



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

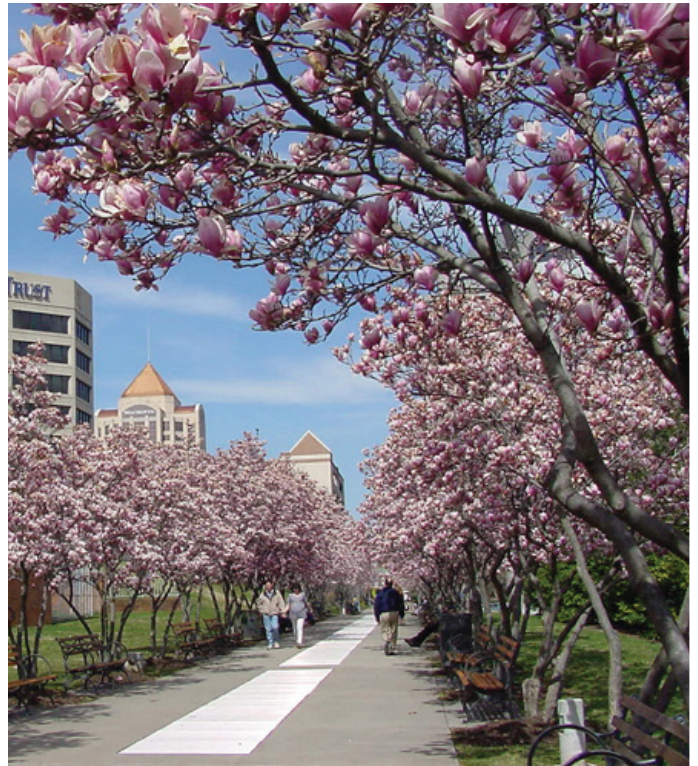
As the commercial and cultural hub of Southwestern Virginia, Roanoke is a hidden treasure. Early explorers told of blue mountains and a snug flat valley beside the upper Roanoke River. Today, the Appalachian Trail lies just north of the City and the Blue Ridge Parkway just to the south. A little west 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, it has also not experienced the economic roller coaster ride. Property values, for example, have held steady in Roanoke during the recent economic downturn.

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

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 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. Table III shows 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

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

States. 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 Planning, Building & Development

The mission of the Department is to ensure a sustainable balance of growth, public safety, quality urban design and environmental responsibility through long range community development planning, housing programs and administration of land development codes for the City's neighborhoods, the City as a whole, and the region.

The Department comprises five major divisions: Planning and Neighborhood Services, Development Review, Building Inspections, Code Enforcement, and HUD Community Resources. A number of quasi-judicial and advisory boards and commissions are included within the Department, principally the Planning Commission, Architectural Review Board, Board of Zoning Appeals, Roanoke Neighborhood Advocates, Fair Housing Board, and Building and Fire Code Board of Appeals. The Director of Planning, Building & Development is appointed by the City Manager and reports to the Assistant City Manager for Community Development.

The Department consists of 51 FTEs and its senior managers have considerable tenure and are considered experienced, capable, and hard working. Its FY 2012-2013 budget is approximately \$3.6 million. In addition, the City's HUD entitlement program totals \$3.7 million for FY 2013.



The Challenges

Roanoke is a growing, dynamic and sustainable city. VISION 2001-2020, the City's comprehensive plan, guides investment and decision-making. A principal challenge for the next Director of the Department of Planning, Building & Development will be to continue the implementation of the elements of the Plan's policies and strategies. The basic tenets of the Plan are (1) Roanoke as a city built using quality design principles, (2) quality of life and economic development are integrally related, (3) the City is located and will function as the heart of the region, (4) its growth is dependent on both private and public investments, and (5) it will strive to maintain sustainability and livability. Specific visions to accomplish the goals expressed in VISION 2001-2020 embrace housing and neighborhoods, environmental and cultural resources, economic development, transportation and infrastructure, public safety and services, people and human development, and city design.

Growth management is not an issue perse for Roanoke. The City is completely landlocked. As such, redevelopment, quality design and place-making in an urban environment are the City's leader's thrust.

The Director is responsible for the formulation of periodic amendments to the City zoning ordinance, subdivision regulations and other land use regulations. An update to the Roanoke Downtown Area Plan, which was last revised in 1999-2000, is due to be accomplished within the next 12 months.

The Ideal Candidate

If you thrive on solving problems, can think 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 comprehensive plan objectives, work with the community as an integral partner, and support and advocate for quality city

design and development. It wants someone who is intelligent, upbeat, outgoing, hardworking, ethical, organized, flexible, innovative, creative, congenial, politically sensitive, customer friendly 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 junior professional staff, engaging in succession planning, utilizing technology effectively, and fostering improved coordination among City departments. He/she must be skilled in coordinating the different disciplines required to carry out the diverse activities of the Department. The ideal candidate must be approachable, open, and have 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 work gets done.

The ideal candidate will also be someone who has a background in planning and zoning in an urban area, is experienced in urban redevelopment, and possesses the ability to articulate the City's quality of life development vision. The candidate may be someone on their way up or someone 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 the proven experience to back it up.

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 a major in planning, architecture or urban design, or business administration. A Master's degree in an appropriate field is also required. The successful candidate must possess eight (8) to ten (10) years of related experience and/or training in planning; or an equivalent combination of education and experience. Responsible managerial 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 Director of the Department of Planning, Building & Development is retiring after five and one-half years in Roanoke. He is an experienced public servant, including tenure as an assistant city manager in another jurisdiction.

Compensation

The starting salary will be between \$94,000 and \$105,000. 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 Recruit27@cb-asso.com by October 5, 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 October 6th and November 12th. Interviews held on or about November 27th 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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