great weight in considering candidates. It is important to note this job is not purely technical, 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. The individual will have high expectations for the staff and implement them. Accountability will be very important to the Director. He/she will delegate, mentor and develop staff.

The new Director's approach must 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 approachable and easy to talk to. The individual will understand the importance of the day-to-day operations 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 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 Utility 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 to the employees in non-professional positions. Danville is a small town at heart so being friendly and very customer service oriented will be very important. It is also very important for applicants to understand that the new Director will not spend a great deal of time behind a desk but will be out in the field and in the community. That is a particularly significant issue because the City is hoping the next Director will help improve the Utility Department's image by, among other things, spending a good deal of time mentoring the Crew Leaders and support staff.

Knowledge of water, wastewater, natural gas, and electric utilities is essential. Skill in management, budget preparation, 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 all pertinent utility areas. A Bachelor's degree from an accredited college or university, in engineering, management, or a related field is required. Experience in Virginia and in a community with an expanding utilities is a plus.

The Previous Director

The previous Director has taken a similar position in another state and left on good terms.

Compensation

The salary range is \$102,824 to \$161,434. The City prefers to pay in the lower half of the range. 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 required of the Director and this will be a specific stipulation of employment.

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 Recruit37@cb-asso.com by September 18th. Submissions by regular mail or facsimile will not be considered. Questions should be directed to Kathryn Knutson at (715) 282-3595.

The Process

Applications will be screened from mid-September to mid-October with interviews and 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

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