

# **County Administrator Community Recruitment Profile**

## **Clarke County, Virginia**

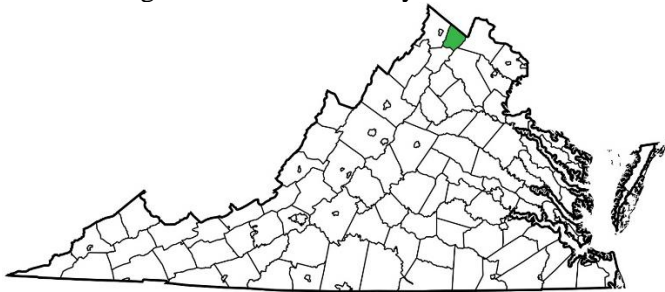


## MISSION

Clarke County, Virginia, is committed to preserving and promoting its agricultural heritage, scenic beauty, and its natural and historic resources. Clarke County aims to retain its agriculture-based economy, small-town personality, and open space while thoughtfully planning for growth that aligns with its values.

## HISTORY & GEOGRAPHY

The state Senate officially established Clarke County on March 8, 1836, by separating the new county from Frederick County. It is named for George Rogers Clark (no “e”), a Virginian who became the highest-ranking American military officer on the northwestern frontier during the American Revolutionary War. Today, Clarke County remains primarily a rural, agricultural county, with a strong culture of community.



Virginia has 95 counties. At 178-square miles (113,920 acres), Clarke County is the eighth smallest county by area in Virginia. It is No. 73 on the list of counties by population.

Clarke County is adjoined by the counties of Loudoun, Fauquier, Frederick, and Warren; Jefferson County, W.Va., is to the north. About 25 percent of Clarke County is mountain land. Almost 75 percent of the county is west of the Shenandoah River.

Clarke’s seat, Berryville, sits at the intersection of U.S. 340 (Lord Fairfax Highway) and Va. 7 (Harry Byrd Highway). Berryville is the center of commercial, residential, institutional, and industrial activity for the county. Settled in 1775 and incorporated in 1798, the town was originally known as Battletown. It is 41 miles from Dulles International Airport and 65 miles from Washington, D.C., both easily accessible via U.S. 50 and Va. 7.

The county’s only other incorporated town is Boyce. Unincorporated villages include Millwood, Pine Grove, and White Post. Other communities include Browntown, Double Tollgate, Frogtown, Gaylord, Old Chapel, Swimley, Wadesville, Waterloo, Webbtown,

Wickliffe, and more than two dozen other crossroad communities.

In June 1974, the Clarke County Board of Supervisors unanimously adopted the county’s first Comprehensive Plan. The document — required of all counties by Virginia Code since 1975 — continues to serve as Clarke’s vision for a rural community with managed growth. The Comprehensive Plan is reviewed and revised every five years.

The plan includes 10 separate component plans:

- Agricultural Land Plan
- Berryville Area Plan
- Double Tollgate Area Plan
- Economic Development Strategic Plan
- Historic Resources Plan
- Mountain Land Plan
- Recreation Component Plan
- Transportation Plan
- Waterloo Area Plan
- Water Resources Plan

In 1980, the Clarke County Board of Supervisors unanimously adopted sliding-scale zoning, an innovative land-use tool that preserves large parcels of land by assigning fixed dwelling-unit right per acre on a sliding scale. *See Appendix A 1 & 2.*

The model the supervisors developed then allows for a population of about 33,000 people. The county’s population today is just under 15,000. Sliding-scale zoning eventually led to the creation of the Clarke County Conservation Easement Authority.

Clarke County is a statewide leader in land preservation through permanent conservation easement. Since its creation in 2002, the Clarke County Conservation Easement Authority has placed more than 7,000 acres into conservation easement, retiring 272 dwelling unit rights. When included with other entity holdings, such as the Virginia Outdoors Foundation, 26,688 acres (as of May 2019) about 23 percent of the county continue as conservation, agricultural and rural.



According to Clarke County’s Land-Use Assessment Program, 1,100 parcels (59,032 acres) are in agricultural use. The USDA National Agricultural Statistics Service data from 2017 reports there are 427 farms totaling 66,641 acres and an average farm size of 156 acres. Clarke County has prominent beef and dairy cattle operations and crop and soybean production. Farming operations also include fruit orchards and poultry production. The county has one of the first “grass finished” sustainable livestock production operations in the country and its story was published in a New York Times bestseller “Gaining Ground” by Forrest Pritchard in 1996.

Twenty-two miles of the Appalachian Trail (A.T.) runs through Clarke County, including the infamous up-and-down stretch known as the “Roller Coaster.” There are four A.T. access points in the county. In 2015, the Appalachian Trail Conservancy officially named Berryville-Clarke County an Appalachian Trail Community. The Appalachian Trail Community program recognizes communities like Berryville-Clarke County that promote and care for the A.T. as well as advocate for the A.T. as a significant local, national, and international recreational resource.

Clarke County’s 21.6 miles stretch of the Shenandoah River — from the Warren County line to the Virginia-West Virginia border — was officially designated a component of the Virginia Scenic Rivers System in 1984. The Virginia Scenic Rivers Program, established by the Virginia Scenic Rivers Act of 1970, identifies and helps protect rivers and streams that possess outstanding scenic, recreational, historic and natural characteristics of statewide significance for future generations.



Twenty-nine properties and 10 historic districts in Clarke County are on the National Register of Historic Places — the official list of the nation’s historic places worthy of preservation. Authorized by the National Historic Preservation Act of 1966, the National Park Service’s National Register of Historic Places is part of a national program to coordinate and support public and private efforts to identify, evaluate, and protect

America’s historic and archeological resources. Among the properties are Greenway Court (the 1750 home of Lord Fairfax) and Saratoga (the 1780 home of Daniel Morgan) are designated National Historic Landmarks, the highest level of national recognition for a historic property.

More than 30 percent of Clarke County is part of the Virginia Landmarks Register and National Register of Historic Places, including historic districts with 1,478 contributing structures and sites that cover about 33,800 acres.

## DEMOGRAPHICS

- Clarke County has 14,523 residents, including 4,338 residents in the Town of Berryville, according to the U.S. Census Bureau (July 1, 2018 estimate).
- The median age is 44. (U.S. median is 36.8.)
- Median household income is \$72,129.
- Median housing value is \$333,100.
- Almost 7 percent of Clarke County residents live at or below the federal poverty level.
- There are 8,933 parcels (properties) in the county as of April 2019, including Berryville and Boyce.
- There are 5,568 total households in the county with an average 2.54 persons per household.
- The county has a total 6,347 housing units.
- Almost 87 percent of Clarke residents have at least a high school degree.
- More than 31 percent of residents have earned bachelor’s degrees or higher.

The Town of Berryville has its own water and sewer system. The Clarke County Sanitary Authority operates a public water and sewer system that serves the Town of Boyce, the Millwood and White Post communities, and commercial uses at the intersection of U.S. 50 and U.S. 340 (known as Waterloo). Water for Boyce, Millwood, White Post, and Waterloo flows from Prospect Hill Spring, which was permitted as a public water supply by the Virginia Department of Health in 1977. The Boyce Wastewater Treatment Plant treats sewage for Boyce, Millwood, and Waterloo.

All other properties in the county are served by private wells and septic systems regulated by the Virginia Department of Health.

According to the Virginia Department of Transportation, Clarke County has approximately 40 miles of primary highways, 135 miles of secondary

roads, and about 20 miles of non-hard surface (dirt) roads. Mileage does not include streets in Berryville and Boyce.

The Clarke County Parks and Recreation Department manages county-owned Chet Hobert Park, a 102-acre property west of Berryville. The park includes an outdoor swimming pool, six lighted outdoor tennis courts, six baseball-softball fields, five picnic shelters, two playgrounds, a 2-mile fitness trail, a dog park, and the Clarke County Recreation Center with exercise equipment, gymnasium, and meeting rooms. One room is used as a Senior Center, offering programming for seniors four days each week. The park also has 13 soccer fields of various sizes.



The Parks and Recreation Department organizes hundreds of programs each year and hosts large events such as arts and craft shows, 5K races, etc.

Clarke County does not have a hospital, however, residents receive medical care from Valley Health System facilities, including Winchester Medical Center and Warren Memorial Hospital, as well as Inova Health System facilities to the east and other medical institutions. Primary care physicians with offices in Berryville provide medical care as well.

## EDUCATION

Clarke County has four public schools: Boyce Elementary School, D.G. Cooley Elementary School, Johnson-Williams Middle School, and Clarke County High School. Total enrollment in public schools in 2018-19 was 1,915 students. There is a five-member elected School Board. There is also a presence of home schooling and private education in Clarke County.

## ECONOMIC DEVELOPMENT & TOURISM

As of April 2019, there are 873 businesses in the County. The Clarke County Business Park east of Berryville is about 70 acres with 18 industrial buildings and more than a dozen businesses. Since 1987, the county has been a member of the Winchester Regional Airport Authority that includes Frederick County, City

of Winchester, Shenandoah County, and Warren County. The Authority manages the airport.

The top Clarke County businesses based on number of employees are:

- Berryville Graphics / Bertelsmann Printing Group USA (750 employees)
- Clarke County Public Schools (348 employees)
- Bank of Clarke County (192 employees); headquartered in Berryville with 13 branches in Clarke, Frederick, and Loudoun counties



The 58-acre Clarke County Ruritan Fairgrounds west of Berryville hosts many events throughout the year — auctions, horse shows, tractor pulls, etc. — attracting thousands of tourists and area residents to Clarke County. The biggest annual events include:

- Clarke County Fair (seven days in August)
- Luckett Spring Market (three days in May)
- Shenandoah Valley Steam & Gas Engine Association Steam Engine Show (three days in July)
- Shenandoah Valley Fiber Festival (three days in September)

Historic Watermelon Park, located along the Shenandoah River, has hosted bluegrass, country, and Americana roots music events featuring the biggest names in the music industry since the mid-20th century. The tradition continues in 2019 with Watermelon Park Fest Sept. 19 through 22.

Pasture Palooza Music & Arts Festival, located on a farm west of Berryville, marks its 10th anniversary Sept. 13 and 14, 2019.

Horses have long been a significant part of Clarke County's history and culture. The Blue Ridge Hunt was established in 1888 and in addition to foxhunting three days each week from September to March, it hosts annual point-to-point races and horse shows. Numerous equestrian facilities host English and Western shows, such as, team penning, and cutting events as well as offering lessons, camps, trail rides, etc. Some farms are

well known for the horses and ponies they breed. There are also 4-H, Pony Club, and FFA programs for youth. In 2019, Historic Long Branch, the Clarke County Historical Association, and the National Sporting Library in Middleburg collaborated to present “Saddle Up! The Horse in Sport & History of Clarke County,” a month-long program of exhibits, movies, and lectures.

Other venues that host many events throughout the year include the Barns of Rose Hill in Berryville, the Burwell-Morgan Mill in Millwood, Long Branch Historic House & Farm in Boyce, and Blandy Experimental Farm and the State Arboretum of Virginia in Boyce.

In 2018, the Weldon Cooper Center for Public Service at the University of Virginia conducted a Cost of Community Service analysis for Clarke County using Fiscal Year 2017 records. (An Agriculture and Forestry Industries Development grant and the Conservation Easement Authority Stewardship Fund financed the study.)

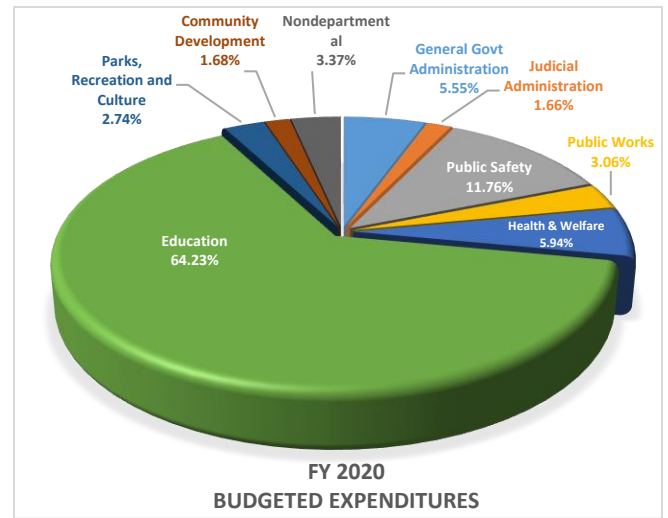
The Clarke County COCS analysis supports that agricultural land demands fewer public services than residential and commercial properties thereby benefitting the county’s financial state.

**COUNTY GOVERNMENT**

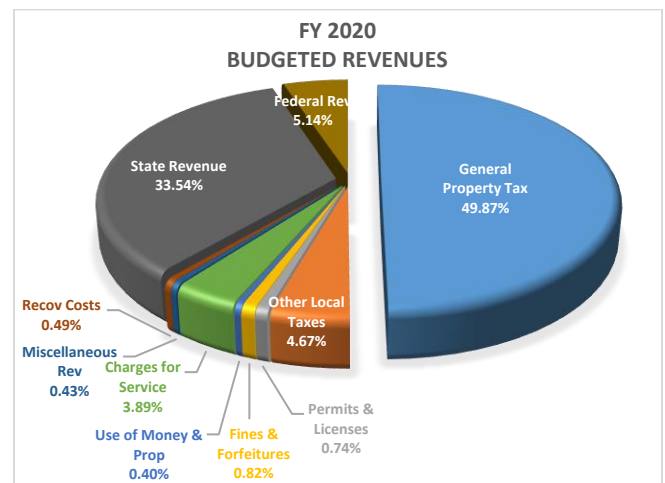
Clarke County operates under a traditional elected Board of Supervisors form of government with a County Administrator responsible for day-to-day operations, policy implementation, and future planning. Policies governing the county are set by the five-member Board of Supervisors representing five election districts; they are elected on the same term. A chair and vice chair are annually elected by the members of the board. The board adopts the county’s operational and capital budgets, sets the tax rate, approves operational policies, and appoints members to various committees. The approved Fiscal Year 2020 budget totals \$43,374,482.

The 2019 tax rates are:

- Personal property: \$4.496 per \$100 for vehicles, business equipment, and farming equipment (same as previous year)
- Real estate tax: \$0.71 per \$100 assessed value (same as previous year)
- Machinery and tools: \$1.25 per \$100 (same as previous year)
- Personal Property of qualified fire and rescue vehicles: \$2.248 per \$100 assessed value (same as previous year).



Primary revenue sources in Clarke County are real estate and personal property taxes. Primary expenditures are education and public safety.



The County Administrator manages several county departments that includes 37 full-time employees and 17 part-time employees. See organizational chart in *Appendix B*.

Joint Administrative Services provides financial, procurement, and risk-management services to Clarke County general government and the Clarke County Public School system. Joint Administrative Services operates under an appointed board of five members: the County Administrator, the Superintendent of Public Schools, one elected member of the Board of Supervisors, one elected member of the School Board and the elected County Treasurer.

Clarke County has three volunteer fire and rescue companies and, as of March 31, 2019, is represented by 132 county-wide volunteers that include 93 operational volunteer members who runs emergency calls; and 39

associate members who perform administrative duties and manage fundraising activities. By company:

- John H. Enders Fire & Rescue Company in Berryville has 64 volunteers (43 operational; 21 associate).
- Blue Ridge Volunteer Fire & Rescue Company in Bluemont has 36 volunteers (24 operational; 12 associate)
- Boyce Volunteer Fire Company in Boyce has 32 volunteers (26 operational; 6 associate).

Clarke County has Shared Service Agreements with Frederick County to provide services to their citizens that include Landfill and Convenience sites. There are also regional partnerships that include the Northwest Regional Adult Detention Center and the Northwestern Regional Juvenile Detention Center.

### CHALLENGES, ISSUES & OPPORTUNITIES

The Board of Supervisors approved sliding-scale zoning in 1980 to preserve the rural, agricultural, and historic culture of the county. Clarke County takes pride in its “small town” charm and natural beauty and desires to continue to protect and preserve its open space. Other goals and objectives include:

- adhere to the Comprehensive Plan as it relates to residential growth,
- preserve the agricultural, forest, and mountain land,
- promote tourism to support economic development efforts,
- promote economic development that meets the goals of the Comprehensive Plan,
- work closely with the incorporated Town of Berryville and other communities, and
- maintain a strong school system for the educators and student population.

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In 2014, the Board of Supervisors created the Clarke County Department of Fire, EMS and Emergency Management.

The Director of Fire, EMS and Emergency Management manages the day-to-day operations of the Department of Fire, EMS and Emergency Management, including staff supervision and budget oversight. He ensures compliance with state and federal regulations, codifies county responsibilities and authorities related to fire and EMS services, establishes reporting standards, generates timely reporting, review and

processing all fire and EMS complaints, and serves as staff support for the Fire and EMS Commission.

The Clarke County Fire and EMS Commission addresses the challenges in fire and emergency medical service delivery. The commission is comprised of three volunteer company representatives, three citizens, and a Board of Supervisors liaison. Clarke County has three volunteer fire and EMS companies: John H. Enders Fire & Rescue Company in Berryville, Boyce Volunteer Fire Company in Boyce and Blue Ridge Volunteer Fire & Rescue Company in Bluemont. Over the past three years, efforts have been made to improve volunteerism in all companies. These incentives include funding workers’ compensation and insurance and increasing the stipend or donation. Clarke County also provides a 50 percent reduction in personal property taxes for qualified fire and EMS volunteer vehicles.

The county has an Emergency Medical Service fee-for-service program that annually generates an average \$395,000. In addition, the county receives state funding related to Four for Life funds and Fire Program funds that are directly paid to the volunteer companies. With an increase in retirees and an aging population, Clarke County is faced with an increase in 911 calls for service. The Town of Berryville increased its development of residential facilities and apartments for individuals over the age 55. These increased demands for emergency services and patient transport out of county are an issue to the companies.

In addition to the Director of Fire, EMS and Emergency Management, the county has 7 full-time and 13 part-time professional paid firefighters and EMTs to supplement the strong volunteer efforts. The county has also applied for five additional career Firefighters/EMTs through the SAFER grant program.

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The 2014 closure of a minimum-security Department of Corrections facility known as “Camp 7” continues to present an opportunity for Clarke County, given that the facility is located at a major intersection (U.S. 522 and U.S. 340). The Commonwealth of Virginia has indicated that — in cooperation with the Inland Port located in Front Royal — Clarke County may participate in business and industrial planning efforts. This would bring needed business taxes to the county, and the next County Administrator will engage with the Board to implement the desired strategies and goals to bring such business development to fruition.

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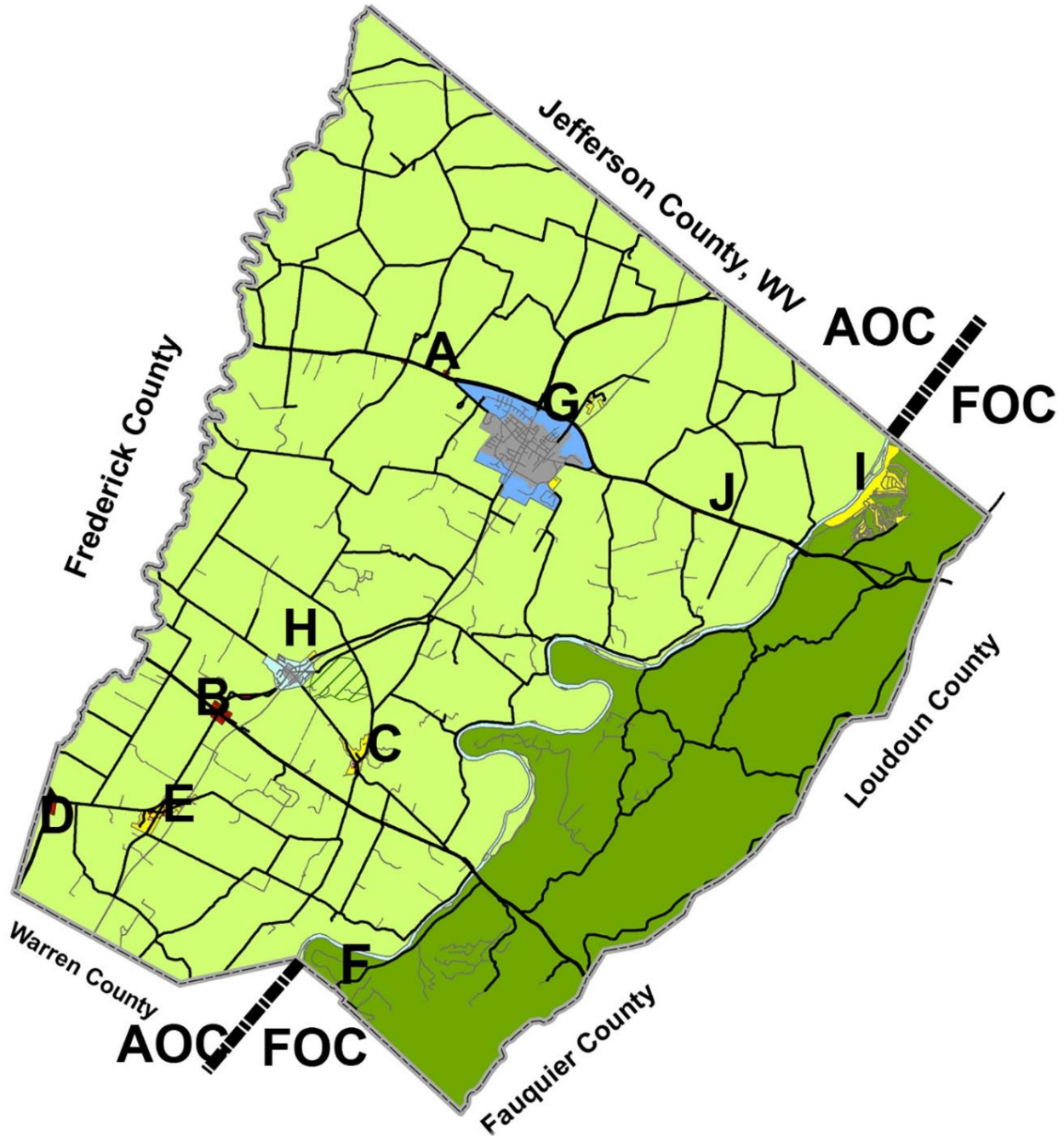
Clarke County recently received a rustic cabin and 50 acres as a donation from a resident, who stipulated the land be developed as a “passive park” for residents. This opportunity for recreation growth and green space preservation will require a vision and planning to implement.

Other opportunities for the County Administrator include:

- Maintain positive relationships with county staff, constitutional officers, and public school administrator;
- Be creative and efficient to meet the needs of the residents within the fiscal constraints of the county;
- Be involved with the community and foster relationships within the community;
- Be a leader and manager to assist the governing body in its policy decisions.

Clarke County residents take great pride in the sense of community that exists and the beautiful rural and agricultural character of the place. The next County Administrator should share in this sense of rural community value and appreciate the beauty as residents, visitors, and businesses do.

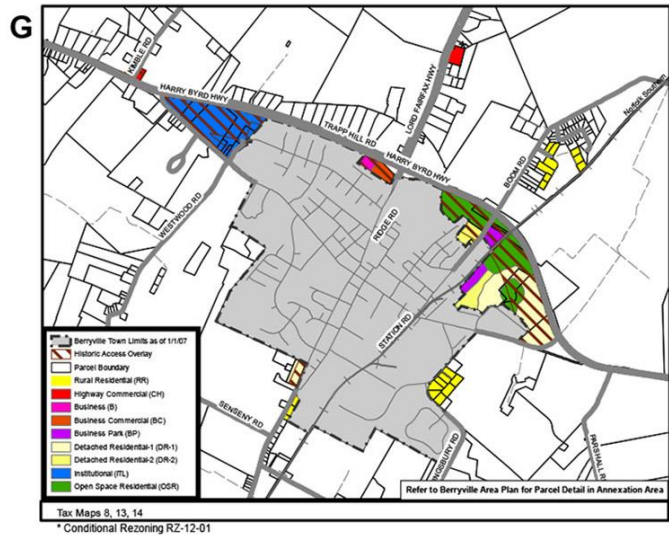
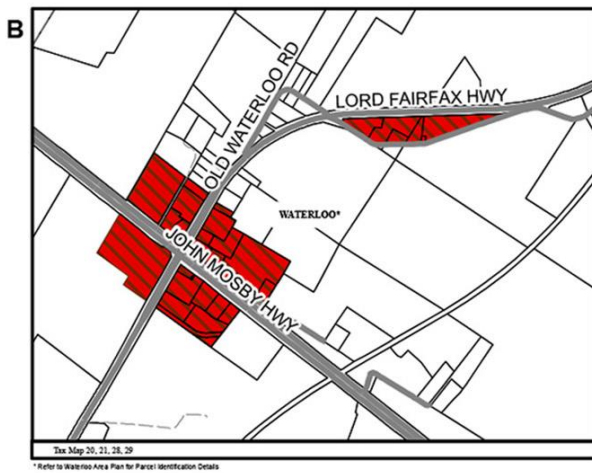
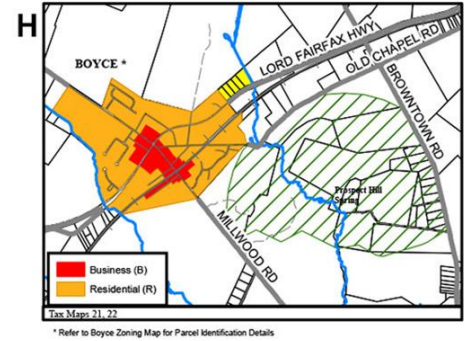
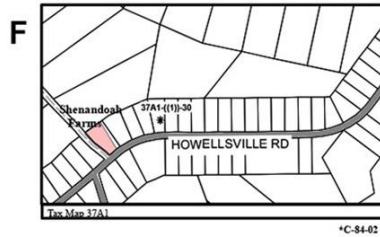
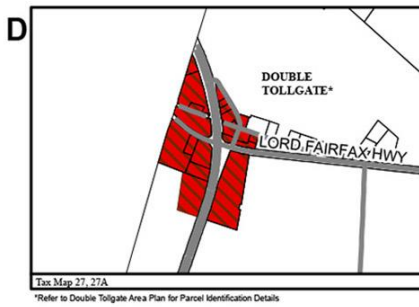
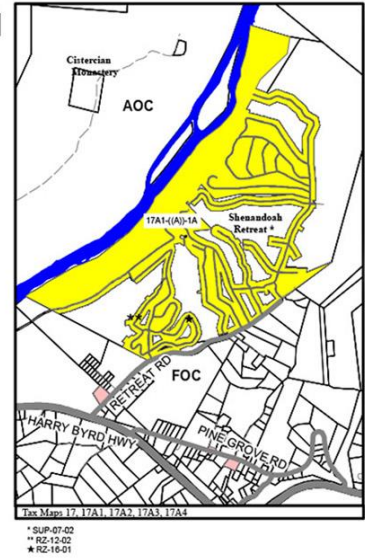
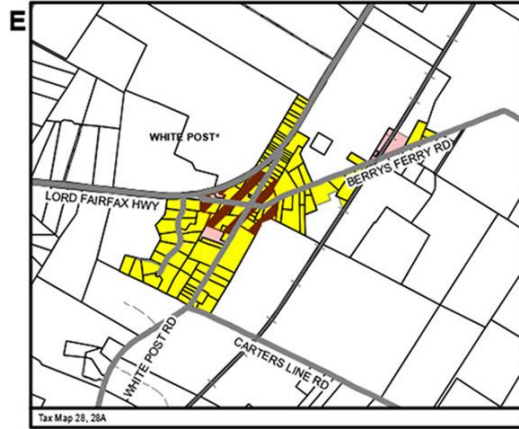
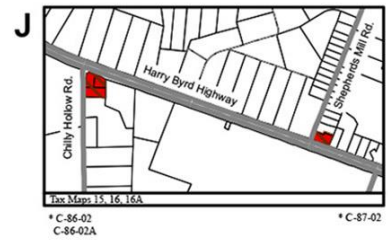
# CLARKE COUNTY ZONING DISTRICT MAP



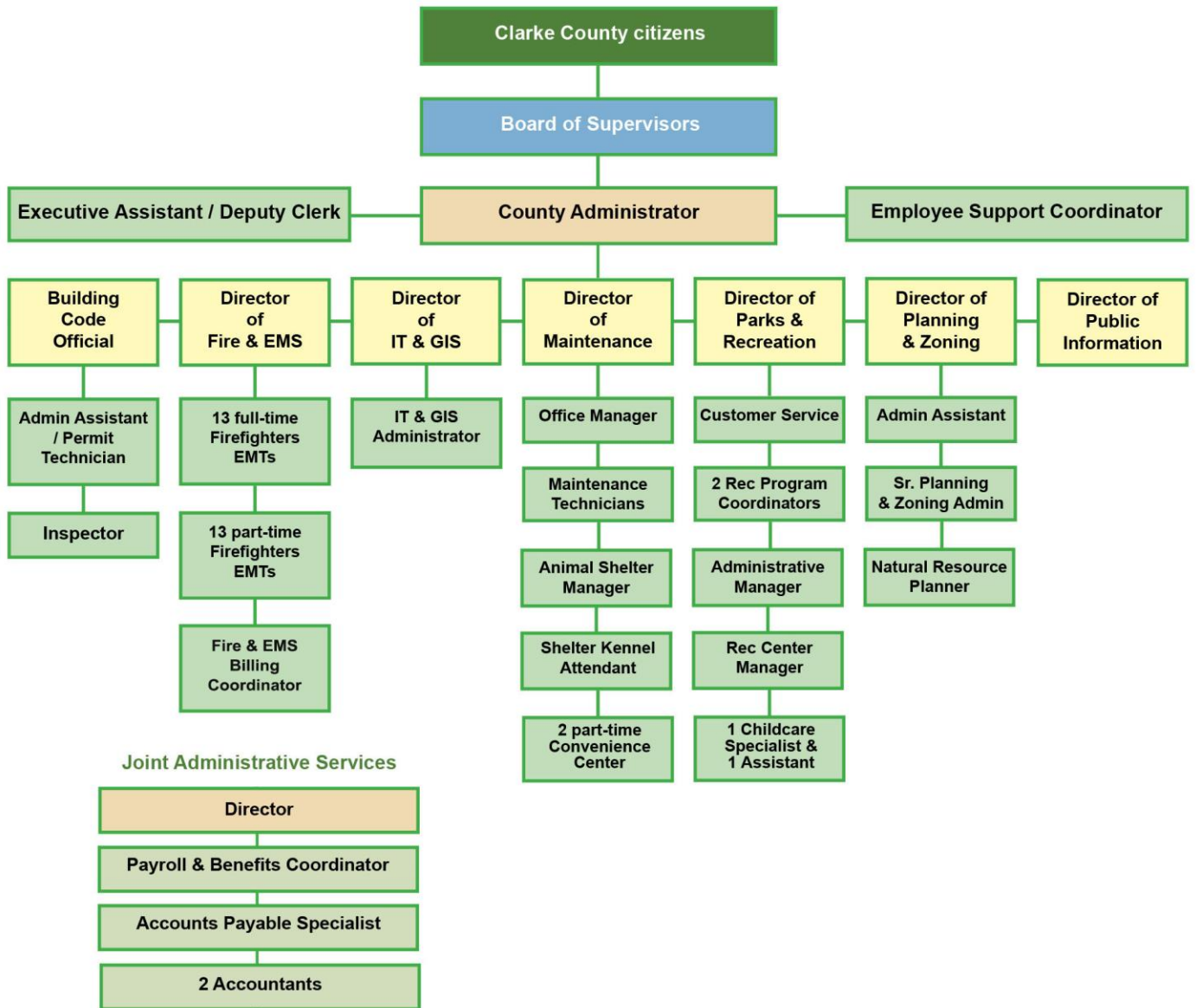
- |  |   |   |
|--|---|---|
| Rural Residential (RR)                     | Incorporated Town                       | Spring Conservation Overlay District (SC) |
| Neighborhood Commercial (CN)               | Annexation Area B                       | Historic Overlay                          |
| Highway Commercial (CH)                    | Stream Protection Overlay District (SP) | Historic Access Overlay                   |
| Agricultural/Open Space/Conservation (AOC) | * C-XX-XX Conditional Zoning Reference  |   |
| Forestal/Open Space/Conservation (FOC)     |   |   |

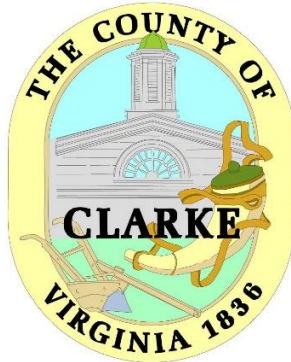
For general informational purposes only.  
See official Clarke County Zoning Maps  
for exact District Boundaries.

# APPENDIX A-2



# APPENDIX B





The County of Clarke is seeking an experienced administrative professional to serve as its next County Administrator who will perform complex executive work directing programs and operations of the County government. The County Administrator will serve the citizens of Clarke County and their five elected members of the Board of Supervisors.

A community profile is provided to give candidates background information on the community and why we call it home, its government, objectives and passion. It also outlines the qualifications and experience desirable for the County Administrator.

Qualified candidates are asked to submit a cover letter, resume, professional references and salary history to the Chairman of the Clarke County Board of Supervisors, David Weiss via email to [dweiss@clarkecounty.gov](mailto:dweiss@clarkecounty.gov). A paper copy can also be mailed to Chairman David Weiss at P O Box 349, Berryville VA 22611. Deadline for interested candidates is August 19, 2019.

*Clarke County is an Equal Opportunity Employer*

## Qualification Requirements

The following education and experience are the expected qualifications for possible candidates to perform successfully:

- Bachelor's degree with coursework in public administration, business administration, or related field and extensive experience in an increasingly responsible administrative capacity in local government. Master's degree preferred;
- Minimum of five years' experience of successful leadership as a Chief Administrative Officer or Assistant senior management and/or administrative level;
- Demonstrate experience in Virginia local government at an administrative management level;
- Any combination of education and experience equivalent to the above specific requirements.

The requirements listed below are representative of the knowledge, skill and/or ability required of possible candidates:

- Comprehensive knowledge of the principles and practices of public administration, including budgeting and finance;
- Comprehensive knowledge of human resource management, land use planning and zoning regulations;
- Comprehensive knowledge of business and economic development strategies in a rural environment;
- Comprehensive knowledge of the laws, ordinances and regulations underlying a county government and general knowledge of state code laws;
- Ability to write clear and concise reports, correspondence, directives and communicate effectively both verbally and written with various personalities;
- Must possess analytical and problem-solving skills;
- Ability to establish and maintain effective working relationships with Board members, department heads, constitutional officers, other various state and local government agencies and the public is essential;
- Keeps the Board of Supervisors informed of essential matters related to County operations.

## Essential Functions and Expectations

- Attends and participates in Board meetings and other committees advising and providing necessary information and recommendations to the Board of Supervisors;
- Prepares and recommends annual operating and capital budgets and keeps the Board of Supervisors advised on the financial condition of the County;
- Identifies needs and develops strategies to meet short and long range goals effecting the County;
- Meets regularly with department managers and constitutional officers to discuss county issues;
- Carries out all policies and instructions in a compliance with applicable County, State, and federal regulations;
- Performs human resource management related to all functions of personnel including selection, evaluation, and discipline of department managers;
- Serves on the Joint Administrative Services Board providing oversight for joint financial functions of the school division and county government;

- Serves as the primary point of contact for citizens seeking information or having concerns related to County activities;
- Serves as liaison to other local, state, and federal agencies;
- Serves as Emergency Services Coordinator in times of emergency.

### **Other Characteristics**

- Strong leadership skills in the organization and the community; ability to make decisions and proactive;
- Ability to listen effectively and have excellent communication and interpersonal skills;
- Professional, ethical, honest, integrity in all interactions with the Board of Supervisors, employees and the community;
- Respectful of the principles and role of the elected Board of Supervisors.

### **Compensation and Benefits**

Compensation for the County Administrator will be competitive and depends on qualifications and experience. The successful candidate will receive a benefits package including participation in the Virginia Retirement System, health, dental and vision insurance coverage, annual and sick leave, membership in a professional local government organization and other benefits as identified in a negotiated employment contract.

### **Candidate Process**

Deadline for interested candidates is August 19, 2019. Please submit a cover letter and resume with salary expectations and four professional references to David Weiss, Chairman of the Board of Supervisors via email at [dweiss@clarkecounty.gov](mailto:dweiss@clarkecounty.gov) or mail to David Weiss, P O Box 349, Berryville VA 22611. Questions related to the position may be directed to Chairman David Weiss.

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