

Welcome to the City of Roanoke, Virginia

City Manager Position Available—Apply by May 5, 2017



Looking for a world class city to feature in this month's Sky Magazine, Delta Airlines already had briefs on Hong Kong, Lisbon, and New Orleans. It needed some place extra special. Its choice? Roanoke, Virginia! Surprised? You would not be if you had been here recently.

Roanoke is rich in history and natural beauty. As the largest city on the Blue Ridge Parkway, it has everything! Treasured national landmarks, engaging festivals and celebrations, award-winning cuisine, and outstanding artwork and performances. Its outdoor amenities are spectacular and include an outdoor amphitheater with many events, biking trails and lanes, clean rivers with easy access, hiking trails, and Greenways throughout the City that are connected to the

entire Roanoke Valley. At 12,700 acres, Carvins Cove is the second largest municipal park in the United States. With a population of almost 100,000, it has an incomparable mix of urban sophistication and down-home charm.

What really makes Roanoke special is its community pride and spirit combined with the desire of its residents to collaborate to achieve great things, their warm and welcoming attitude, and their “can do” approach. When its signature industries began to scale back their operations or leave, residents thought their chance for a big win in economic development were slim. With fortitude, they set about transforming their city and creating their own future. They wanted to make Roanoke the best it could be and attractive to all. It worked! The dynamic energy of its emerging technologies, combined with its stunning beauty and exceptional amenities, make Roanoke an incredibly inviting community. A decade ago, the U.S. Census found 15 people living in the downtown. Now there are over 2,000 and the City is recognized as a center/leader in neuroscience research.

Roanoke is a big city with a big heart. Everyone knows everyone and, in this case, that is a very good thing. It is a city where all are accepted and does not have the lingering race relations problems of many Southern cities. People just get along here and respect one another. More than 100 nationalities call Roanoke home and are welcome here. A wide variety of housing options exist and prices are very reasonable. The school system is strong and children can get an excellent education here. Crime is at its lowest level in 15 years. Roanoke has an impressive array of amenities as well as an aggressive economic strategy to attract business



development. It has outstanding cultural resources—orchestra, opera, drama and visual art. Numerous museums, galleries, and performing arts venues, including the Taubman Museum of Art and Center in the Square, call Roanoke home.

From the live sounds of jazz, rock and blues, old time mountain music, to house music on the dance floor, Roanoke's diverse music scene is filled with well-known acts and up-and-coming musicians. Downtown is host to performing arts venues such as The Spot on Kirk (a smaller, more intimate setting for music). Venues such as The Jefferson Center and the Berglund Center host the Roanoke Symphony and Roanoke Ballet Theatre along with other national touring acts and musicians.

Center in the Square recently completed a total renovation. The Western Virginia Science Museum, Mill Mountain Theatre, the Harrison Museum of African American History, the Roanoke Pinball Museum, and four other organizations are located in the facility adjoining Roanoke's Downtown Market. The History Museum of Western Virginia is close. The O. Winston Link Museum offers a unique collection of striking photographic and auditory works documenting the end of the steam engines that propelled the Norfolk & Western Railway and the communities and countryside along its right of way in the first half of the 20th Century. By combining multiple cultural and educational attractions in a central downtown location, Center in the Square has been a unique and decisive catalyst for downtown renewal and a focal point of the Roanoke community, as well as an attraction for western Virginia and beyond. Vibrant cultural districts hold strong appeal to younger people whose skills are seen as essential to the success and sustained growth of the region.

Center is vital to education in western and central Virginia. The programs offered by its organizations bring special opportunities to students offering hands-on learning

experiences that broaden their understanding and address differing learning styles.

One of the most iconic restored structures downtown is the Roanoke City Market Building that now serves as a venue for local food vendors along with a popular top-floor community gathering space. The interior of the building was completely renovated in 2010, and anchors the commonwealth's oldest continuously operating open-air farmers' market.

It did not happen overnight. The revitalized downtown core is the culmination of many years of dedication, hard work and cooperation between the public and private sectors—people who wanted Roanoke to reinvent itself and thrive! A prime example is a local developer who repurposed a number of properties such as the Patrick Henry Hotel with the primary goal of resurrecting Roanoke and not just to make a buck and move on. Encouraged by low-interest loans, building code changes, and financial incentives to rehabilitate older buildings, other individuals and developers are renovating vacant warehouses and the upper levels of office buildings into studio apartments, condominiums and upscale town homes.

The City has an excellent commercial airport, outstanding healthcare and great opportunities for higher and continuing education, both within the City and in the surrounding area. The Roanoke Region is the center of a larger area encompassing 21 institutions of higher education. From liberal arts colleges to a prestigious research institution, the Region has nearly 125,000 undergraduate and graduate students being educated for the future.

The largest university in the area is Virginia Tech, a prestigious and internationally renowned research institution, with enrollment approaching 30,000. As a leader in scientific and technological development, Virginia Tech has educated thousands of scientists and engineers as well

as leading business professionals and academics. It is also making its presence felt in Roanoke. In 2007, it partnered with the Carilion Clinic to establish a medical school which is now among the most competitive in the nation. This year the school had over 4,600 applicants for its 42 spots. Other higher education institutions in the region include Roanoke College, Hollins University, Radford University, Washington and Lee University, VMI, Jefferson College of Health Science, Virginia Western Community College, and Ferrum College. The City itself strives for excellence in education, the environment, human development, and public safety.

Virginia Tech is now increasing its presence in the City through its partnership with Carilion. The resulting Virginia Tech Carilion Research Institute has some of the top researchers in neuroscience in the world and will soon start construction on a \$66 million expansion. The new facility will increase the number of research teams twofold to 50. They are working on everything from the decision-making patterns of drug addicts to the use of brain imaging in psychiatry.

GEOGRAPHY

Roanoke is nestled in the mountains, but is by no means isolated. Located midway between New York City and Atlanta, it is within a days drive of two-thirds of the nation's population. The City and a few other small jurisdictions form the Roanoke Metropolitan Statistical Area (MSA) with a population of approximately 310,000.

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.

COMMERCE

Roanoke has reinvented itself as a center for tourism, entrepreneurs, finance / insurance / real estate, small businesses, and neuroscience research and technology. Carilion Clinic (currently with more than 8,000 employees), Advance Auto Parts (1,200 employees in the City) and Virginia Transformer Corporation (the nation's leading transformer manufacturer) are headquartered in Roanoke.

Other significant employers include United Parcel Service, Anthem (Blue Cross and Blue Shield), Wal-Mart, Kroger, MW Manufacturers, and United Health Group.

New businesses find Roanoke to be an extremely desirable place to be. In 2016, Deschutes Brewery (ranked 8th in craft beer sales nationally) selected Roanoke over Charleston, SC, and Asheville, NC, for the location of its newest brewery. The facility will provide product to the East Coast and Europe.

Commerce and economic development in Roanoke is like everything else here and in the region—a partnership. The Roanoke Regional Partnership plays a leading role. With it, the City and neighboring towns and counties work together for what is best for the region. When Eldor Corporation, an Italian auto parts company, was searching for a site, it approached Roanoke. Unable to find a suitable location in the City, the Roanoke Regional Partnership took the project to nearby Botetourt County. The result was in March of 2016, Eldor announced it would build and operate its first U.S. plant (a \$75 million venture which will create 350 new jobs) in the Botetourt Center at Greenfield.

Roanoke's downtown is vibrant! The residential component has returned with a number of older buildings being 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.



Other bright spots are the Virginia Tech-Carilion School of Medicine and Research located in the City and the Virginia Tech Carilion Research Institute. This public-private partnership leverages Virginia Tech's world-class strength in basic sciences, bioinformatics, and engineering with Carilion Clinic's highly experienced medical staff and rich history in medical education. Virginia Tech-Carilion improves human health and quality of life by providing leadership in medical education and biomedical and clinical research.

As with everything else about Roanoke, the future of commerce is very bright!

THE GOVERNMENT

Roanoke 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 is surrounded by Roanoke County, but is not in anyway a part of the County's local government.

The City has a 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 numbered 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 occasionally differ on approach, but they are collegial, genuinely respectful of, and enjoy working with one another. They also respect and support city staff.

City employees are dedicated and serious about their work. Numerous City departments are accredited and/or have achieved a variety of awards and recognition. The City provides a wealth of training programs for its employees including basic orientation, diversity awareness, supervisory skills, leadership development and technology training. The City has a variety of formal policies and procedures that govern processes within the government. A conservative culture surrounds its practices pertaining to procurement, contracting, employment and internal controls.

Roanoke has five constitutional officers including Clerk of Circuit Court, City Treasurer, Commissioner of the Revenue, Commonwealth's Attorney, and 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 City Attorney, City Clerk and the Municipal Auditor report directly to the City Council. Finally, the City Council also appoints the School Board that oversees the operations of Roanoke City Public Schools.

The City provides all the services a county typically provides including building, 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 and projects such as the Berglund Center and the Roanoke City Market Building. Water and sewer services are provided by the Western Virginia Water Authority, a collaborative authority created by Roanoke and Roanoke County and expanded with participation by Franklin County and Botetourt County.

Overall the City (not including the School Board) has approximately 1,700 FTEs. The General Fund FY 2016-2017 budget is \$281 million. Given the recent economic situation, the budget has been relatively stable. In fact, the

City concluded the most recent fiscal year with a stable tax performance. The City's sound budget practices, conservative reserve policies, stable financial position and continued economic growth have resulted in Standards & Poor's giving it an "AA+" rating.

Approximately two-thirds of General Fund revenues are from local taxes, a quarter of the revenues from the State and Federal governments with the remaining from various fees and charges for services. Forty percent or approximately \$80 million of the operational budget is allocated to the Roanoke City Public Schools, \$68 million to public safety and \$40 million to health and welfare. The City's capital improvement program will average approximately \$30 million annually for the next four years. The Fund Balance has been relatively stable and was 10.9% of the operating budget at the end of the 2016 fiscal year.

THE CHALLENGES AND OPPORTUNITIES

Over the past 10 years, many of the City's more significant issues have been addressed. Roanoke has established its own identity and it no longer compares itself to the Ashevilles and Charlottes of the world.

It is a gem in its own right and its residents know it. Its downtown is brimming with life and the City has reversed a population decline that started in the 1980s. In fact, it will soon surpass its previous all-time high in terms of population. The expansion of the Carilion Clinic and the increasing presence of Virginia Tech have made Roanoke a tech hub. That said, the City does face some significant issues.

The first is financial. With the rise of the Internet, the City has less sales tax revenue. Sequestration has led the State to lose some higher paying defense industry jobs and that has been reflected in less money being available to send to Virginia' cities and towns. The result is Roanoke, just like virtually every other Virginia local government, is finding

it difficult to make ends meet for day-to-day operations, let alone fund capital projects.

The second is poverty. Not all the communities within the City limits are thriving. The City has many of the problems urban centers face—homelessness, poor health outcomes, limited opportunities for unskilled labor—particularly the youth, and so on. The City’s Social Services Department is stretched and regional partners are helping, but these issues do not have an easy fix. The City would like to do a lot more than it has, but resources are limited. The good news is the school system has made some remarkable strides and is a credible alternative to private schools.

The third is economic development. The City’s slogan of “From trains to brains” is very appropriate but the transition is tricky. For example, the Norfolk Southern Railway recently completed moving the remnants of its headquarter staff to Norfolk, VA, and Atlanta, GA. That has left a large office building to be re-repurposed. It is now in the hands of a private developer and plans are well underway to convert it to other uses. FreightCar America announced at the end of March that it was halting production at its Roanoke operation and laying off approximately 370 workers. The good news is, as previously mentioned, the City has become a significant medical research and technology hub. That is bringing high paying positions to Roanoke. Still more jobs are needed and the prosperity needs to spread the City’s success across a broader spectrum of its population.

The fourth challenge is maintaining the City’s attraction as a haven for the arts and culture. With limited resources and population, it can be a struggle to support everything that is going on here.

The final challenge and opportunity will be the replacement of key staff. A number of high-level managers (including both Assistant City Managers) are likely to retire within the next 24 months and will need to be replaced.

THE IDEAL CANDIDATE

The City Council is seeking someone to work with it as a partner, a supporter and a trusted advisor. It wants someone who is intelligent, upbeat, friendly, outgoing, organized, positive and progressive—someone with a “can do” attitude and who is visionary yet practical. She/he will be resolute yet flexible, consistent, cheerfully persistent, high energy, and a leader—not a bureaucrat.

The next manager will have excellent communication skills and use them. The Council expects the manager to be a face of the community without overshadowing it. The individual should expect to be seen and participate throughout all four quadrants of the City. The best candidate will be someone who can make everyone feel their views are being heard and who will help bring the community to consensus. He/she will realize that giving the credit to others is the best way to get things done.

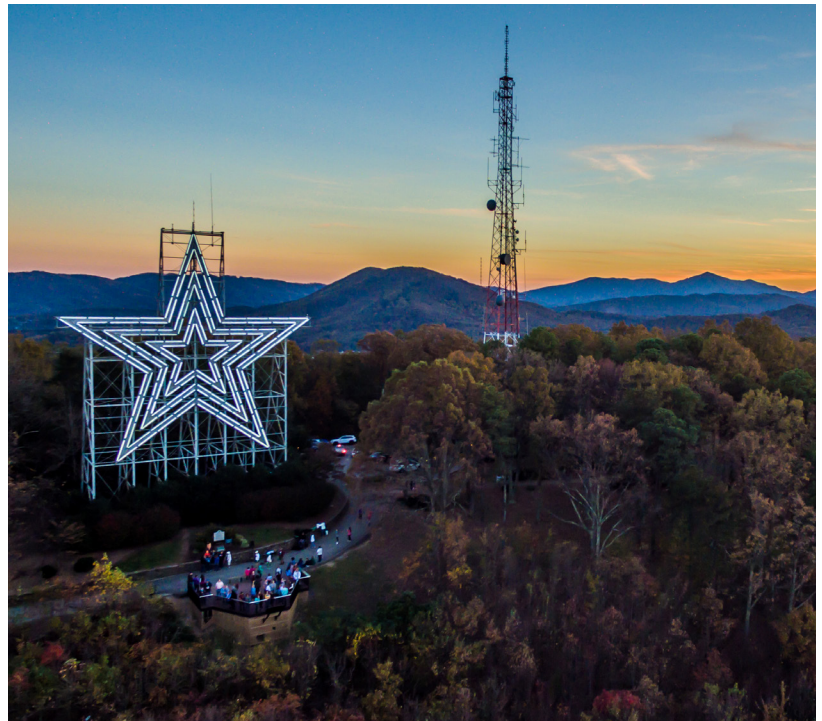
Customer service will not be just a catchy phrase with the next manager but rather, along with integrity, will be a core principle and a way of life. She/he will be someone who works with the Council, the community, local businesses and regional partners to find solutions to problems as opposed to someone who tends to find reasons to say no. The individual will be approachable, in the community and part of the community, always listening and always looking for ways to make the government more responsive.

The City Manager will be respectful of others, delegate and encourage an environment where creativity will flourish. The individual will be able to recognize talent, mentor that talent, and be confident enough to then step back and let the staff member do his/her job. There is much to do in Roanoke and the new City Manager will leave much of the day-to-day operations to his/her deputies so he/she can focus on Roanoke’s future and on raising the quality of life for all the City’s residents.

The ideal candidate will give assignments and set broad performance parameters, but will also expect results and hold employees accountable. The individual will believe in transparency but also realize its limits. She/he will also be very open and approachable. Other important characteristics are experience managing in lean times, and the ability to work with the traditional media as well as social media. The ability to anticipate/resolve issues before they become problems is critical. Good judgment and common sense are essential.

In terms of specific skills, the individual will have a demonstrated track record of achievement in management, finance, economic development and redevelopment. Knowledge of and experience with intergovernmental relations will also be a critical factor in evaluating candidates. With three school systems, four local governments and three sheriffs in the immediate vicinity, collaboration and building consensus will be critical. So will cooperation with local non-profits. He/she must encourage regional cooperation among all entities. By the same token, with five constitutional officers and three appointed officers who report directly to the Council, being able to play nicely inside the government is also critical.

Caring about social issues is important, as well as experience working with other races and ethnicities. She/he will also understand the importance of cultivating a climate where research and technology can continue to thrive as important growth sectors of the City's and the region's growing economy. At the same time, the individual will have a healthy respect for history and recognize that the community is somewhat conservative when it comes to change.



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 City hopes and expects the next manager will honor its prior managers' tradition of a passion for the City and lengthy tenures.

The position requires a bachelor's degree in business administration, public administration, public policy or related field and seven to 10 years of increasingly responsible experience as a senior-level government or private-sector executive. A master's degree is preferred.

COMPENSATION

The pay range is \$150,000 to \$220,000 and the actual salary will depend on qualifications and experience. Benefits are excellent and the City has its own defined benefit pension plan. It does not participate in the Virginia Retirement System.

THE MOST RECENT CITY MANAGER

The most recent City Manager has accepted a position as the Executive Director of the Government Finance Officers' Association. No internal candidates are expected.

RESIDENCY

Residency within the city limits is required within three (3) months of appointment.

HOW TO APPLY

E-mail your resume to Recruit42@cb-asso.com by May 5th. 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 May 6th and June 18th. Finalists will be selected on June 19th. Interviews will be held on June 28th and 29th. A selection will be made shortly thereafter.

OTHER IMPORTANT INFORMATION

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

ADDITIONAL INFORMATION

For additional information about the city visit:

www.roanoke.org

www.roanokeva.gov

www.visitroanokeva.com

www.downtownroanoke.org

www.foundationforroanokevalley.org

www.roanokeoutside.com

www.deltaskymag.com

www.politico.com/magazine/story/2016/09/roanoke-virginia-redevelopment-what-works-214247

www.brookings.edu/blog/metropolitan-revolution/2017/04/20/the-reality-of-main-street