



# Welcome to the city of Danville, Virginia

Deputy City Manager Position Open - Apply by May 6, 2016



*Estimated 2015 Population: 43,000*

Located in the Piedmont region of south-central Virginia along the North Carolina border, Danville offers small-town charm as well as the advantages of a city overflowing with energy. It sits prominently on the banks of the beautiful Dan River and exceeds expectations with a wide variety of activities ranging from festivals, events, concerts, and outdoor activities. This is the Heart of Southern Virginia!

Danville is quickly becoming a hotbed of culture as it plays host to music fans, art enthusiasts, theater buffs, and cinema-goers of all ages. It provides residents and visitors alike with cultural opportunities year-round. Whether you choose to attend the Carrington Pavilion summer concert series, the Danville Symphony Orchestra, an art series at the Danville Museum of Fine Arts, or a theater production for children at the Historic North Theater, your cultural needs have ample opportunities to be filled. The Carrington Pavilion, an amphitheater situated on the banks of the Dan River, is the premier venue for outdoor concerts, theater productions, and events in the southern region of the

state. Seating 1,100 in its covered section and an additional 4,000 lawn seats, it is the home of the Danville Harvest Jubilee Concert Series. It began in 1980 and has evolved into a large-scale venue featuring food events, nationally-known recording artists, and festive family activities.

While Danville boasts a rich and colorful history spanning 250 years, The Riverwalk on the Dan is this City's definition for the 21st century. Historically, the Dan River was used to promote industry – most notably the Dan River Mill that was world renowned for its clothing and home fabrics. Now the river's value is its natural beauty and recreational opportunities. The river takes walkers, bikers, and others through parks, historic sites, and businesses. It is in essence a living history trail along the Dan River linking the City's past to the future. The Riverwalk is one of the truly successful elements of Danville's vision.

The City is committed to recreation and providing opportunities for unstructured play. It is recognized nationally as a "Playful City", which is a 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. To make it even more enticing, the City hosts one of the longest single-track mountain bike trails in the region and around 30 miles of additional bike trails! The Riverwalk and mountain bike trail system host many functions including bike races, trail runs, charity walks and marathons, as well as special events in the parks. Anglers Park has over 380 acres, and Dan Daniel Memorial has 180 acres on the waterfront with trails and river access. It is also home to minor league baseball's Danville Braves. Danville is a fun place to live and play!

Beyond the City's borders the activities continue. Hunting and fishing are popular. It is an hour and a half to the mountains and three and a half hours to the ocean. If you like the big city, Greensboro is an hour south, Raleigh-Durham is an hour and a half southeast and Charlotte is a little over two hours to the southwest. All have excellent airports. Washington, DC, and all its attractions are just over four hours northeast.



A vibrant downtown is critical to Danville’s quality of life and the economic well-being of a community, and The River District Association’s vision includes economically successful and unique businesses, attractions, restaurants, and residential areas. Not long ago 200 people lived downtown. Now that number has grown to over 2,000. Along with a revitalized downtown, Danville has a rich diversity of educational institutions, including Averett University, Danville Community College and the Institute for Advanced Learning and Research. These unique community strengths have transformed the region’s economy, and offer opportunities to the global business community. The area is also supported by the Danville Community Foundation (with almost \$30 million in assets and which awarded over \$2 million in grants and scholarships in FY 2013-2014) and the Danville Regional Foundation (with over \$200 million in assets and which gave out over \$6 million in grants to improve the health, education, and well-being of the regions residents in 2013).

While Danville is known 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 spans a dynamic economic spectrum. Industry Week Magazine placed Danville among the top 25 World Class Communities, which is a testament to the citizen’s work ethic, the business community’s dedication to productivity, and the City’s drive for business expansion. Danville was ranked #9 in Micro Cities of the future 2009/2010. In 2008, the City of Danville and Pittsylvania County received national recognition for innovative strategies.

While Danville thrives and becomes more solid in its economic reputation, the City’s population is on the upswing again. It boasts a low cost of living, nicely priced housing, and safe neighborhoods. ‘Places Rated Almanac’ ranked Danville as the 61st most affordable place to live in the United States, with the 11th lowest housing costs and the 27th lowest crime rate, out of 351 metropolitan areas. The schools offer an opportunity for a child to get a very good education. It is a community that thrives on its diversity and you will not find a friendlier place. Everyone knows your name, where neighbors help their neighbors and where everyone can get involved.

We invite you to become part of this great community and its bright future!

## HISTORY

In 1728, Colonel William Byrd and 19 others were sent 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. Abbreviated “WBTM”, these initials remain the call letters of the local radio station.

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

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

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. After only a week, it was abandoned by the Confederate government when it learned 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. In 1882 several of these same men 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. One contributing factor was the closure of the Dan River Mill. In 1998 it had \$800 million in sales. In 2007, it had zero. At its peak, it had over 20,000 people employed at the facility and over 100 looms. Another factor was the restructuring of the tobacco industry. The hurly burly of the tobacco auctions (and auction houses that were so prominent in Danville) has been replaced with direct contracts between the farmers and the tobacco companies.

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

## 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 population 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 the rolling hills of south central Virginia along the Dan River. North Carolina forms its southern border and Pittsylvania County, its northern, eastern and western boundaries. It covers a total of 43.9 square miles. Its mean elevation is 528 feet above sea level.

## 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.

## 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 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, and EBI.

The City's principal employers reflect a similar breakdown. Table III (see page 4), reflects the top non-governmental, non-retail employers in the County.

The City has an outstanding relationship with Pittsylvania County, particularly in terms of economic development. The two governments see their interests as common rather than competing such as through the Danville-Pittsylvania Regional Industrial Facility Authority whose general purpose is to enhance the economic base of the City and the County by jointly developing, owning, and operating facilities on a cooperative basis. One example of this is the Institute for Advance Learning and Research. Through the Authority and their combined efforts, they have created the Berry Hill Mega Park, the Dan River Business Center, and the Kane Creek Development Park (where IKEA has a major manufacturing facility). Berry Hill Mega Park is the latest example of their cooperation and covers 3,500 acres (400 of which is permitted). Berry Hill Mega Park has rail and natural gas running through the park, is just off US 58 and is not far from US 29 (the major connector

to Greensboro as well as to points north). The Park is expected to host between 2,000 and 12,000 jobs when fully operational. Notably, all three business parks are located in the County, but the parties equally split the tax revenue (real estate and equipment and machine tax).

The most recently reported unemployment rate for the City was 8.3% while the overall rate for the United States was 5.5% (April 2015 – 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. In other words, although it is bounded on the south by North Carolina and Pittsylvania County to the east, west and north, the County has no authority in Danville. 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 staggered four-year terms. The next elections will be held in May 2016 when five seats will be voted upon. In 2018, the remaining four seats will be on the ballot. The Council elects the Mayor and Vice-Mayor from its membership and they serve two year terms. 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 Members of the Council are collegial, work well together, and have a great deal of respect for their staff. They may disagree, and the debate behind closed doors can be vigorous. Still, when the door opens, they are united in the course of action they have determined is best of the City.

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 eleven departments that include: Community Development, Economic Development, Finance, Fire, Human Resources, Information Technology, Parks and Recreation, Police, Public Works, Transportation, 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 1,100 employees. Danville's largest single revenue generator is its Utilities Department which provides electric, water, wastewater, natural gas and telecommunications services

to the City and the surrounding area. The Department's total annual revenues are almost \$170 million of which the largest portion comes from power sales (over \$120 million).

As noted, Danville works very well with Pittsylvania County. They have formed numerous partnerships that have been mutually beneficial to both parties. Both the City and the County expect that relationship to continue.

## THE ROLE OF THE DEPUTY CITY MANAGER

The City Manager envisions the Deputy City Manager (DCM) taking a lead role in managing Danville's operations. Specifically, the DCM will oversee Parks and Recreation, Community Development, Transportation and the Airport, and the Administrative functions (finance, human resources and information technology). The City Manager, on the other hand, will retain direct oversight for Budget, Economic Development, Police, Fire, Public Works, and Utilities. The delineation of responsibilities may change slightly, depending upon the qualifications and experience of the individual hired as DCM. The Deputy may also be charged with managing specific projects that are important to the City's future.

## THE CHALLENGES & OPPORTUNITIES

Danville indeed has a bright future. The pieces are in place, but much remains to be done. Economic development will continue to be key to improving the fortunes of the City and its residents. With the loss of the Mill, the decline of tobacco, and the loss of furniture manufacturing (which was nearby), Danville has a relatively high poverty rate. Jobs will fix that, but to be appealing, many in the work force will need their skills to be upgraded. The local community college is training machinists and once they complete the program, the former students quickly find employment. The high school is also incorporating a similar training program.

Some areas of the City suffer from blight. More than 3,000 homes are substandard and many have been abandoned. The City is taking down approximately 100 each year, but the quickest way to fix the problem would be to create a situation where the property is in demand and where it is in the private sector's interest to redevelop it.

Another issue is the City's image of itself. The historic decline in employment had a negative impact on the community and caused discouragement and despair. Further, while a wonderful community, Danville is a small community and it does not take many incidents to increase statistics that reflect negatively on the community. The image and statistics, however, are changing for the better. The City has a wonderful group of community leaders (both in the public and private sectors) who are working together to tell Danville's story. Perception is catching up with reality and that is a very good thing.

Financially, the City is strong – it has excellent reserves, a low debt ratio, and very good bond ratings. Still, costs are increasing more quickly than revenues. Further, the needs are not insignificant. The physical plant in both the government and in the schools (which the City must fund) needs improvement. The Police Department is one example. It is located on the first floor of City Hall immediately adjacent to the front door. There is no security – anyone and everyone can and does walk through the Department. It does not have a good place for evidence storage. Parking is extremely limited and the officers have no place to stage. As a result, it will be important to continuously scrutinize operations looking for ways to become more effective and productive. It is anticipated the Deputy City Manager will take a lead role in searching for ways for the City to be more efficient and effective.

Finally, the City Council and the City Manager want to ensure businesses and residents receive the best possible customer service. Historically there has been room for improvement. The City believes that the City's appointed leadership can be an example to all and expects the Deputy City Manager to play a very large role in helping it improve customer services overall.

## THE IDEAL CANDIDATE

Danville is already sprinting in its race to become the best version of the community it envisions. The needs are simple- an experienced leader and manager who will assist the City Manager in continuing to guide the City into its bright future. The next Deputy City Manager will be an action-oriented and progressive leader, someone who will partner with the City Manager and staff to help Danville reach its goals. The individual will be a work horse, not



a show horse and will be someone who will seize opportunities, and take risks in order to make Danville a better place. He/she will be honest and have great integrity, be energetic while down to earth, a team player who also demonstrates strong leadership skills, and is respectful and trustworthy.

Danville is a small City that expects the best from its government and the staff are expected to deliver. It wants a Deputy City Manager who will build relationships with the public. The City Manager wants total transparency, complete information, and no surprises.

The best candidate will be an excellent communicator and will deal with matters head-on, face to face. The individual will be someone who is open-minded and does not have preconceived ideas concerning the outcome. Rather, he/she will listen carefully, evaluate the options and make recommendations and take action based on the facts. The ideal candidate will address all situations in a tactful manner, and show utmost respect for everyone including the citizens, employees, and high-level officials.

The best candidate will be a leader with outstanding management skills. The individual will set realistic goals for his/her staff, provide the necessary resources and then allow them to see the project through. The individual will expect to be kept informed of targets to be achieved but not micromanage. Nonetheless, accountability will be important. The new Deputy City Manager will be someone who uses inspiration instead of intimidation. The individual needs to have a sense of humor and create an enjoyable work environment. He/she will encourage everyone around to find joy in their work as well.

The Deputy Manager will play a key role in continuing to build a sense of pride inside and outside City government. Danville is on the upswing with a bright future and the individual

will play a key role in conveying that to the staff and the community. He/she will encourage employees, working with their commitment to serve the community and produce a first class work product.

The individual will be a strategic thinker and planner. The ideal candidate will be professional but also friendly and outgoing. He/she will be comfortable in the community and interact extremely well with the public. Outstanding people skills will be critical. He/she will not spend all his/her time behind a desk, but will be out meeting with employees, residents and businesses at their homes and work sites – always listening to their concerns and actively working towards finding ways to solve their problems and improve their quality of life.

The ideal candidate will have a strong background and proven track record in finance. He/she will have outstanding analytical and writing skills. Both are mandatory. In fact, if you do not consider your writing skills to be first rate, please do not apply. The ideal candidate will also know how to obtain grants and other funds for the City. The individual will have at least a Bachelor's Degree in business administration, public administration or an area related to local government management. A Master's Degree is preferred. The ideal candidate will also have five to seven years of experience as a City Manager, Deputy City Manager or Assistant. Skill in intergovernmental relations is a must. The selected candidate should plan to spend at least five years with the City. This position should not be viewed as a stepping stone but as a gem in its own right.

## PREVIOUS DEPUTY MANAGER

The previous Deputy City Manager was promoted to City Manager when the prior City Manager retired. Historically, both the City Manager and Deputy City Manager positions have been extremely stable.

## COMPENSATION

The salary range is \$102,824 to \$161,436. However, the City does not intend to pay more than \$132,000. 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 Southern Virginia than in many other parts of the state and the country.

## RESIDENCY

Residency within the city limits is 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 [Recruit24@cb-asso.com](mailto:Recruit24@cb-asso.com) by May 6th. Submissions by regular mail or facsimile will not be considered. Questions should be directed to Colin Baenziger at (561) 707-3537, or David Collier at (772) 260-1858.

## THE PROCESS

Candidates will be screened between May 6th and June 8th. Interviews will be held on June 23rd, with a selection shortly thereafter.

COLIN BAENZIGER  ASSOCIATES

EXECUTIVE RECRUITING