

City Manager

Greensboro, NC

(Population 259,000)

Located in north central North Carolina, Greensboro is a warm and friendly place, a place where life is just not complicated and a great place to live, work, play and raise a family. It is, in many ways, a small city with a metropolitan flair. Its residents swear by the community and many would never consider living anywhere else. With its rich history, growing business community and wonderful neighborhoods, its welcome mat is always out.

Established in the approximate geographic center of Guilford County in the early 1800s, Greensborough (as it was then spelled) became a railroad hub in the 1840s and known as the Gate City. Much of the City's early wealth came from the cotton trade and from merchandising. In the 1890s textiles became the dominant industry and the City was known as the center of the Southern textile industry with large factories producing denim, flannel and overalls. Later Vicks Chemical (VapoRub and NyQuil), Carolina Steel and Pomona Terra Cotta Works became established in the City. Tobacco also played a role in its growth and nearby High Point became a furniture center. In 1980, Greensboro was still a large textile mill town, but as time passed, textile production largely went overseas and today only about 230 people are actively involved in textile manufacturing in the City. Still, the main offices of several manufacturers remain – International Textile, Galey & Lord, Unifi and VF Corporation (Wrangler, Lee, North Face and Nautica).

But Greensboro's history is not limited to business. In 1960, four black students sat down at a lunch counter in Woolworth's and refused to leave when they were denied service. Similar protests soon spread across the South and played a significant role in the Civil Rights Movement. More recently, the City has opened its arms to refugees from around the world. It has a Vietnamese community of 4,000 (in fact, the City is home to largest Montagnard population outside Vietnam) and smaller communities of, among others, Cambodians, Laotians, Koreans, Chinese, Pakistanis, Palestinians, Somalis, Sudanese and former Yugoslavians. More than 10,000 African immigrants live in the City and the Latino population is placed at approximately 15,000. As can be seen, Greensboro is extremely diverse.

Today, Greensboro is universally loved by its residents and businesses. They simply feel that almost everything is right about the City and that it is the best place on earth to live. There are many reasons why. Climate? The average high temperature ranges from 48°F in January to 88°F in July. Activities? The City is large enough to support many of the cultural opportunities of a larger city while retaining much of the charm of a small town. Traffic? Not a problem. You can be just about anywhere in the City in 20 minutes. Education? With excellent elementary, middle and high schools and six colleges and universities (including UNC at Greensboro and NC A&T) and a top community college, educational opportunities abound.

Overall, 40,000 students attend community college, college or university in Greensboro. Nightlife? The City has a lively downtown. Sports and concerts? Check out the Greensboro Coliseum and the Greensboro Grasshoppers Single A Baseball team. ACC Basketball and other sports are nearby. Arts and culture? How about the Carolina Theater, the Blandwood Mansion and Gardens and the Natural Science Center. In 2010 the International Civil Rights Museum will open. Outdoors activities? If the many local parks and the gently rolling hills of North Carolina's Piedmont are not enough, it is three hours to the Atlantic Ocean and two hours to the mountains. Cost of living? Let's just say the price of a comparable house in California would be three or four times higher and Greensboro does not have the traffic or pollution. The Census Bureau recently estimated the median home price at \$140,000. Healthcare? It is great here. But what is the real reason to live in Greensboro? That is easy – it is all the people who live here. Although the third largest city in the state, its residents affectionately characterize it as a large town with a small town heart. The citizens are friendly, concerned about others, and treasure the City's small town feel, values and identity. It is a caring community and families are strongly supported. Volunteerism is strong. In their mind, fabric continues to play role – many of its residents view the City as a tapestry that is still a work in progress, always becoming more exquisite and a better place to call home.

One other notable fact is that both of North Carolina's senators come from the Piedmont region and treat it as home, commuting to work in Washington, DC. They are definitely hometown folks.

For additional information about the City, visit the following:
<http://www.greensboro-nc.gov>, <http://www.greensboro.org>,
<http://www.greensboropartnership.org/> and
<http://www.downtowngreensboro.net>.

TODAY'S BUSINESS

The exit of the textile industry left Greensboro with a skilled but not highly educated workforce – people who know the value of a job and want to work. After some soul searching and some growing pains, Greensboro settled on a strategy involving nanotech, high tech and transportation/logistics. In the center of the East Coast, half way between New York and Miami, at the junction of four interstate highways, on a railroad line and with a first class airport (Piedmont Triad International Airport), Greensboro is poised to become a logistical hub. In fact, it is now referred to as the “aerotropolis” of the Piedmont. FedEx has recognized the advantages of the location and is building a \$300 million mid-Atlantic air-cargo and sorting hub. Part of the facility is already open and the remainder will open in 2010. In 2007, Honda Aircraft Company announced it was locating a 215,000 square foot headquarters at the airport and will have a facility to manufacture small business aircraft. To date, it has hired over 400 people and will hire another 100 by the end of 2010 when it delivers its first small business jet, the HondaJet. Other notable companies headquartered in Greensboro include Lorillard Tobacco, Volvo Trucks of North America and International Textile. It is also the center of operations for Lincoln Financial Group. The future is bright as the University of North Carolina and North Carolina A&T recently opened a joint research park, the Gateway University Research Park. Efforts there

will focus on nanotechnologies and high tech. Approximately 30 businesses are expected to locate there. Best of all, the City has prepared for the potential expansion of the business community. The infrastructure is largely in place and a more than adequate water supply will be available with the completion of the Randleman Dam.

DEMOGRAPHICS

As noted, Greensboro's population is extremely diverse. Over 80 languages are spoken in the community and 105 different ethnic groups reside in the community. Approximately 53% of the population is female and 47% male. 52% of the City is White, 39% Black, 4% Asian and the remainder is composed of other races. 23% of the population is under 18 years of age and 12% is over 65. Based on the 2000 census, the per capita income was \$22,986 and 12% of the population were living below the poverty line.

THE GOVERNMENT

The City covers 144 square miles and serves a population of 259,000. The government is based on the council manager form of government. The City Council is composed of the Mayor and eight Council Members. Five of the Council Members represent districts while the Mayor and three Council Members are elected at large. Council Members serve two year terms and all nine stand for election at the same time. The elections are non-partisan and the next election will be in November 2009. Two council members have announced they will not seek re-election. Council members generally conduct themselves professionally and while they may disagree, it does not get personal. When they are disappointed, they are not afraid to express their displeasure from the dais.

Overall, the City government is well run. The City has a Triple A bond rating. The Parks & Recreation and Library programs are well regarded. Both its police and fire departments are accredited and the City has an ISO Rating of 1. The City has a good relationship with the community and government officials and the local business leaders work well together. As might be expected, the City can never move fast enough to satisfy developers.

The City government has roughly 3100 benefited employees. Approximately 1400 of those are in public safety, 600 in Environmental Protection (stormwater, water resources, solid waste, field operations and cemeteries), 400 in Culture and Recreation (parks & recreation, libraries and the coliseum), 400 in general government, 225 in Transportation and 100 in Economic and Community Development. The City also has and 900+ hourly employees that work at different times throughout the year but does not have any unions.

Financially the City is strong. The total annual operating budget is about \$430 million of which \$260 million is General Fund budget and is broken down roughly as follows: Environmental Protection, 32%, Public Safety, 27%, Transportation, 11%, Culture and Recreation (including the Coliseum Complex), 11%, General Government, 10%, Debt Service 7% and Economic and Community Development, 2%. The Capital Improvement Program for 2009 – 2015 includes

approximately \$800 million of projects with Environmental Protection at 38%, Culture and Recreation at 25% and Transportation at 22% making up the vast majority of the program.

THE ISSUES

While Greensboro is a great place to live and work, it is not without issues. The economic downturn has had an impact on the region with unemployment at a little over 11%. Hence, both economic development and job creation are high priorities. Further, as with most cities in this economy, governmental revenues are projected to be decline. Overall, however, the City is better prepared than most others. It has carefully husbanded its resources and reduced its budget every year since the year 2000. Further, the City has already prepared a balanced budget for FY 2009/2010. Anyone googling Greensboro will find negative articles about the police department. While not perfect, most feel that the department is very good with many, many fine officers. New problems are not being created but the perception of the old problems lingers. The real and perceived issues will not go away soon as the Department of Justice is investigating two complaints. While not a significant issue presently, the City's infrastructure could be in the future. A capital improvement program to begin upgrades had to be delayed a year based on the economy. Another issue relates to the public trust. The media tends to question everything and the overall impression is often not positive. Within the community itself, two significant power centers exist. The first might be characterized as Old Greensboro. The second is a bit younger and is a manifestation of the civil rights movement. A third center may be developing and represents young professionals. It is not something the City Manager can or should do anything about except to be aware of the situation. Finally, race remains a very, very sensitive issue in Greensboro.

THE IDEAL CANDIDATE

More than anything else, the City is looking for someone who has demonstrated that he/she is an outstanding leader (not an outstanding survivor); someone who will serve as an effective ambassador and promote the City; and someone who is confident, bold, tenacious, high energy, involved in the community, relentlessly positive and extraordinarily proactive. He/she will have a high degree of integrity and honesty while also being an excellent communicator; that is, someone who listens, someone who is equally comfortable talking to the CEO of a Fortune 500 company and to person who is cutting the grass at a park, and someone who provides the same information to all parties.

The next manager will understand the importance of the day-to-day but will not let it divert his/her attention from the need to plan for the long term and from accomplishing what needs to be done to ensure the City's long term success. The individual will be a strategic thinker and a doer, someone who is creative and business friendly. He/she will take his/her priorities from the City Council but also be a strong leader who can assist the Council developing a vision and then implement it. While obviously the next manager will be the City's CEO overseeing the day-to-day operations, she/he will not be someone who spends all day in the office. Rather the individual will be out and about promoting the City and involved in the community.

The next manager will recognize the City's ongoing desire to overcome racially driven divides and pay attention to all parts of the City. She/he will be comfortable with and appreciate diversity. The individual will be sensitive to race and culture and will treat everyone equally. By the same token, he/she will do what is right and will not buckle to pressure from one group or another whether it is the old guard, new guard, local press, blacks, whites or a special interest group. He/she will understand the importance of history, respect the past and use it as a foundation for moving forward. The individual will be empathic and understanding of the community and its residents. The next manager will, however, also have high expectations for the staff and set high standards. He/she will expect results and hold the staff accountable for its work.

The individual will need strong shoulders and a thick skin but will also be humble and deferential. With so much going on in the City, the honeymoon period may not be long. The next manager will understand politics and, will not only understand that many interest groups and constituencies with differing agendas are in play, but will be able to navigate among those groups. She/he will have a strong backbone and will be able to diplomatically tell the elected officials what they need to hear, not what they want to hear. Further, the message will be consistent no matter whom he/she is talking to. The next manager will also recognize the importance of being a buffer between the elected officials and the staff. When necessary and appropriate, he/she will be able to go back to the Council humbly and ask for additional clarification. The individual will recognize that more needs to be done than is possible by one person so she/he will hire outstanding staff and inspire, manage, delegate and mentor that staff. By the same token, the individual will be approachable and will delegate effectively. The next manager will be a change agent but also recognize and value the existing intellectual property. He/she will need to rebuild the relationship between the staff, council and community through communication, trust and integrity.

Skill in economic development and in building public and private partnerships will be critical. Encouraging business will be important but so will intergovernmental relations. With finances as tight as they are and no change expected in the near future, the City and County are exploring the consolidation of some services. Greensboro is a technological leader among local governments and the next manager will appreciate and continue to support that effort. Ideally the next manager will have experience working with a divided Council and with building consensus. She/he will focus on what brings people together rather than what pulls them apart.

The ideal candidate will have a minimum of seven years of progressively responsible experience in public or private sector management and at least two years as manager overseeing the efforts of at least 200 employees. A Bachelors degree from an accredited college or university, with a major in administration, management or a related field, is required. A Masters degree is preferred.

Finally, the next manager will realize that Greensboro is a great city and may well be rediscovered when growth resumes. As such, he/she will understand the importance of growth management and planning in preparing the City to go forward without losing what makes it unique.

All in all, this job is not for the shy, faint of heart or anyone with weak knees. Rather Greensboro wants and needs a strong leader who can take the bull by the horns and make things happen. He/she will be forceful but recognize that the manager works for the Council. The individual will also play a leadership role in promoting the City.

COMPENSATION

The starting salary will be between \$170,000 and \$220,000. The Council would prefer to pay less than the middle of the range but will pay at the upper end for the right combination of knowledge, skills, experience and track record.

CONFIDENTIALITY

All applications will be kept strictly confidential and no candidate's names will be released without the candidate's prior permission. At the time of the finalist interviews the majority of the Council favors some participation by the public. The entire Council also realizes that if it becomes known that a candidate has applied for another job, it can jeopardize a candidate's current employment. Consequently, if those selected as finalists desire confidentiality, their wishes will be respected.

HOW TO APPLY

E-mail your resume to **Recruit22@cb-asso.com** by June 22nd. Faxed and mailed resumes will not be considered. Questions should be directed to Colin Baenziger of Colin Baenziger & Associates at (561) 707-3537.

SCHEDULE

Candidates will be screened between June 23rd and July 20th. Interviews are anticipated to be held on August 21st and 22nd with a selection made on August 24th.

OTHER IMPORTANT INFORMATION

The City is an Equal Opportunity Employer and strongly encourages minorities to apply. It is also a drug free workplace.