



CITY MANAGER

CITY OF SALEM, VA





"VIRGINIA'S CHAMPIONSHIP CITY"

The City of Salem is seeking an experienced professional to serve as City Manager, the chief executive and administrative officer, responsible for implementing the Council's vision and directing programs and operations of the city government. The new manager will succeed the current manager who is retiring after thirty-two years of service to the City, including the last almost four years as manager.

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 City Manager.

Qualified candidates are encouraged to submit a cover letter and resume, with salary expectations and professional references, to The Berkley Group via email at karen.edmonds@bgllc.net. While the position is open until filled, the formal review of applicants will begin **October 2, 2023**. Inquiries relating to the City Manager position may be directed to:

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The Berkley Group

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Bridgewater, Virginia 22812

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COMMUNITY BACKGROUND

Salem, Virginia, located in the Roanoke Valley, between the Allegheny Mountains to the west and Blue Ridge Mountains to the east, and along the Roanoke River, is a vibrant, family-centered city with all the beauty and grandeur that nature can bestow.

For more than two centuries, the City of Salem has been renowned as a superb place to live and raise a family, retaining its small-town community character, while providing its active citizenry with the highest quality schools, facilities, and services in Virginia. Salem residents take pride in their safe, close-knit community, working together to help each other experience an exceptional quality of life.





LOCATION & TRANSPORTATION

Salem is an independent city in the Commonwealth of Virginia. The City is a separate jurisdiction from surrounding Roanoke County, providing comprehensive municipal services, including its own school system, courts, and constitutional officers. The City encompasses 14.5 square miles.

The City of Salem offers citizens access to a comprehensive transportation system, including: Valley Metro Transit system, which provides fixed route service in the City, the City of Roanoke and Town of Vinton; the City is a member of the Roanoke-Blacksburg Regional Airport Commission, which provides regional commercial and general aviation service at an airport, which is located just east of Salem in the City of Roanoke; and ready access to Amtrak passenger rail service, providing direct daily passenger service from downtown Roanoke, by which passengers can travel northeast to Washington, D.C. and beyond, or south to destinations including Charlotte and Atlanta.

Salem is accessed by two federal highways, U.S. Route 460 and Interstate 81. Interstate 81 provides access to 60% of the country's population within a day's drive.


HISTORY

Salem was founded in 1802, and the first charter was granted in 1806 to "The Town of Salem in the County of Botetourt." The best known of the early settlers was pioneer and patriot Andrew Lewis. His frontier estate, Richfield, was in the vicinity of the modern Salem Civic Center. An experienced frontier fighter and colleague of George Washington, Lewis led colonial forces against the Shawnee at the Battle of Point Pleasant in 1774, chasing out of Virginia the last hostile Indian force and securing the Ohio River frontier for the coming Revolution. In the War for Independence, Lewis evicted from Virginia the last British royal governor, Lord Dunmore, at the Battle of Gwynn Island. Fort Lewis, a colonial era fort in modern West Salem, was named in his honor.

While many upstart towns were created in Western Virginia, few survived infancy. That Salem not only survived but thrived may be credited to five factors. First, the Great Road, the main thoroughfare for travelers headed into the unsettled west, brought a constant stream of customers to local stores and taverns. Next, in 1816 the Roanoke Navigation Company was established to promote riverboat traffic on the Roanoke River, which led to Salem's first "boom." Then in 1838, Salem was chosen as the county seat of the new Roanoke County, which meant that every resident of the county had to visit several times a year, taking the opportunity to buy supplies and sell their crops while in town. In 1847, a school, soon renamed Roanoke College, relocated to Salem, changing the character of the town for the better. Finally, in 1852, the arrival of the Virginia and Tennessee Railroad through Salem guaranteed economic vitality for the town. In fifty years, the wagon road wayside of a few log cabins had grown into a thriving college town, political center, and railroad hub.

The 1950s and 1960s saw further growth, much of it through the annexation of adjacent land from Roanoke County. With the addition of South Salem in 1953 and an eastern tract in 1960, Salem was the largest town in Virginia with a population of over 16,000. A few years later, the threat of annexation by nearby Roanoke City prompted Salem's Council to pursue city status. On December 31, 1967, the Town of Salem officially became the City of Salem with a population of 22,500.





Principal Employers in Salem

- | | |
|----------------------------------------|-------------------------------------|
| 1. U.S. Department of Veterans Affairs | Health Care |
| 2. City of Salem | Local Government |
| 3. City of Salem School Division | Primary/Secondary Education |
| 4. Yokohama Tire Corp. | Tire Manufacturing and Distribution |
| 5. HCA Virginia Health System | Health Care |
| 6. Carter Machinery Company | Construction and Mining Equipment |
| 7. Roanoke College | Higher Education |
| 8. Lake Region Medical | Medical Equipment Manufacturing |
| 9. U.S. Foodservice | Food Distribution |
| 10. Kroger | Grocer |

ECONOMY & ECONOMIC DEVELOPMENT

The City established the City of Salem Economic Development Authority in 2017 to work in close partnership with the City Council and staff to promote local businesses and seek business development and expansion. While much of the city is built out, it has areas of opportunity for growth and redevelopment.

The recent implementation of the Downtown Plan has spurred renovations to existing buildings and a thriving downtown area that is welcoming to visitors and residents. Roanoke College is located in the heart of downtown and the renovation to the downtown has created a bustle among the college attendees.

The City has a diversified local economy and is currently completing an Economic Development Strategic Plan to help support local businesses and guide future development. The plan was prepared with input from a diverse group within the community, including business stakeholders. There is also an emphasis on sports marketing and tourism, which continues to significantly contribute to the local economy.

SALEM, VIRGINIA'S CHAMPIONSHIP CITY, OUTDOOR/INDOOR ACTIVITIES

Salem, Virginia's Championship City, has developed a nationwide reputation as a sports town, bringing to the community dozens of collegiate and amateur tournaments and championships. Since 1993, the City has hosted 100 NCAA National Championships in a variety of men's and women's sports.

This December, the Amos Alonzo Stagg Bowl, the Division III football national championship, will return to Salem. The City previously hosted the game from 1993 until 2017 and Salem hosted the NCAA Division III men's basketball championship from 1996 until 2018. The City, in conjunction with Roanoke College, has hosted the Division III women's lacrosse championships, the Division II women's lacrosse, and the NCAA Division III women's basketball championships, NCAA soccer events and a Division III softball champion has been crowned in Salem fourteen times, most recently in 2022.

The City also welcomes student-athletes from the Old Dominion Athletic Conference for softball, men's and women's basketball and cross-country championships on an annual basis.

The Central Intercollegiate Athletic Association (CIAA) football championship, cross country championship, women's volleyball, bowling, and softball championships are also held in Salem. Division II softball co-hosted by the Mountain East Conference has also been held in Salem, most recently in 2023. It is estimated that over 20,000 people travel to Salem to attend various NCAA, ODAC, USA Softball and CIAA events held in the city with an economic impact of nearly \$6 million.

The City has been selected to host the Virginia High School League state championships in volleyball (Divisions 1, 2, and 3), football (Division 1 and 2) and wrestling (Division 1, 2 and 3). The Spring Jubilee, which for Division 1 and 2 includes softball, baseball, and soccer, is held at various City sites. Over 1,800 athletes participate in these events with parents and fans coming from all over Virginia.

The James I. Moyer Complex hosts over 1,800 softball and baseball teams each year in tournaments, filling over 18,000 hotel rooms in the Roanoke Valley. Major events are the Chance Crawford Benefit Adult Slow-Pitch Softball Tournament, the ISF Senior World Cup, the VHSL Spring Jubilee, the ODAC Softball Conference Championship, the Mountain East Softball Conference Championship, the NCAA Division II Women's Softball National Championship and the USA Girls Class A 18U Fast-Pitch Championship. The venue has also played host to the USA Olympic Softball team. Over 65,000 people attend events at the Moyer Sports Complex each year.





The annual Salem Fair, established in 1988, is held at the Salem Civic Center, and is the largest fair in the state. The Fair operates on a 14-acre midway for twelve days in late June through early July each year, with attendance approaching 300,000 each year.

Salem is also home to the Salem Red Sox, a Class-A affiliate for the Boston Red Sox. The Red Sox began their contract with Salem in 2009-2010 at Salem Memorial Stadium. The City invested \$250,000 prior to the 2017-2018 season for the installation of a new bluegrass turf field and an upgrade for the safety netting around the backstop and over the dugouts. With an average annual attendance of over 200,000 fans, the Salem Red Sox games remain a destination for people throughout Southwest Virginia looking for a family-friendly outing at Carilion Clinic Field.

Additionally, Salem owns Lake Spring Park which has been popular since the late 1800's when it was home to Lake Spring Hotel. It is still easily the most photographed place in the city. Longwood Park is the largest park in Salem with various shelters and an amphitheater that hosts evening concerts and outdoor movies.

James Moyer Sports Park Complex is the most diverse park in Salem. In addition to championship quality baseball/softball playing fields, it features playgrounds, shelters with picnic areas, and a basketball court. The City Council recently approved a \$27.5M project to refresh and update the complex. Some of the major upgrades include pickleball courts, a state-of-the-art playground with special needs accessibility, additional parking, and a variety of enhancements to the four playing field surfaces. Construction is expected to wrap up in early summer 2024.

In 2018, the tennis courts located between Oakey Field and the Salem Museum, on East Main Street, were modified to provide a pickleball court complex.

Salem owns a 46-acre municipal golf course built in 1919. The picturesque par 34, nine-hole, 2400-yard course is perfect for new golfers of any age and a challenge with their sand greens.

For more on Salem as "Virginia's Championship City" please view the video at the following link:

<https://www.youtube.com/watch?v=tIQNhe29FX8>

HEALTH CARE

Full service medical, dental and vision providers, including multiple urgent care facilities are available in the city. City residents have access to specialized health care services as well, including LewisGale Medical Center in Salem, Carilion Roanoke Memorial Hospital, and Carilion Roanoke Community Hospital.

The Roanoke County/Salem Health Department, a component of the Virginia Department of Health, provides public health services including immunizations, family planning, Medicaid screening, dental services, environmental health, and a variety of clinics. The clinic is located at 105 East Calhoun Street in Salem.

Blue Ridge Behavioral Healthcare is the Community Services Board serving adults, children and families with mental health disorders, developmental disabilities, or substance use disorders in the Roanoke Valley. The City Council appoints three members to serve on the Board of Directors.

EDUCATION

Beginning with the 1983-1984 school year, the City of Salem established a separate school district. As provided by state law, the City of Salem School Division is a legally separate entity operating four elementary schools, a middle school and a high school. School Board members are appointed by the City Council. All schools in Salem are fully accredited under the Virginia Accreditation Standards.

Virginia school divisions do not have separate taxing authority; therefore, the City Council works closely with the School Board in providing the local tax support necessary for school operations and issues debt for capital projects. The financial activity of the School Division is reported as a "component unit" in the City's comprehensive annual financial report. The City recently completed a \$31.8M renovation to Salem High School with a \$3.7M addition and renovations to the fieldhouse, and has authorized an additional \$800K in HVAC upgrades for East Salem Elementary and almost \$500K for a roof replacement at West Salem Elementary.





Salem had a total enrollment of 3,578 for the 2022-2023 school year, down slightly in each of the last three years. East Salem Elementary has a student enrollment of over 375 students; G.W. Carver Elementary School has an enrollment of over 420 students; South Salem has an enrollment of over 375 students; and, West Salem Elementary Schools has just less than 400 students, each in their Kindergarten through 5th grade classrooms. Andrew Lewis Middle School (former High School Building) has just less than 900 students enrolled in grades 6-8. Salem High School serves grades 9-12 and has approximately 1250 students enrolled.

Salem High School has won numerous Virginia High School League state championships in athletic and academic competitions. The football team has ten Group AA, Division 4 championships since 1996. Salem High School has also won Group AA titles in boys' basketball, boys' tennis, girls' basketball, girls' volleyball, girls' soccer, golf, baseball, and softball. The Quiz Bowl team won a Group AA state championship in 2003 and the forensics team has won seventeen straight state championships. Salem also won the VHSL's Wachovia Cup in Group AA for academic competitions in the 2009-2010 school year.

Salem High School offers a wide range of advanced placement and dual enrollment classes for advanced educational curriculum, and a variety of CTE courses at ALMS and SHS. These courses cover various fields including auto service, auto body, welding, culinary arts, computer science, robotics/mechatronics, health sciences, cosmetology, early childhood education, pharmacy tech, business, marketing, and technology education. Juniors and seniors have the opportunity to participate in a variety of high-quality work-based learning opportunities including apprenticeships, internships, externships, service learning, and job shadowing. Students may also attend the Virginia Western Regional Academy, which provides training in engineering, mechatronics, health science, per-health, health professions support, IT & cyber security, HVAC, culinary arts, EMS, and nursing.

Roanoke College is a private liberal arts college located in the heart of downtown Salem. With approximately 2,000 students, the college offers 35 majors and 57 minors and concentrations and is now offering a master's degree MBA. It is the second oldest Lutheran-affiliated college in the United States having been founded in 1842 and has been in Salem since 1847.

Salem is also home to American National University which offers degrees in business administration, various medical fields and technology. The National Center for Tourism and Hospitality offers training for careers with airlines, hotels, cruise ships, travel agencies, and various other tourism related fields.



DEMOGRAPHICS

The City of Salem has a population of 25,373 (2022 Weldon Cooper Center UVA estimate), a decrease of less than two percent from the 2020 Census. The Roanoke Metro area has a population of approximately 314,000. The city's residents are 81.6% White, 7.6% Black or African American, 4% Multiracial, 2.2% Asian/Pacific Islander, .3 Native American, and 4.3% Hispanic or Latino. The 2021 Median Household Income was \$66,472, with a median value of owner-occupied housing of \$205,900, and a poverty rate of 10%. Approximately 93% of adult residents have a high school degree or higher, and 66% have training beyond high school and of those, 32% have an advanced degree.

CITY GOVERNMENT & SERVICES

The Town of Salem was established by act of the Virginia General Assembly in 1806 and transitioned to a city in 1968. It is a political subdivision of the Commonwealth of Virginia, operating under the council-manager form of government. The City Council is elected by the voters and is comprised of five members, who elect two of their members Mayor and Vice-Mayor for a two-year term. As noted earlier, the City is separate from Roanoke County, and has its own taxing powers subject to statewide restrictions and tax limits. The City Manager is appointed by the City Council and serves at its pleasure.

Salem is a fiscally conservative driven community placing value on keeping the financial stability of the community at the forefront of their capital planning and growth. The organization is value-driven, dedicated to responsive, respectful, and courteous customer service. The City provides a full range of municipal services including police and fire, courts, sanitation, health and social services, public improvements, planning and zoning, general administration, education, parks and recreation, library, electric, civic center, water and sewage services. The City has entered into several agreements with partner localities in the Roanoke Valley to provide important services for its residents.

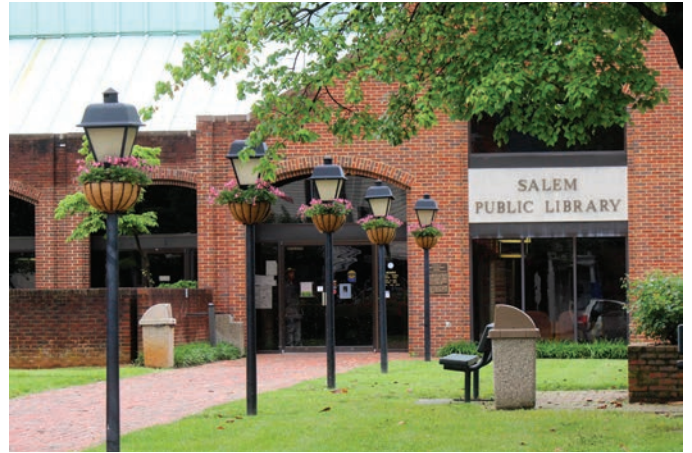
On July 1, 2021, the City entered into a new agreement with the Western Virginia Water Authority to sell surplus water at a bulk rate determined by a mutually agreed upon formula. The agreement automatically renews for 10-year terms upon expiration and requires a 24-month notification prior to termination.

On November 1, 2003, the City entered into an agreement with the City of Roanoke, Virginia for the transportation and treatment of wastewater and to fund a portion of certain sewage treatment plant improvements. Rates for the former services are adjusted annually, while the costs recognized by the City for the latter have been capitalized as the sewage treatment contract in capital assets. The agreement expires October 31, 2033.

On July 1, 2004, the Western Virginia Water Authority (WVWA) was created by the County of Roanoke and the City of Roanoke. The WVWA is a full-service authority that provides water and wastewater treatment to the Roanoke Valley region. This authority assumed the previously mentioned wastewater treatment contractual obligation.

On July 1, 1973, the City entered into an agreement with the County of Roanoke, Virginia for social services, agricultural and home demonstration services and jail services. The agreement can be renewed or terminated at the end of any two-year period with proper notice.

On October 10, 2016, the City joined Roanoke County and the City of Roanoke establishing the Western Virginia Regional Industrial Facility Authority (WVRIFA) to acquire the property at Wood Haven Road to be used for an industrial park or other economic development purposes. The City's proportionate share of this agreement is 11.6% and costs will not exceed \$1,200,000 payable through 2037.





REGIONAL GOVERNMENT OPERATIONS

In addition to those already mentioned, the City participates in the following regional entities to provide services:

Roanoke Valley Resource Authority. The County of Roanoke, the Cities of Roanoke and Salem, and the Town of Vinton jointly participate in the Roanoke Valley Resource Authority (RVRA), which operates the regional sanitary landfill, waste collection and transfer station, and related treatment facilities. RVRA is governed by a seven-member board, of which one member is appointed by the City.

Roanoke Valley Detention Commission. The Counties of Botetourt, Franklin and Roanoke and the Cities of Roanoke and Salem formed the Roanoke Valley Detention Commission (Commission) to renovate, expand and operate a detention facility for juveniles. The Commission is governed by a six-member board, of which one member is appointed by the City.

Roanoke Valley Regional Fire/EMS Training Center. The County of Roanoke, the Cities of Roanoke and Salem and the Town of Vinton jointly operate a fire/EMS training center (Center).

Western Virginia Regional Jail Authority. The Counties of Franklin, Montgomery and Roanoke and the City of Salem formed the Western Virginia Regional Jail Authority (Jail Authority) to develop and operate a regional jail. The Jail Authority is governed by a 12-member board; three from each participating locality.

Roanoke Valley Broadband Authority. The Counties of Botetourt and Roanoke and the Cities of Salem and Roanoke formed the Roanoke Valley Broadband Authority (RVBA) to acquire, finance, construct, operate, manage, and maintain a broadband system and related facilities pursuant to the Virginia Wireless Services Authorities Act. RVBA is governed by a five-member board, of which one member is appointed by the City.

FY 2023-24 BUDGET

The total budget for 2023-2024 including all funds is \$211 million, of which the general fund budget is \$109 million. The General Fund budget includes funding for continuing the downtown streetscaping projects. The phase from Broad Street to Union Street will be completed in a few months and the phase from Market Street to Thompson Memorial will begin next fiscal year. Additionally, the Apperson Drive Roanoke River bridge and the Colorado Street southern railroad bridge are slated for repair and replacement beginning next year. The Water & Sewer Departments have over \$10 million in capital funding, most notably including the North Salem Water System Improvement project which will enhance the pressure on the north side of the city, and the development of new wells to enhance our water supplies. The capital improvement plan also includes funding for replacing the Franklin Street water tank.

Salem is one of twelve local governments in Virginia to operate an electric utility. The department was created in 1892, and currently serves approximately 13,300 electric customers. These customers are served by eight substations rated 20,000 kV each and three substations rated 25,000 kVA each. The City purchases power wholesale at 69,000 volts (69 kV), at four different locations. The City is a member of Blue Ridge Power Agency, which assists the city to secure and administer its wholesale power supply arrangements. Enterprise funds are used to account for the Electric, Water, Sewer, Civic Center and Catering/Concessions operations.

Salem maintains 68 miles of primary streets and 284 miles of secondary streets and alleys, representing approximately 352 miles of total roadway.

The City has 461 full-time equivalent positions, in which employees are dedicated to the community that they serve.

Five constitutionally mandated officers, funded by state and local resources, are elected by, and serve City residents. They are not accountable to City Council but work closely with Council and the City Manager. The constitutional officers are the Commonwealth's Attorney, Clerk of the Circuit Court, Commissioner of the Revenue, Sheriff, and Treasurer. The City has a police department that is responsible for primary law enforcement response services within the city.



THE POSITION



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

CHALLENGES, ISSUES, & OPPORTUNITIES

The Council desires the development of a strategic plan to develop goals and objectives for the future of Salem, along with an action plan for its implementation. The Council recently held a work session with a consultant from the Cooper Center at UVA to discuss and prioritize some short-term goals and priorities. The consensus from this meeting established the following immediate priorities:

Infrastructure

Several projects were identified. Staff is to update the City Council on each identified area in a work session and provide a general report. The CIP will also be updated to reflect this work.

Civic Center

Staff will develop request for proposals (RFP) during FY24, research potential costs with consultant(s), and report to City Council. The City needs to identify the facility's target market and determine if the existing venue is viable and serves the needs of that market.

Military Museum

External partners are responsible for moving this project forward. The City desires to be a partner working with other community stakeholders on this initiative.

Land Use Planning

The current comprehensive plan was approved by Council in 2012. It is important for the City to begin the plan review process to develop an up-to-date plan. Several land use related issues were identified in the work session that need to be addressed during this process.

City Hall

Evaluate if it is possible to relocate all departments in one location and provide a recommendation to Council. Colocation provides the opportunity to free up existing government properties for redevelopment. Further, the existing City Hall has not been renovated recently. The future location of the parks and recreation department may be dependent on a potential new recreation/senior center. Staff previously completed the informal planning process for space needs and is working on options.

Mowles Spring Park

300-acre city-owned property, a portion of which is the site of a former landfill. Need to identify uses permitted under current zoning. Review previous concepts and identify if the proposed use is in alignment with economic development strategies.

Economic development is of vital importance to the city. Since the passage of the Downtown Plan, the investment in the downtown area has been substantial and is expected to continue to improve the economic vitality of the city center. However, with Salem corporate boundary fixed by state law and having about 20% of its properties held by non-taxable entities, it is important for the City to continue to develop the relationships with existing business owners and explore other opportunities to expand its economic base.

Salem places a high value on quality of life through its commitment to recreational activities in the community and providing exceptional venues for them. If this is to be a continued focus, and as these structures age, an analysis of their useful life and contribution to the city needs to be completed.

The City recently completed a salary study with Council's directive for the City to "lead the market." A \$4.7M investment in implementing the results is included in the current year's budget. An important goal is to address the City's difficulty in attracting and retaining a qualified workforce necessary to provide the critical services. Also, as with most communities, there will be retirements within the departments in the next few years; therefore, succession planning is important to help prevent, to the greatest extent possible, a void from the loss of the knowledge held by those employees. It is also an opportunity to bring in new employees to provide fresh ideas for providing city services.



QUALIFICATIONS

The City Council is seeking candidates who are strong leaders in City/County Management with a proven record of providing effective leadership in a complex organization, preferably in a city, county, municipal or other level of government of similar size as Salem. Ideal candidates will be able to drive innovation and move agendas forward in a multi-stakeholder environment. The successful candidate will demonstrate excellent communication skills and significant career success in building collaborative, effective relationships across divisions. Additional experience in strategic planning, budgeting and project management, and complex problem solving, with the ability to work effectively in a wide variety of governmental disciplines is necessary, along with a knowledge of local government planning and land use practices.

The following factors of education, experience, and leadership and management skills have been identified as **ideal** attributes for the City Manager to possess to function effectively in the position.

EDUCATION & EXPERIENCE

A bachelor's degree in public administration, public policy, business, or related field with a master's in public/business administration or related discipline from an accredited college or university preferred.

Seven to ten years of progressively responsible experience in local government management, including significant experience at a senior level interacting with elected officials and other stakeholder groups.

Candidates must:

- Possess proven managerial and interpersonal skills to lead a dynamic financially fit organization in a community with high customer-service expectations, community involvement and a desire for government transparency.
- Possess proven managerial abilities, including financial forecasting, revenue enhancement, capital improvement programming and budget development and control.
- Demonstrate significant accomplishments in complex project management with the ability to interact with elected officials, senior staff, boards or commissions and community organizations in the development and implementation of project goals and objectives.
- Be skilled in working with elected officials as a group, and in a system of committees, boards, and commissions. Have an appreciation for an active citizenry that expects community-outreach efforts from its government leaders.
- Have strong analytical skills with the ability to examine programs, budgets and proposed policies for efficiency and effectiveness; candidates must approach local government with a desire to improve processes and procedures in a thoughtful way that inspires directors, managers and City employees.
- Have experience in economic development, fostering business-community relationships with the City; be adept at how the City can craft meaningful and sustainable economic development initiatives.
- Have the ability to interpret and ensure compliance with applicable Federal, State and local policies, rules, laws and regulations.
- Is visible to the workforce and has the ability to present information to employees in a manner that affords open communication and elicits feedback.
- Have a proven track record of delegating to staff and fostering trust with an attitude of teamwork and creativity in problem solving, while ultimately being accountable for the quality and effectiveness of overall performance of the organization.
- Have proven superior communication, interpersonal, and human relations skills, and adeptness at interacting with people possessing a wide variety of attitudes and in a wide variety of situations. Have a willingness to meet with citizens and assist them with issues they have involving City services.
- Be committed to the community and the city management profession and have a willingness to commit to the community, including residency.

LEADERSHIP & MANAGEMENT SKILLS

Possess a balance of technical and leadership/management skills, with people skills a high priority.

Have the maturity, self-confidence, and strength of professional convictions to provide insights and counsel to the City Council and staff, being able to firmly and diplomatically present professional views and carry out decisions in a timely, professional, and impartial manner. Follows up with Council in a timely and effective manner; exhibits a proactive approach to problem solving.

Have a city-wide perspective and utilize a “we” mentality rather than an “I” mentality in dealing with all City matters. Possess a track record of addressing issues in a thoughtful and progressive manner, and the ability to build bridges and bring people together.

Establish credibility with Elected Officials, Constitutional Officers, Department Directors, and employees; the ability to develop effective collaborative relationships is a must!

Have strong communication skills, both orally and in writing, with the ability to interrelate with the public, City Council, Department Directors, staff, and other stakeholders. Have the skills to present to audiences ranging from staff members to the community at large.

Exhibit a style characterized by candor, directness, tactfulness, and diplomacy, with the ability to admit when mistakes were made, and when corrective action needs to be taken.

Have a collaborative and open, friendly personality and management style that garners trust and builds relationships. Know how to deal with conflict in a constructive manner. Have the ability to keep information confidential.

Be able to represent the City to the residents of Salem in a responsive and helpful manner. Have good listening skills and a willingness to work through challenges in a collegial, respectful manner.

Maintain a calm demeanor during times of stress. Be flexible and open to change with a willingness to learn and ask questions. Be assertive when necessary, yet empathetic.

Have a high energy level and enthusiasm for meeting the challenges and responsibilities of the manager’s position; have a good work ethic.

COMPENSATION & BENEFITS

Compensation for the City Manager will be competitive depending on qualifications and experience with a hiring range of \$185,000 to \$210,000. The successful candidate will be offered a generous benefits package including participation in the Virginia Retirement System (VRS), health insurance coverage, paid time off, deferred compensation, professional development support and other benefits as identified in a negotiated employment agreement.

APPLICATION PROCESS

A formal review of applications will begin on October 2, 2023, and those candidates considered to most closely match the qualifications contained in this profile will be contacted for initial virtual 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:

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