



Welcome to the City of Petersburg, Virginia

Police Chief Position Available—Apply by April 14, 2017



Formally incorporated as a city in 1748, Petersburg is rich in history and character. It was once in the forefront of industry and commercial opportunity and the second largest city in Virginia. Today it stands as a transportation hub, rich in heritage, tourism and industrial sites. The wealth of Petersburg is in its potential—innovation and opportunity have been the strength of Petersburg since the beginning, and with the right leadership, this tradition can continue.

History, geography and phenomenally intact historic districts make Petersburg a community that people and businesses from all over the globe are embracing. Visible reminders of Petersburg's prominent role in the emergence of the country into a worldwide power are evident in the extensive architecture and streetscapes

that remain. The City rises from the banks of the beautiful, unspoiled Appomattox River where the City will create a Heritage Trail along its southern shore for the public to discover this rare asset. The majesty of the Appomattox continues to drive support and assistance from the U. S. Army Corps of Engineers for the reestablishment of the City's harbor as a navigable connection to the James River, the Inter-coastal Waterway, the Chesapeake Bay and the Atlantic Ocean. Petersburg is experiencing a true Renaissance.

Petersburg's aura is a unique blend of history and artistry, heritage mixed a vibrant arts culture. The City has worked diligently to preserve the rich range of architecture and the unique character of the neighborhoods. The Petersburg Old Towne Historic District is on the National Register of Historic Places, offering architectural variety, restaurants, shops, and housing. Southern Living magazine and HGTV's What You Get for the Money both feature this area. Much of the filming for the movie, Lincoln, took place in Petersburg. As location manager Colleen Gibbons, put it "one thing that attracted the filmmakers to the city was the 180-degree vista of historic structures" which is "very rare".

Historical sites range from battlefields to old houses. A myriad of options include the Petersburg National Battlefield Park (which preserves the sites of the Civil Wars' Siege of Petersburg and the Battle of Crater), Pamplin Historical Park, Blandford Church and Cemetery, National Museum of the Civil War, Centre Hill Mansion, and the Siege Museum. One of the most architecturally refined



properties is the Battersea, a Palladian-style house from the 1700s along the Appomattox River.

But it is not all about history. The city's downtown includes Old Towne and that area is thriving. Many of the old warehouses have been converted into lofts and mixed-use developments. There are numerous restaurants and shopping options located in Old Towne and South Crater Road. Two new restaurants opened last month and more are coming. The reason is it can be hard to get a table on Friday night. The Petersburg Area Art League (PAAL) and the performing arts center, Sycamore Rouge, feature shows, live music and cabaret performances. On the second Friday of each month, the city celebrates a "Friday for the Arts!" which fills the city with local artwork and live music. For those who prefer outdoor activities, the area offers plenty to explore. The city offers approximately a dozen parks and recreational facilities including Wilcox Lake. Not far away are the mountains, the beach, and the nation's capital are all within a 2-hour drive.

Petersburg is a transportation hub with immediate access to Interstates 85, 95, and 295, and U.S. highways 1, 301, and 460. The City is an attractive tourism and business location. It has a number of public and private industrial parks, several located within Enterprise Zones. The City collaborates with State and regional economic development organizations to offer businesses assistance with site selection, permitting and workplace training.

Less than a half hour north is Richmond, and two hours north is Washington, D.C. Both cities are similarly prominent in history and art, offering multiple museums, theaters, and a long tradition of literature. Edgar Allan Poe has roots in Richmond, and a museum there is dedicated to his life and works. Washington, D.C., a national center for the arts, offers the John F. Kennedy Center for the Performing Arts, the Ford's Theater, the National Gallery of Art, The Smithsonian Institution, and the National Mall.

People are friendly in Petersburg and proud of their neighborhoods. Housing is very affordable. Neighborhood Scout lists the median home value at \$112,825, with higher-end homes between \$200,000 and \$300,000. The average monthly rent is under \$1,000 a month. While the housing market has some variety, it leans more toward single-family homes (over apartments or complexes). Another nice aspect of the city is the lack of traffic.

Both public and private schools are offered in Petersburg, and the superintendent of the public school system, Marcus J. Newsome, came to Petersburg City Public Schools in July 2016. He is nationally recognized for high-performance, award-winning schools that raise scores and graduation rates. He has acted as a consultant to members of Congress, state and local officials, and won multiple awards for his leadership. The private schools of Petersburg offer small classes, personalized learning, and excellent education. With Virginia State University, the Virginia Commonwealth University, the University of Richmond, and twenty different colleges and universities in Washington, D.C., the opportunities are limitless.

The largest airport nearby is the Richmond International Airport, merely a half hour away. Newport News and Norfolk are viable alternatives although a bit further way.

True to its history, Petersburg is rife with opportunity and an innovative, industrial spirit. The heart of Petersburg lies in an appreciation and celebration of its rich history while continually pushing into the future. With the right leadership leading the way, the city can continue this strong tradition.

HISTORY

Petersburg's modern history began with English colonists who settled along the Appomattox River. The establishment of Fort Henry marked the beginning of U.S.'s

westward expansion and exploration. When the fort commander opened a trading post at Peter's Point, Petersburg saw its beginning as a commercial center.

After distinguishing itself in the American Revolution during the Siege of Fort Mifflin, Petersburg's influence continued to increase. With the proximity of the Appomattox River, the Port of Petersburg became renowned as a processing center for cotton, tobacco, and metal, marking Petersburg as an industrial center in a state that was largely agricultural. The railroad center established in the 19th century not only helped continue the city's tradition as a substantial business community, it strengthened it. Flour mills and banking were added to tobacco and cotton as Petersburg's successes. Due to the availability of jobs, many free people of color migrated to the city. The railroads that passed through the city made it a shipping center and a lifeline to Richmond during the Civil War.

After the Civil War, Petersburg saw an influx of churches, businesses, and institutions. The city continued to prosper but so did segregation in Virginia. In the 1960s, Dr. Wyatt Tee Walker served as the pastor of Petersburg's Gillfield Baptist Church. While in graduate school, he met Dr. Martin Luther King, Jr., and was one of the founders of the Southern Christian Leadership Conference. According to him and other close associates of Dr. King, Petersburg had played an important role, a blueprint for the national civil rights movement.

Until the 1980s, commerce and industry flourished. As an independent city, Petersburg



Table 1: Petersburg Demographics

2015 Estimated Population: 32,123			
Distribution by Race		Distribution by Age	
Caucasian	18.1%	0 to 15	17.5%
African American	77.1%	15 to 25	14.1%
Asian	1.3%	25 to 45	24.4%
Native American	0.1%	45 to 65	28.8%
Two or More Races	3.4%	65 to 85	12.6%
Total	100%	Over 85	2.6%

Other Statistics		Median Age	
Hispanic (all races)	4.2%	Petersburg	39.5
Poverty Rate	28%	U.S.	37.4

Educational Achievement (over age 25)	
High School or Higher	77.9%
Bachelor's Degree or Higher	15.9%

Source: U.S. Census

was limited geographically. Then, as happened in numerous older industrial cities in the region, manufacturing jobs were lost to the growth of industries outside the U.S., and Petersburg's core began to decline. The expansion of the economy in the Richmond metro area in fields of financial and retail services also took some of Petersburg's population. Suburbs grew around the city and many of the downtown merchants moved to the Southpark Mall. Additionally, in 1993, a major tornado severely damaged Petersburg's downtown.

As Petersburg's economy weakened in the 20th century, its population declined. As upper and middle classes fled to the suburbs, the city was left with a high percentage of low income residents. The increase in demand for public services seriously strained limited financial resources.

In 2007, Petersburg's rebirth began with new businesses moving into Old Towne, the historic downtown area, and the Army's recent expansion of activities at nearby Fort Lee. All in all, Petersburg has a bright future with its historical flair and its tradition of innovation and industry.

DEMOGRAPHICS

See Table 1 for Petersburg Demographics.

CLIMATE

Petersburg's climate is humid and subtropical, with hot summers and mild to cool winters. The average in July reaches a high of 89° Fahrenheit, with the average low being 69°. The winter months average a high of 48°, whereas low temperatures are closer to 27°.

The city gets an average of 46 inches of rain per year. Average snowfall is 6 inches—far less than the national average of 26 inches.

GEOGRAPHY

Petersburg is located in South Central Virginia, twenty four miles south of the City of Richmond, 132 miles south of Washington D.C. and seventy three miles west of the Chesapeake Bay. Petersburg is situated at the Falls of the Appomattox, on the boundary between the Tidewater and the Piedmont, between the Chesapeake and Albemarle basins. It is situated at the juncture of Interstates 95 and 85 with easy access to Interstate 295, US Route 460, 301 and 1. It covers 23.1 square miles in size and it is one of 13 jurisdictions that comprise the Richmond Petersburg Metropolitan Statistical Area. Colonial Heights is a neighbor as well as Chesterfield, Dinwiddie and Prince George Counties.

Table 2: Petersburg Principal Employers

Employer	Industry	Employees
Southside Regional Medical Center	Healthcare	1,000+
Amsted Rail Company, Inc.	Construction	200-300
Horizon Mental Health Management, Inc.	Healthcare	200-300
Walmart	Retail	200-300
Good Neighbor Homes, Inc.	Healthcare	100-200
Beverly Home Care	Healthcare	100-200
District 19 Mental Health and Retardation Services	Healthcare	100-200
Virginia Linen	Retail	100-200
Rehabilitation Hospital, Inc.	Healthcare	100-200
Quality Plus Service	Retail	100-200

Source: City of Petersburg, VA 2015 CAFR

COMMERCE

Petersburg has a long history as an industrial center for the state, being home to many tobacco companies, pharmaceutical companies, and early distribution centers for companies like Walmart and Amazon.

Of the prominent manufacturing companies that once operated in Petersburg, only Titmus Optical and Amsted Rail-Brenco Bearings operate in Petersburg.

Today, Petersburg has a thriving healthcare economy, which provides over 10% of the jobs in Petersburg. Southside Regional Medical Center stands at the forefront as a hospital with consistently high grades by Leapfrog Hospital Safety Grades, earning primarily B grades over the last four years. (See Table 2 above for Principal Employers).

THE POLICE DEPARTMENT

The Police Department has 105 authorized positions for sworn officers and approximately 40 civilians. Its budget for FY 2017 is \$7,066,251 which is down from \$8,341,393

for FY 2016, and is divided into three major divisions: Field Operations (patrol, traffic, school resource officers and community policing), Investigations (major crime, narcotics and intelligence, forensics and property and evidence), and Administrative Services (records, training, budget and finance, and communications).

THE CHALLENGES AND OPPORTUNITIES

The Petersburg Police Department has a number of advantages over similar departments in other jurisdictions. First, community support for it is strong. Residents stop by with food and gift certificates and send thank you notes for work well done. Recently, an officer shot a civilian for the first time in seven years. There were no protests or even requests to see the video. Second, the challenges touched on in the next few paragraphs have caused the officers develop a sense of camaraderie. They have been through quite a bit and come together as a brotherhood.

On the other hand, the department does face some significant challenges. First and foremost is resources. The city has been running a structural deficit since 2009. Revenues were consistently overestimated and spending underestimated. The result was that by the time the City's elected officials became aware of the problem in 2016, drastic measures were required including a 10% across the board pay cut for city staff. Quite a few police officers left. While the situation has stabilized and the current management has presented a balanced budget for the upcoming fiscal year. Nonetheless, resources must be carefully managed.

The second challenge is crime. In terms of reported incidents per capita, Petersburg ranked 12th out of the 38 Virginia cities reporting in 2015—behind several cities often thought of as safer. Violent crime peaked in 2015 and is trending downward. For the most part, this crime is localized, meaning the people assaulting each other know each other. It is rare that strangers are victims. Break-ins, on the other hand, is up. Some is facilitated by residents not securing their property. Recently, the department arrested an individual who had stolen from 12 cars. He was quite proud of the fact that he did not need to break into a single one—the car doors were all unlocked. It should also be noted that, to some degree, the city suffers from having a relatively small population where a single digit change in a particular category can move it several notches up or down in the per capita ranking. It is also complicated by the fact that victims often refuse to testify against the perpetrators. Thus, the department often knows who committed the crime but not be able to prosecute it. Crime is a serious issue and the situation needs to improve.

The third challenge is related to the first in that the police officers lost must be replaced. Of the 105 authorized positions for officers, 91 are currently filled. Seven of the 91 have been on medical leave for lengthy periods. As a result, the department effectively has 84 officers. The city is moving aggressively to hire new officers. These come in the form of newly hired individuals going through the police academy and joining the force as well as attempting to hire currently certified officers. The process is neither quick nor easy. Certified officers are hard to find. Once an officer graduates from the academy, they must undergo field training and the department is not comfortable conducting field training for more than six officers at a time.

From an organizational point of view, the challenge is that many of the key positions are being filled on an acting basis—specifically, those acting are one captain, three lieutenants and five sergeants. The city is working on a promotional process and hopes to remedy this problem in the near term. A related issue overall is that the staff is relatively inexperienced. More training and development are musts.

The next challenge is Petersburg is in a small media market and the city has been a popular story. As such, the next Police Chief should expect much scrutiny and will have some contact with the press. Being responsive and able to handle inquiries with integrity, diplomacy and transparency will go a long way to building credibility and restoring the city's image.

The fifth challenge will be evaluating the department. Upon arrival the Chief will be expected to assess the organization as it is structured and the people who are in place. If



he/she feels changes are needed, the new chief will have the support they need to move forward.

The final challenge relates to previous management. The State and Feds are investigating the department. While it is not entirely clear what the focus of the investigations are, they seem to be related to missing evidence and missing asset forfeiture money. The city hopes the investigations will be completed soon but has no control over when they will come to conclusion.

THE IDEAL CANDIDATE

Petersburg is committed to finding just the right person to be its next Police Chief. The department has a core of dedicated officers that wants to do what is best for the residents and the city. They simply need a leader and manager to take them to the next level. The individual will lead by example and be the model officer who is extremely knowledgeable of policing. He/she will be dedicated and someone who inspires the staff while being someone the community looks up to. The ideal candidate will be committed to excellence and to the community.

The Chief will value training for him/herself and for employees. He/she will be a mentor, always working with the staff to provide opportunities to learn and grow. The individual will be compassionate but also challenge everyone to excel. While being reasonable, he/she will have high standards and demand accountability. The Chief will empower the staff and officers and set goals and help with direction as needed. The individual will then step back and let the employees do their jobs. The Chief will not be a micromanager.

The Chief will be an outstanding communicator and equally comfortable making a budget presentation to the City Council or speaking with individuals with limited abilities. Having an open mind and listening will be key. Get the facts first and then make the decision that is in

the best interest of the residents. Not all decisions will be popular but the Chief will not waiver. At the same time he/she will always be open to input, and if the decision can be improved upon or needs to be reversed, his/her ego will not prevent him/her from changing course. Doing the right thing in the right way will be more important than “being right.”

Petersburg has spent a great deal of time rebuilding its relationship with local, regional, state and federal agencies. The ideal candidate will foster these relationships and work hard to make them stronger. He/she will spend time with department employees and in the community making new contacts and chatting with old friends. His/her ears will always be open, always seeking things the department can do better. The individual will make everyone feel valued.

Personally, the ideal candidate will be approachable, high energy, cheerful persistent, responsive and friendly. The Chief will be humble—someone people can be comfortable with and want to be around. He/she will have outstanding people and problem solving skills. The individual will be a forward thinker, a planner and an out-of-the-box thinker—always open to new ideas and technologies. The Chief will be completely honest and have the highest degree of integrity. He/she will value transparency but also understand its limits in police work. The Chief will understand politics but not be involved in them.

The selected candidate will have a Bachelor's Degree in criminal justice, public administration, business administration, or a related field. A Master's degree is preferred. Ten years of broad based management experience, at the level of Police Captain or above, directing a major division (i.e., patrol, investigations, or administration) in an urban/suburban police department comparable in size to the City of Petersburg's Police Department is required. Experience with community policing or closely related experience, is a must.

Special Certifications and Licenses are possession of (or the ability to immediately obtain) a valid Virginia driver's license, certification as a Law Enforcement Officer by the Virginia Department of Criminal Justice Services, and certification in firearms proficiency. Good Driving Record Requirements consistent with the City of Petersburg Administrative Regulation–Employee Driving Record. The ideal candidate will have completed an executive leadership/management course sponsored by a leading law enforcement education provider such as the FBI Academy. A Bachelor's degree is required and a Master's degree is preferred.

COMPENSATION

The pay range is \$94,212 to \$155,167 and the actual salary will depend on qualifications and experience. The city recognizes the importance of getting the right person for this position and will pay near the top of the range if need be. Benefits are excellent. The Police Chief will participate in the Virginia Retirement System.

THE MOST RECENT POLICE CHIEF

The most recent Police Chief was asked to leave. We do not anticipate any internal candidates.

RESIDENCY

Residency in the city is required within 12 months of starting work.

HOW TO APPLY

E-mail your resume to Recruit37@cb-asso.com by April 14th. Faxed and mailed resumes will not be considered. Questions should be directed to Colin Baenziger at (561) 707-3537 or David Collier at (772) 220-4320.

CONFIDENTIALITY

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

THE PROCESS

Applications will be screened between April 15th and May 8th. Finalists will be selected on May 22nd. Interviews will be held on May 31st. A selection will be made shortly thereafter.

OTHER IMPORTANT INFORMATION

The City of Petersburg is an Equal Opportunity Employer and encourages women, minorities and veterans to apply.

ADDITIONAL INFORMATION

For additional information about the city visit:

<http://www.petersburgva.gov/>

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