



TOWN MANAGER

TOWN OF PULASKI, VA





"A Gem of Potential Opportunity"

The Town of Pulaski is seeking an experienced professional to serve as Town Manager, the chief administrative officer responsible for directing programs and operations of the Town government. The current manager is retiring at the end of the year.

This recruitment profile provides background information on the community, its government operations, and its aspirations. It also outlines the qualifications, experience and characteristics determined to be necessary and desirable for successful performance as Town Manager.

Qualified candidates are encouraged to submit a cover letter and resume, with salary expectations and professional references, to The Berkley Group via email karen.edmonds@bglc.net. While the position is open until filled, the formal review of applicants will begin **September 18, 2023**. Inquiries relating to the Town Manager position may be directed to:

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COMMUNITY BACKGROUND

A vibrant community in the Appalachian Mountains of Southwest Virginia, the Town of Pulaski is the county seat of Pulaski County. It is a community of almost 9,000, with a friendly nature, rich history and beautiful natural environment. With its hometown feel, Pulaski fosters a positive climate for entrepreneurs, business, and industry. Nestled in the New River Valley, it offers a wonderful opportunity to lead and manage the Town government operations within a scenic community that embraces quality of life and work principles for its citizens, business and industry, and employees. The Town encourages growth, development, and re-development while maintaining a high standard of environmental stewardship. The Town provides infrastructure and services that are managed in an efficient and sound manner providing a quality of life that is attractive to citizens and visitors.

LOCATION & TRANSPORTATION

The Town of Pulaski has a total of 8.07 square miles and is situated in the New River Valley near I-81 between Montgomery and Wythe County in Virginia. U.S. Route 11 (a four-lane highway) and U.S. Route 99 provide access to I-81 and U.S. Route 100.

Pulaski has access to several major interstates, which brings larger metropolitan markets within easy reach. Interstate 81 is 3 miles from Town and Interstate 77 is within a 20 minutes' drive. Interstate 64, at Beckley, WV, is 1 ½ hours north; and Interstate 75, at Knoxville, TN, is 2 ¾ hours west, and Interstate 40 at Statesville, NC is 2 hours south. Charlotte NC is 2 ½ hours from Pulaski.





HISTORY

The land that the Town occupies was originally referred to as "Mountain View Plantation" due to extensive land holdings of Robert Martin, Jr. The Altoona Coal Company was formed in 1877 and construction of a railroad connected coal deposits in the vicinity with the N&W railroad tracks. The abundance of natural resources available in the area encouraged several development companies and industrial land uses to emerge. A railroad stop in the future Town was aptly named "Martin's Tank" since the railroad took on water there. This stop became Pulaski's first "main" street, and is now the central part of the Town, with a newly renovated passenger station that has become part of the downtown revitalization effort.

The Town was incorporated as "Pulaski City" in 1886. The community grew primarily as a result of three factors - the location of new industries in Town, the engineering of Peak Creek, which runs through the Town, and the Town becoming the terminus of area rail service. Mineral processing and smelting became part of the Town's industrial base, leading to the formation of the Pulaski Iron Company, Dora Furnace, and later, the Pulaski Mining Company, and Pulaski Foundry and Manufacturing. The mining company, which specialized in the production of sulfuric acid, was later purchased by Allied Chemical Company, and operated until 1976. Commercial and transportation centers began to form, resulting in the county seat of Pulaski County moving to the Town of Pulaski and the construction of a new courthouse in 1895-1896. New manufacturing and business activity created the present downtown area of Pulaski. More employment opportunities led to substantial growth of residential areas within and adjacent to the Town. The commercial and industrial land uses remained confined primarily to the corridor surrounding both sides of the railroad and the present day downtown. The iron industry began to close in the early 1930s.

Textile and furniture industries were established and would be the Town's economic mainstays into the 21st Century. The Coleman-Vaughn Furniture Company, Pulaski Mirror Company, Pulaski Furniture and Pulaski Veneer Corporations built on sites in the Town, followed by several hosiery mills. The Town experienced another transition at the end of the Twentieth Century and the beginning of the 21st. Passenger rail service ceased in 1971. Many of the furniture and hosiery factories closed and other industries began to locate on the outer limits of the Town. Several retail businesses moved from downtown to Route 99 and Bob White Boulevard in the northeast, giving closer access to Interstate 81. In addition, several strip malls were created, which further pulled shoppers away from downtown.

A 1987 boundary adjustment and the adoption of zoning regulations allowed the Town to expand opportunities for commercial and residential uses. Private developers began to make some large-scale investments within the Town. New industries, such as James Hardie Building, a world leader in fiber cement siding and backerboard building supplies, are located at the Pulaski Business Park. Historic Calfee Park has recently undergone major renovations to become a state-of-the-art baseball complex.

ECONOMY & ECONOMIC DEVELOPMENT

The Town of Pulaski offers a peaceful and beautiful setting, combined with efficient utilities, quality education, interstate access, and business incentives to make Pulaski an ideal location for economic development to prosper.

The New River Valley is home to several major employers, including Volvo Trucks North America, the Radford Army Ammunition Plant, Nordson Xaloy Inc., Wal-Mart, James Hardie, Coca-Cola bottling plant, and LewisGale Hospital Pulaski.

The Town is also a member of Virginia's First Regional Industrial Facilities Authority. This authority operates a 1000-acre industrial park adjacent to the New River Valley Airport. Both facilities are 9 ½ miles from the Town. The park is currently the base for Patton Logistics trucking and Red Sun Farm greenhouse facilities.



CURRENT COMMUNITY REVITALIZATION

Revitalization and redevelopment efforts have been undertaken in the downtown area. The historic passenger rail station, destroyed by fire in 2008, was reconstructed in 2011 to the exact specifications and appearance of the previous structure, allowing it to retain its place on the National Register of Historic Places.

The Town also completed a New River Trail extension linking the Passenger Station with the scenic 57-mile long New River Trail State Park and allowing hikers and bikers to travel on the abandoned railroad right-of-way from Pulaski to Galax, Virginia, with approximately thirty-nine miles along the beautiful New River.

As a part of the Town's redevelopment activities, Calfee Park, a historic stadium dating back to 1935, became the home ballpark of the Pulaski River Turtles in the Appalachian League, a summer collegiate baseball league. This park holds approximately 3,200 people and underwent an extensive multimillion dollar renovation, earning it the "2021 BEST Rookie Level Ballpark in America" distinction. Previously, Pulaski was a member of the Appalachian League professional baseball league from 1946 to 2020, and during that time was a farm team for many Major League organizations, including the Chicago Cubs, the Atlanta Braves, the Toronto Blue Jays, the Seattle Mariners, and the New York Yankees.

Jackson Park, located on First Street in front of the Municipal Building, features a beautiful gazebo and fountain, and is also used for many special events and festivals in the Town. A vacant warehouse was converted to the Jackson Park Inn with an adjoining popular restaurant, Al's on First.

The new Raymond F. Ratcliffe Transportation Museum was reconfigured from a former shopping center as part of the new Maple Shade Plaza near the Passenger Station (a regional collaborative effort with Pulaski County). Musical entertainment and festival events in the plaza draw visitors to the area. The Museum features an O-scale model railroad replica of the Town, as it appeared in the mid-1950s, along with antique vehicles and numerous exhibits of donated artifacts salvaged from the station fire.

Other Town attractions include the Pulaski Theatre and the Fine Arts Center of the New River Valley. The Theatre first opened in 1911 as Elk's Theatre and was renovated and reopened in 2008. It hosts musical groups, and shows Virginia Tech football games, as well as unique shows and movies. The Fine Arts Center offers a wonderful collection of art, as well as an array of musical and literary programs and lectures.

Regional outdoor attractions provide a variety of places to visit, including a newly constructed Skate Park and a new Mountain Bike Park. Hiking, biking, horseback riding, swimming, fishing boating, picnicking, and camping opportunities abound at the 4,500-acre Claytor Lake State Park, on the New River Trail, on the New River, and at the 400-acre Town owned Gatewood Park and Reservoir. The surrounding scenic region provides opportunities to explore the twenty-six named mountains in Pulaski County. The most prominent mountain is Draper Mountain; much of the north side of the mountain is owned by the Town which has opened the area for mountain bike trail construction. Numerous Town parks allow for many opportunities for families to enjoy sports, children's play equipment, and picnicking.

Pulaski County offers additional opportunities for shopping and dining at the Historic Draper Mercantile built in 1883; racing excitement at the Motor Mile Speedway, and outdoor recreation at Randolph Park, a state-of-the-art 87-acre complex with multiple fields and courts, a water park and world-class disc golf course. There are three golf courses in the region: Draper Valley Golf Club (6 miles from Town), Thorn Spring Golf and Event Center (4 miles), and Pete Dye River Course (17.5 miles).



EDUCATION

The Town of Pulaski is located within one hundred miles of seventy-two colleges and universities. The closest schools, New River Community College (5 miles), Radford University (13 miles), Wytheville Community College (18 miles), and Virginia Tech (22 miles), provide advanced educational opportunities, as well as additional employment opportunities. Roanoke College, Ferrum College, Virginia Western Community College, Jefferson College of Health Sciences, Bluefield College, and Hollins University are all within 50 miles. The local elementary and high school system is operated by Pulaski County, which includes seven schools and over 4000 students.

HEALTH CARE

The LewisGale Hospital Pulaski is located off U.S. 11 two miles from the Town Center. The Medical Center is an acute care hospital, with licenses for 183 beds.

Carilion New River Valley Hospital is located off Interstate 81 eighteen miles from Town Center. The Medical Center is a 146-bed acute care hospital and Level III Virginia Designated Trauma Center.

DEMOGRAPHICS

The Town of Pulaski has a population of 8,988 (2020 Census). It is part of the Blacksburg-Christiansburg VA metropolitan area, which has a population of 168,404. The population of Pulaski County is 33,759. The County's residents (2022) are 86.6% White, 6.5% Black or African American, 1.3% Hispanic or Latino and 1.6% Asian. The 2021 Median Household Income was \$50,410, with a median value of owner-occupied housing of \$123,400, and a poverty rate of 21.8%.



TOWN GOVERNMENT & SERVICES

The Town provides a range of services to its citizens and businesses, including police and fire services, parks, sanitation, water and wastewater services, road maintenance, financial and administrative support services.

The Town operates under the Council-Manager form of government (as defined by Charter). The Town is governed by a six-member Town Council, elected at large for four-year terms, with elections staggered at two-year intervals. The Mayor, elected every two years, presides over the meetings of the Council, but votes only in the event of a tie. Council members meet in January after an election to select a Vice-Chair to serve a two-year term. The Town Council is the legislative policy-making body for the town government. It enacts ordinances, adopts the annual budget, appropriates funds, sets tax rates, establishes policies, and adopts plans for town growth and development.

Town Council appoints a Town Manager who serves as the administrative head of the Town. The Town Manager appoints department heads. The current Town Manager is retiring after three years of service to the community. The Town has approximately 104 employees. The Town has approximately 4,000 water and sewer customers. Trash collection is provided by a contract with a new service provider as of January 1, 2023. The Town treats and distributes drinking water and its wastewater is collected and pumped to facilities operated by the Pepper's Ferry Wastewater Authority. Property maintenance, streets, water and sewer, and the garage operations report to a General Superintendent of Public Works.

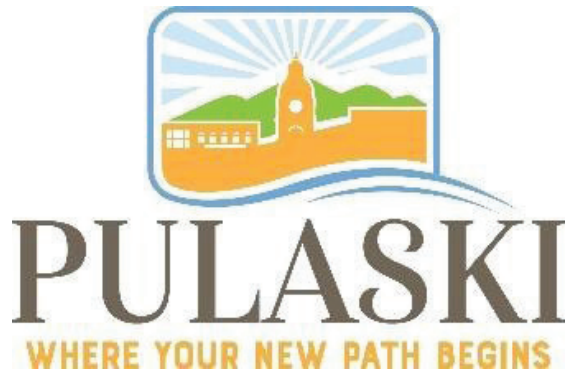
The Town of Pulaski provides excellent law enforcement and code enforcement to its citizens. The Department is an accredited member of the Virginia Law Enforcement Professional Standards Commission. It has three divisions, Uniform Patrol, Investigations, and Professional Standards and Support Services. The Department has 28 active sworn officers.

The Town of Pulaski provides fire protection for town residents and supports the surrounding communities. The Fire Department serves all areas within the Town limits and much of Pulaski County. It is the only paid, 24/7 staffed Fire Department in the county. Made up of eleven (11) full and twenty (20) to twenty-five (25) volunteer staff. The strength of the staff and training, the newness of the equipment, response times, distances traveled to a fire, and water availability and pressure have helped the Town achieve an ISO Rating of 4, helping keep insurance rates down for the community.

The Pulaski Library is part of the Pulaski County Public Library System. This system has two Library Branches. In addition to the one in the Town of Pulaski, there is a branch in Dublin.

The Town of Pulaski has approximately 104 FTE employees, and a FY23 balanced budget of \$9.8 million, excluding utilities. The Water, Sewer, and Refuse budgets total an additional \$7.8 million.





THE POSITION

The Town Council appoints a Town Manager to act as Chief Administrative Officer of the Town. The Town Manager serves at pleasure of the Council, carries out its policies, and directs business procedures. This person is responsible for the day-to-day operation of the town government and manages and supervises all departments, agencies, and offices of the town, except the Town Attorney, who reports directly to the Council. The Town Council also appoints the Town Clerk who reports to the Town Manager. The Town Manager is responsible for developing and, upon adoption by the Council, implementing annual operating and capital budgets. The Town Manager recommends policies and priorities for the Council's consideration and leads the Town workforce in delivering services and responding to citizen issues or concerns. The Town Manager serves as a liaison between the Town Council, the judiciary, regional, state, and local agencies and authorities, and community organizations. He or she is a member of local and regional committees, commissions, and authorities.

ISSUES, CHALLENGES & OPPORTUNITIES

1. A top issue of the Town is economic development. This will include continuing efforts to develop the Main Street and downtown area, including streetscape projects. Development and scheduling, including budget development for on-going and future projects will be needed. Grant monies and low interest loans will be sought to assist in these projects.
2. A major priority of the Town is housing. The Town is building new homes through the Acquire-Rehabilitate-Sell (ARS) program for first-time home buyers. The Town has two tracts of land and is planning for new housing. In addition, Pulaski County owns two former school buildings in the Town and is working with developers to convert these into apartments. New apartments are also being created downtown. The Town anticipates over 300 new homes will be added within the next three years. The Town plans to continue to purchase delinquent tax properties to rehabilitate and to build new homes using state programs.
3. The Town will need to continue to access and develop projects to finance and upgrade existing water and sewer lines. Improvement of these utilities is required due to the age and conditions of the system in order to maintain service reliability at cost competitive rates and to accommodate current and future growth.
4. Although the fiscal budget is balanced and the Town experiences a growing fund balance, it has been challenged with financial constraints in the past. It will be necessary for the new Town Manager to strengthen the Town's financial sustainability and resiliency and find revenue streams to help with maintaining and growing the Town's financial reserves. A Capital Improvement Program is in place and needs to be maintained to guide future development.
5. The Town has an excellent and competent staff. Several key positions are currently unfilled or will become open soon due to retirements. The new Town Manager will need to develop strong working relationships with staff, evaluate organizational staffing needs, and recruit for open positions. These include but are not limited to the Town Engineer and Deputy Town Manager.
6. The Town would like to expand its economic development efforts and opportunities. It is currently partnering with Pulaski County and Virginia's First Authority. The Town is very involved with downtown development and restaurant recruitment. The new Manager will need to work closely with private developers on the former Calfee School renovations, a new Brewery Project, and other development and redevelopment projects.
7. Having moved from an industrial town setting, the Town's newly adopted Comprehensive Plan (2023) guides its future to explore possibilities and expand opportunities in multiple ways, while retaining and growing its population.
8. A new Town Manager should evaluate and propose upgrades and relocations for Town facilities. This would include renovation to the Town Fire Department and relocation of the Police Department.

QUALIFICATIONS, EDUCATION & EXPERIENCE

The following education and experience factors are the expected qualifications for successful performance:

- A Master's Degree in Business Management, Public Administration, Political Science, or a related field, is preferred.
- Three to five years of progressively responsible senior level executive management experience as a chief executive/administrator, deputy executive/administrator, or department head in a high performing, comparably sized or larger, community; possessing a broad skill set appropriate to the breadth of municipal operations.
- Good financial and/or risk management skills and grants expertise; a preference for budgeting experience and leadership is desired.
- Comprehensive knowledge of the principles and practice of public administration, local government finance, public works, and economic development. An understanding of the statutory authority and requirements of municipalities. Local government experience in Virginia is desirable.
- A demonstrated commitment to ongoing professional development through participation in organizations such as the International City/County Management Association (ICMA) and the Virginia Local Government Management Association (VLGMA). Designation as an ICMA Credentialed Manager is a plus.
- A demonstrated ability to develop and manage complex projects is required as well as a demonstration of excellent leadership skills.
- Any combination of education and experience that qualifies an applicant may be considered in lieu of the more specific criteria listed above.

PERSONAL TRAITS AND DESIRED CHARACTERISTICS

- Absolute integrity, ensuring ethical, equitable, honest, fair, and open interactions with members of the Town Council, community members, and all Town employees.
- Be present at Town activities and regional events; meet with individuals and groups as needed with a desire and ability to bring people together.
- Professionally competent, with confidence tempered by humility.
- A "people person," approachable, compassionate, empathetic, with a good sense of humor, and fair with everyone.
- A good steward of public funds; knowledgeable of best practices for efficient, effective, and equitable local government management.
- A sound decision maker, available and open to input from stakeholders, exhibiting sound judgment, and decisive when appropriate.
- A visionary, open to different ways of thinking and new approaches while respecting the cultural norms and customs of the organization and the community. Able to envision strategic needs of the Town and present them, with proposed approaches, to the Town Council, Town employees, community leaders, and the citizenry.
- Excellent communications and interpersonal skills including the ability to collaborate, listen effectively, and understand differing views; an effective public speaker.
- Candid and tactful when conveying important information, principles, and recommendations.
- A consensus builder; able to diffuse tense situations and seek common ground when different perspectives create friction.
- Strong participative leadership skills within the government organization, the community, and the region; visionary, proactive, and decisive; able to integrate new ideas and facilitate the blending of differing points of view into a reasonable approach for community betterment.
- Ability to manage supervisory staff, engage others and bring people together, while providing effective structure in the Town government.
- A role model, coach, and mentor for Town employees; dedicated to the professional development of staff; able to empower and support employees with a focus on performance, collaboration, and accountability; able to handle the impact of an aging workforce and staffing shortages, while building a competent staff team and delegating responsibility.

PERFORMANCE EXPECTATIONS

- Short-term, immediate actions will be to engage with staff, the Town Council, community leaders, and residents; review the Town budget, structure, policies, and procedures, and get up to speed on active projects.
- Evaluate and prioritize infrastructure needs and projects within water and wastewater systems; including timelines and funding sources.
- Focus on organizational enhancements in structure, policy, and practices with the goals of modernizing and improving the efficiency, effectiveness, and equity of Town operations.
- Be available and responsive to citizen concerns and issues; listening, understanding, and providing timely follow-up.
- Demonstrate a commitment to open and transparent government; promoting a positive and interactive relationship with citizens and stakeholders; encourage citizen engagement and inclusion.
- Conduct effective communications with all stakeholders and partners, presenting information in a form understandable to various audiences; maintain strong, consistent, and equal communications with the Town Council.
- Focus on promoting communication, cooperation, and collaboration with community stakeholders, non-profit agencies, the private sector, other local governments, and regional organizations.
- Be a leader in regional activities and a facilitator, building effective relationships, and promoting collaborative efforts consistent with Town priorities.
- Serve as an effective liaison with representatives and agencies of the State and Federal governments.
- Practice fair and equitable investment in and support of Town employees and departments with a priority of enhancing competency, consistency, and accountability through individual development and improved business processes. Avoid micromanagement; empower and entrust employees in fulfilling their responsibilities. Foster a team environment that welcomes staff feedback and participation.
- Become an active and visible resident of the Town, building relationships with citizens, business owners, and other regional stakeholders.

COMPENSATION & BENEFITS

Consideration for compensation will be dependent on qualifications and experience. The successful candidate will be offered a generous benefits package including participation in the Virginia Retirement System (VRS), health insurance coverage, paid time off, professional development support and other benefits as identified in a negotiated employment agreement.

APPLICATION PROCESS

A formal review of applications will begin **September 18, 2023**, and those candidates considered to most closely match the qualifications contained in this profile will be contacted for initial interviews. Applications received after that date may be considered until the position is filled; however, timely submittal will ensure the most advantageous review. To be considered, please submit a cover letter and resume, with salary expectations and professional references, to The Berkley Group, via email at karen.edmonds@bgllc.net. Questions may be directed to:

Karen Edmonds

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For Additional Information, please visit www.pulaskitown.org.

Town of Pulaski is an Equal Opportunity Employer