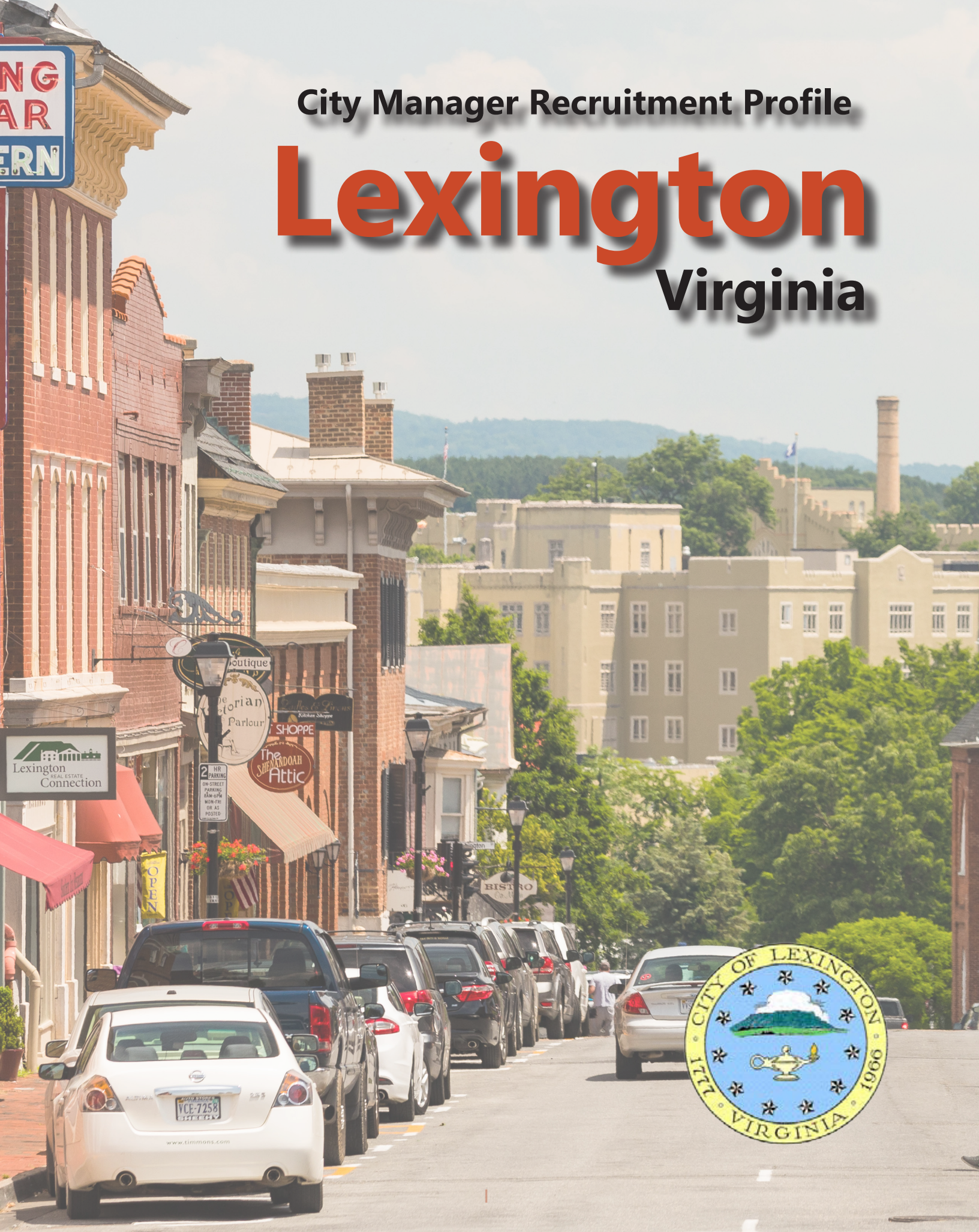


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City Manager Recruitment Profile

Lexington

Virginia





CITY OF LEXINGTON

The **City of Lexington** is seeking an experienced professional to serve as **City Manager**, the chief administrative officer responsible for directing programs and operations of the City government.

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 margaret@bgllc.net. While the position is open until filled, an initial **review of candidates will begin September 9, 2019**. Inquiries relating to the City Manager position may be directed to:

Margaret M. Schmitt

The Berkley Group

P.O. Box 181

Bridgewater, Virginia 22812

Email: margaret@bgllc.net

Mobile: (434) 581-5814



Lexington, VA

Community Background

The City of Lexington is an independent city in Rockbridge County nestled between the Blue Ridge and Alleghany mountains. Lexington offers the perfect combination of small-town charm and college town culture. Citizens enjoy a distinctive quality of life that is beyond the sum of its many excellent parts. Friendly people, historic architecture and stunning natural beauty are hallmarks of Lexington. Smithsonian Magazine named Lexington as one of "The 20 Best Small Towns to Visit" for its exceptional cultural offerings, history and hospitality. Welcoming and friendly, people find it easy to live in Lexington with its strong sense of community and shared love of the City, enhanced by its walkability, sparse traffic and vibrant downtown. The City and region are home to intellectually robust and multi-talented people who go out of their way to support one another. Lexington's style and approach are welcoming, responsible and well-rounded. Lexington respects the past while embracing new ideas and innovation.

The City of Lexington, originally known as Gilbert Campbell's Ford, was established as the town of Lexington in the Spring of 1778. The name chosen by the Virginia Legislature for the new county seat was in honor of the first great battle of the Revolutionary War, the battle of Lexington, Massachusetts, which had occurred three years earlier. Thomas Jefferson, who owned a tract of land in the new county that included the Natural Bridge, is reported to have played a part in naming the county as well as the town.

The Town of Lexington was incorporated in 1841 and almost from the beginning its main industry was education. Liberty Hall, which was founded as Augusta Academy



in 1749, was moved just west of town and chartered as Liberty Hall Academy in 1780. When George Washington gave the school its first major endowment in 1796, the institution's name was changed to Washington College. At the end of the Civil War the presidency of the college was offered to Robert E. Lee who presided over it for the five years preceding his death. Shortly thereafter the trustees renamed the school Washington & Lee University. Today, it enjoys a reputation as one of the finest coeducational centers of learning in the country. Its enrollment is in excess of 1800 undergraduates and 390 law students.

In 1816 the General Assembly of Virginia established three arsenals for the housing of arms. One of these was built in Lexington. By the mid 1830's a prominent local attorney and graduate of Washington College, John T. L. Preston, advocated the establishment of a state military school at the arsenal. Virginia Military Institute enrolled its first cadets in November of 1839 and prospered in the years prior to the Civil War. Among its faculty was Major Thomas

J. Jackson, soon to become known as “Stonewall Jackson”. Today more than 1,700 cadets attend VMI, a senior military college with a national mission, commissioning more Army officers than any college other than West Point. Though more than half of all graduates enter the military, VMI also prepares its cadets for graduate school and for success in business, the professions and in public service. General George C. Marshall, architect of the “Marshall Plan” to restore Europe after World War II, is just one prominent graduate.

The Valley Turnpike, now Route 11, allowed for the movement of settlers and goods up and down the Valley of Virginia and continues to serve as the City’s Main Street. Until construction of the interstates, Route 60, which crosses Route 11 in the center of downtown, provided the major east/west access. Interstate 81 (I-81) was constructed through the heart of the Shenandoah Valley in the early 1960’s and Interstate 64 (I-64), leading traffic from I-81, as it passes north of Lexington, to Charleston, West Virginia, was completed in 1978. Lexington now finds itself conveniently located at the junction of two interstate highways giving the traveler easy north/south and east/west access.

Today, Lexington serves as the retail, cultural and historic center of Rockbridge County as well as the county seat, the home of local government and the courts. Lexington’s carefully preserved downtown is on the State and National Registers of Historic Places. Downtown is a thriving collection of shops and restaurants housed in restored buildings with brick sidewalks and old fashioned lantern street lamps, attracting many visitors and tourists all year long. Because of the style of the City, as well as its many historic attractions, tourism is challenging education as the City’s largest industry. The entire City is well known for its outstanding architecture, record of historic preservation, and friendly people; further, it prides itself on civility, cleanliness and consistently extremely low crime rates. In short, Lexington is a very unique and special place.

Lexington offers something for everyone, from history buffs to outdoor enthusiasts to foodies. The Lime Kiln Theater, located on the site of an abandoned, turn-of-the-century lime quarry and kiln, hosts national and regional productions for area residents and visitors. A few miles north of the city, there’s even a drive-in theatre that harkens back to a simpler time. The Stonewall Jackson House, Lee Chapel, Marshall Museum, VMI Museum, and the McCormick Farm allow visitors to trace the history of our nation.

The Blue Ridge Parkway and Appalachian Trail are accessible nearby as is The Natural Bridge, a limestone wonder rising 215 feet and spanning a stream-carved valley, earning its place as one of America’s first all-star attractions. The bridge is now the main attraction in Virginia’s newest State Park. The Woods Creek Trail runs the length of Washington & Lee and VMI, while the 7-mile Chessie Trail, which



connects Lexington and Buena Vista, unfurls between an ancient limestone rock formation and the unhurried Maury River. The nearby Virginia Horse Center serves as a world-class facility hosting regional, national and international equestrian events.

Farm-to-table, regional fare and locally made beverages highlight the restaurant scene in Lexington. Chefs are accessible and you're likely to find them chatting with customers about their meals. Look for Southern fare served with Southern hospitality, where the chefs are inspired by what's local and fresh. From the cocktails to the entrees to the made-from-scratch desserts, it's all home-grown and original.

City students attend Harrington Waddell Elementary and Lylburn Downing Middle School which are operated by the Lexington School Board. City schools have small class sizes, providing an excellent environment for student-teacher interaction, and aim to provide "progressive educational opportunities" while being "responsive to the needs and talents of all students." City secondary students attend Rockbridge County High School, operated by Rockbridge County and located just north of the City near Interstate 64. Capital costs of the high school are shared between the county and City. All schools are accredited by the State Department of Education.

Higher education is accessible through four post-secondary institutions: Virginia Military Institute and Washington & Lee University in Lexington, Dabney S. Lancaster Community College in Clifton Forge, and Southern Virginia University in nearby Buena Vista. In addition, prominent state universities, the University of Virginia, Virginia Tech, and James Madison University, and other private institutions are all within 100 miles of Lexington.

Lexington is home to Carilion Stonewall Jackson Hospital, a 25-bed critical access facility providing a full range of inpatient and outpatient services, specializing in imaging, surgical, and therapy services. Additional Carilion facilities are located about an hour away in Roanoke and hospitals in Harrisonburg and Fishersville are less than an hour's drive. Medical facilities in Charlottesville, including the University of Virginia Health System, are within 100 miles.

Kendal at Lexington, a not-for-profit full-service lifecare Continuing Care Retirement Community, opened in 2000 and began a significant expansion in 2018. Meeting the active lifestyle of today's older adults, Kendal attracts retirees from across the country to Lexington. The Kendal campus is located within a mile of downtown and its residents actively contribute to the larger community.

Lexington's population of just over 7,100 (2018 estimate) has a median age of 22, one of the youngest in the country, and is approximately 85% white, 9% African American, 3% Hispanic and 3% Asian. The Median Household Income is \$37,309 (2017) and the poverty rate is 21.4%. Rockbridge County has a population of approximately 22,752.



City Government

The City of Lexington is a well-run organization with a responsive staff meeting the high expectations of its citizens. The City provides an array of municipal services including youth services, planning and development, building inspection, stormwater management and erosion control, streets maintenance, water and wastewater management, and solid waste collection. The Lexington Police Department (LPD) is responsible for law enforcement. The LPD engages in community policing and is known for its responsiveness to citizens' needs. The Lexington Fire and Rescue Department provides fire and emergency medical service response delivered by a combination of trained career and volunteer members. Central Dispatch provides regional E911 call answering and dispatch services. Social services are delivered regionally, and the Rockbridge Regional Library System maintains its main library and headquarters in Lexington. The City participates in the Blue Ridge Resource Authority (BRRRA) for landfill services.

The Rockbridge Area Recreation Organization (RARO) manages the recreational opportunities throughout the Greater Lexington Area and includes the neighboring jurisdictions of Rockbridge County and Buena Vista. RARO aspires to be an outstanding educational-athletic organization that provides a high-quality experience to every participant. The Lexington municipal swimming pool is managed by the Rockbridge Area YMCA.

Lexington and Rockbridge Area Tourism has a Visitor's Center at 106 East Washington Street in Lexington, as well as centers in Buena Vista and Natural Bridge. It is also affiliated with several tourism organizations throughout the Shenandoah Valley.

The City of Lexington is governed by a Mayor and six-member City Council, elected at-large to four-year, staggered terms. The Council is the legislative policy making body for the City government. The popularly elected Mayor presides over Council meetings and is recognized as the chief elected official of the City government for ceremonial and certain statutory purposes. The Mayor has no vote in Council proceedings except in the case of a tie. The Lexington City Council has adopted a Code of Ethics and a Code of Conduct for members of the Council and for the members of the City's boards, commissions and committees to assure public confidence in the integrity of local government and its effective and fair operation.

The City Charter establishes the City Manager as the chief administrative officer of the City who serves at the will of the City Council. The Manager is responsible for planning, organizing, directing and evaluating the activities of the municipal government so that policies of City Council are carried out in an efficient and economical manner. The Manager interprets and implements policy determined by Council; oversees the enforcement of all laws and ordinances; appoints and evaluates department heads and

employees on the basis of merit; provides administrative and policy direction to all departments; prepares and recommends annual operating and capital improvement budgets; recommends legislation that appears necessary and desirable; keeps the Council advised of financial conditions and future needs of the City; keeps the public informed regarding the operation of City government through reports to Council; represents the City in its relations with the public, the press, and other regional, governmental and private agencies. The City Manager also serves as the Director of Emergency Management, serves on the Advisory Committee of the Blue Ridge Resource Authority, and represents the City on the boards of the Rockbridge Regional Jail, the Juvenile Detention Center, Regional 911, and Main Street Lexington.

The City of Lexington has approximately 120 employees and a FY20 budget of approximately \$28.1 million, including approximately \$6 million in capital expenditures and \$7 million in the school fund. Although there is a considerable amount of tax-exempt property in the City, its financial situation is fairly secure due to adherence to solid financial policies, its receptivity to sound financial guidance, and Council's willingness to address community needs through periodic tax increases. The City has a revenue sharing agreement with Rockbridge County and receives payment in lieu of taxes from Washington & Lee University and VMI to partially offset the challenges of a fixed boundary and tax-exempt property.



Challenges, Issues & Opportunities

Lexington's City Council developed and adopted a 5-year strategic plan in December 2018. This plan outlines key goals and objectives to guide the next five years. Outlined in the plan is a roadmap for achieving Council's vision for Lexington:

"Lexington is an inviting, open-minded and welcoming city. Our community is known for its cultural, recreational and educational opportunities. Accomplishing this vision requires solution-focused and fiscally responsible city government, a vibrant and economically healthy downtown, and an engaged citizenry interested in friendly, livable and safe neighborhoods."

City Council's strategy is broken down into five key elements, each with its own goals and accompanying actions. As Lexington updates its Comprehensive Land Use Plan, a process currently underway with the Planning Commission, Council's vision statement and accompanying elements will be reflected in the development and implementation of that plan.

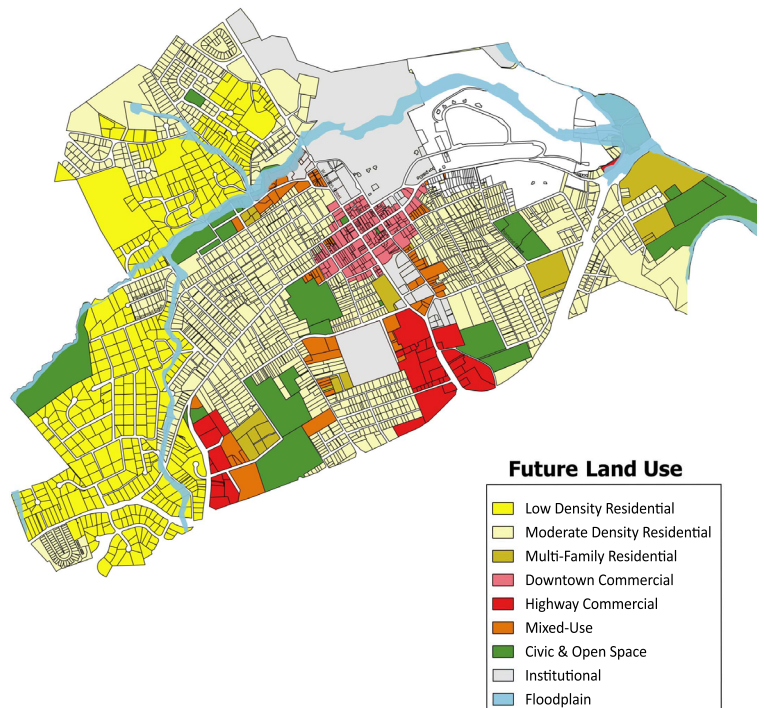
The elements are:

1. Healthy and Physically Active – ADA compliance, pedestrian, bicycle, and recreation facilities including Jordan's Point as a destination for outdoor activities
2. Economically Healthy – appropriate scale and variety of commercial areas, enhance business activities and regional economic development initiatives, and diversify tax base
3. Learning – provisions for schools and affordable day care facilities, libraries, and access to the colleges.
4. Safe – safe transportation routes including pedestrian and bike accommodations as well as emergency services.
5. Engaged – Community involvement in the Comprehensive Plan process itself.

City Council has also identified several specific areas needing attention in the next one to three years:

- Staffing – addressing succession for the retiring Finance Director, filling the newly created Assistant to the City Manager and developing a permanent arrangement for City Attorney services. In addition, addressing the generally "thin" bench of City staff causing staff to be spread across many roles at any given time.
- A continued focus on appropriate economic development, including small business attraction and retention.

- Participating in addressing overcrowding issues at and the potential need for expansion of the Rockbridge Regional Jail.
- Navigating higher educational institution facilities' creep into residential areas impacting local housing availability, including affordable housing.
- Managing a very ambitious Capital Improvement Plan (CIP) coupled with funding issues for high cost projects. Bringing financial acumen to the role is critical as funding sources and strategies are needed.
- Addressing facility challenges including the acquisition and development of a former VDOT facility, an inadequate City Hall building, and the City's responsibilities for a potential remodeling of the Rockbridge County High School, jointly shared between the City and County.
- Managing significant in-progress infrastructure projects. Examples include:
 - With the recent removal of the Jordan's Point dam, the development of a master plan for Jordan's Point Park to improve existing facilities and experiences in the park and along the Maury River.
 - Ongoing waterline and sewer replacement projects, as well as major street resurfacing and reconstruction in the downtown area.



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Position Profile

City Manager, Lexington

Qualifications, Education & Experience

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

- A Bachelor's degree in Public Administration, Business Management, Planning or a related field; a Master's degree is preferred;
- Five or more years of successful leadership at a senior executive/administrator level in an organization with comparable responsibilities; possessing a broad skill set appropriate to the breadth of City government operations. Local government experience in Virginia as a manager, deputy or assistant is desirable.
- A record of being an active, visible member of the community, through engaged participation in local activities and as a City resident.
- 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 or progress toward designation as ICMA Credentialed Manager is desirable.
- A demonstrated track record of successful grant awards, administration and completion.
- Any combination of education and experience that qualifies an applicant may be considered in lieu of the more specific criteria listed above.

Personal Traits & Desired Characteristics

- Absolute integrity, ensuring ethical, equitable, honest, fair, and open interactions with the Mayor and members of City Council, community members, and all City employees .
- Professionally competent, with confidence tempered by humility.
- Excellent communications and interpersonal skills, including the ability to collaborate, listen effectively and understand differing views.
- Strong democratic leadership skills in the government organization, the community, and the region; visionary, proactive, and decisive; able to facilitate the blending of differing points of view into a reasonable approach for community betterment.
- Approachable and empathetic with a customer service mindset ensuring responsiveness, diplomacy and graceful acceptance of a wide variety of input whether solicited or not.
- Knowledgeable and supportive of the principles of the council-manager form of government and respectful of the different and complementary roles of the City Council and the City Manager.
- A role model, coach, and mentor for City employees; dedicated to the professional development of staff; able to empower employees with a focus on performance, collaboration and accountability.
- A promoter of teamwork and collaboration among City departments, with Rockbridge County, the City of Buena Vista, and across the region.

Performance Expectations

- Short-term, immediate actions will be to engage with staff and Council, review City structure, policies and procedures, master the budget process, and get up to speed on active capital projects and economic development responsibilities.
- Active and visible participation in community activities as an engaged resident of the City. Demonstrate a genuine desire to be a part of Lexington life.
- Responsive to citizen concerns and issues; listening, understanding and providing timely follow-up.
- A commitment to open and transparent government; promoting a positive and interactive relationship with citizens and stakeholders; encouraging citizen engagement.
- Effective communications with all stakeholders; presenting information in a form understandable to various audiences.
- A focus on promoting regional communication, cooperation, and collaboration.
- Fair and equitable investment in and support of City employees and departments.

Compensation & Benefits

Compensation for the City Manager will be competitive, depending 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, deferred compensation, professional development support and other benefits as identified in a negotiated employment contract.

Application Process

Initial review of candidates will begin on September 9, 2019. Applications received after that date may be considered until the position is filled. 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 margaret@bgllc.net. Questions may be directed to:

Margaret M. Schmitt

The Berkley Group

P.O. Box 181

Bridgewater, Virginia 22812

Email: margaret@bgllc.net

Mobile: (434) 581-5814

For Additional Information

Lexingtonva.gov

The City of Lexington is an Equal Opportunity Employer