



Roanoke, Virginia

(Population 97,000)

If you thrive on solving problems, can think quickly, creatively and strategically and want to be part of an exciting, progressive team-oriented organization, this job is for you. Roanoke is an amazing city and its leadership wants someone who can recognize the City's potential and capitalize on it. The ideal candidate will be someone who wants to be here because of the outstanding opportunity, not someone who simply needs a job.

Background

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

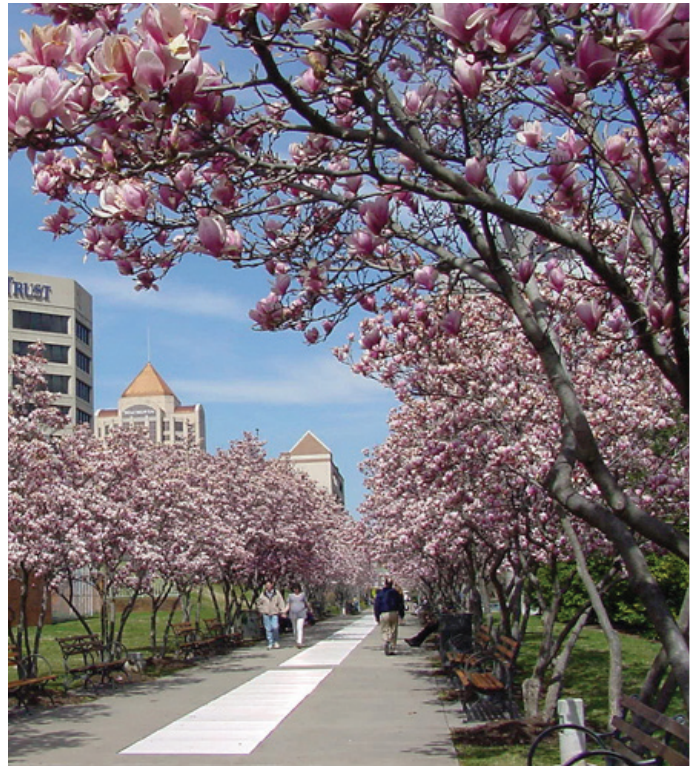
the City, particularly given its railroad history, would be that it is the economic engine of the region. With housing being quite reasonably priced and many, many outdoor activities nearby, it is simply a great place to raise a family, to live, to work and to play.

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. The only city to be named an All-America City six 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. The City actually experienced population growth over the last decade.

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 prohibit 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, white 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 and is currently approximately 97,000. 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,

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

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 on page 3).

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 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 (above) shows

Roanoke's average monthly temperatures and rainfall.

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 region. 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 for the top ten employers in Roanoke.

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.

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

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 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, and 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 a municipal downtown parking system. 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 2012-2013 budget is \$253 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 AA by Standard and Poor'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 Department of Economic Development

The Department of Economic Development provides leadership and direction in managing activities between the City and the business community. Its goal is to create and maintain a thriving business environment and encourage innovative workforce opportunities. The activities of the Department are focused on three basic areas:

Traditional such as business attraction, retention and expansion programs and initiatives,

People and labor-based activities, including programs to facilitate the retention and attraction of young professionals, entrepreneurial business development and economic base expansion in concert with local and regional institutions of learning,

Participation in place-based initiatives that are intended to improve quality of life in the City and region.

The Economic Development Director is appointed by the City Manager and reports to the Assistant City Manager. The Economic Development Director is responsible for providing leadership and management of the Department and the successful executions of its programs and initiatives. The Department consists of 7.5 FTEs employees, and its FY 2012-2013 budget is approximately \$1.6 million.

The Challenges

The City of Roanoke is the economic hub of the region. In order to thrive, it must develop policies and partnerships that enhance the level of



economic activity locally and regionally. The City, for example, is largely built-out and is considered an urban environment. Hence, economic development and redevelopment within the City limits often depends on land assembly. The availability of green fields is limited and it may not be able to attract some of the businesses that the surrounding county can. Recognizing, however, that any new businesses relocating to the area will benefit the City, it works cooperatively with neighboring jurisdictions to bring businesses to the region.

The next Economic Development Director will need to develop a strategic plan for the department. As noted, Roanoke has much to offer and to build upon. The presence of the Carilion Clinic could be/is the base for a health care cluster. Repurposing the City's marvelous downtown might be another. Working with the local universities might be a third. Outdoor industries could be a fourth. The plans for those areas need to be evaluated and, if practical, refined. Other potential clusters need to be identified, considered and developed. The goal is to grow and to compliment, rather than cannibalize what is already here. Achieving that goal will require solid analysis of the present and constructing a realistic strategy to achieve the future.

Of course, all the traditional elements of economic development are also in play. The City wants to create a vibrant and positive environment that will encourage business, entertainment and tourism. It was wants to encourage investment in human capital and to promote jobs (ideally jobs with good wages).

The Ideal Candidate

If you thrive on solving problems, can think quickly, creatively and strategically and want to be part of an exciting, progressive team-oriented organization, this job is for you. The City is seeking someone who can recognize its potential, further its economic development objectives and work with the business community as an integral partner, a supporter and

advocate for city growth. It wants someone who is intelligent, upbeat, outgoing, hardworking, ethical, organized, flexible, innovative, creative, congenial, politically sensitive and progressive – someone with a “can do” attitude. The ideal candidate will also be an exceptional manager, one who focuses on leadership and management of the Department, including mentoring professional staff, utilizing technology effectively, and fostering improved coordination among City departments, the business community and regional entities on economic development issues. He/she must be approachable, open, and with the ability to communicate with people from a variety of backgrounds. The director will be a competent professional who does not care about who gets the credit - as long as the deal gets done.

The ideal candidate will also be someone who possesses the ability to articulate the City's development's vision and understand the underlying financial complexities of deals. The candidate may be someone on their way up or some who is looking for a change in lifestyles or environment. It will not be someone who is ready to retire or who speaks well but does not have a track record to back it up.

The successful candidate will be a proven economic development professional with knowledge of the full range of economic development and strategic planning for economic growth, business retention, property rehabilitation, and effective change in an urban/central city setting. He/she must be a calculated risk-taker in an uncertain economic environment and be able to communicate risks/benefits to senior city officials. A deep appreciation for customer service as well as excellent written and oral communication skills in addition to exceptional listening and presentation expertise are essential.

The position requires a Bachelor's degree from a four-year college or university with major course work in economics, business or a related field. A Master's degree in an appropriate field is preferred. The successful candidate must possess ten (10) years

of increasingly responsible experience in economic development as well as five years in a supervisory role. Responsible managerial or executive level experience in a comparably sized public or private organization is a plus.

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 Prior Director

The prior director has been gone for quite some time. His replacement was initially put on hold during the transition from one city manager to another. The City then interviewed some very good people but their compensation requirements were outside the salary range. It recently retained Colin Baenziger & Associates to complete the recruitment.

Compensation

The starting salary will be between \$90,000 and \$100,000. 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 Commonwealth and the country.

Residency

Residency within the city limits is required.

Confidentiality

The City 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 RecruitFive@cb-asso.com by August 24, 2012. Faxed and mailed resumes will not be considered. Questions should be directed to Tom Andrews, Senior Vice President with Colin Baenziger & Associates at (770) 814-0455, or Colin Baenziger at (561) 707-3537.

The Process

Applicants will be screened between August 25th and September 24th. Finalists will be selected in October 4th and interviews held on or about October 18th 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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EXECUTIVE RECRUITING