

County Administrator Recruitment Profile

King George County Virginia





KING GEORGE COUNTY

King George County is seeking an experienced professional to serve as County Administrator, the chief administrative officer responsible for directing programs and operations of the County 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 County Administrator.

Qualified candidates are encouraged to submit a cover letter and resume, with salary expectations and professional references, to The Berkley Group via email at kimball.payne@bgllc.net. While the position is open until filled, **an initial review of candidates will begin April 30, 2021**. Inquiries relating to the County Administrator position may be directed to:

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King George County

Community Background

King George County, gateway to the historic Northern Neck peninsula, is located in Virginia's coastal plain, 20 miles east of Fredericksburg, approximately 80 miles southeast of Washington, DC, 60 miles north of the state capital Richmond, and 143 miles northwest of Hampton Roads. Bounded by the Potomac River on the north and the Rappahannock River on the south, with 131 miles of shoreland, the County has 183 square miles of unspoiled natural beauty, cultural diversity, and historic wealth. King George County is a transitioning rural county steeped in history that places a high priority on quality of life through the protection of natural, cultural, and historical resources.

Named after King George I of England, King George County was created in 1720 by an act of the Virginia legislature that divided it off from Richmond County to the southeast. The County has a rich history, which tells the story of American cultural icons who helped sculpt the early United States. King George County was first explored by European settlers in 1608, when Captain John Smith led an expedition through the Northern Neck Peninsula. The earliest written records of the region described Native American (Powhatan, Patowomeck, and Doeg) lands of abundance, with plentiful fish and fowl. Colonists moved into the region and developed the fertile lands, growing grains, tobacco, cotton, and other food crops. Over the years, countless figures in American history have traversed this portion of the Northern Neck peninsula. James Madison, the fourth president of the United States, was born at Belle Grove plantation at Port Conway, north of the Rappahannock River.



King George County was a strategic location during the Civil War and since the early twentieth century has played an essential role in the defense of the United States. The Naval Proving Grounds, located on the Potomac River, was established in 1918. Named for Rear Admiral John A. Dahlgren, the facility is now called the United States Naval Support Facility (NSF) Dahlgren, one of the world's premier research and development centers and King George County's largest employer. NSF Dahlgren plays a substantial role in the development of cutting-edge defense technologies, creating an intellectual hub for innovation on the Northern Neck peninsula.

King George is served by two major transportation routes, Interstate 95 at Fredericksburg and U.S. Route 301 which bisects the County, both providing easy access to major markets north and south. State Route 3, a four-lane highway between Fredericksburg and King George Courthouse, gets vehicles to I-95 in 25 minutes; Route 301 is only 10 minutes to the east. With direct access to CSX rail, businesses can move products and supplies by rail to major population centers throughout the United States in a quick and efficient manner.

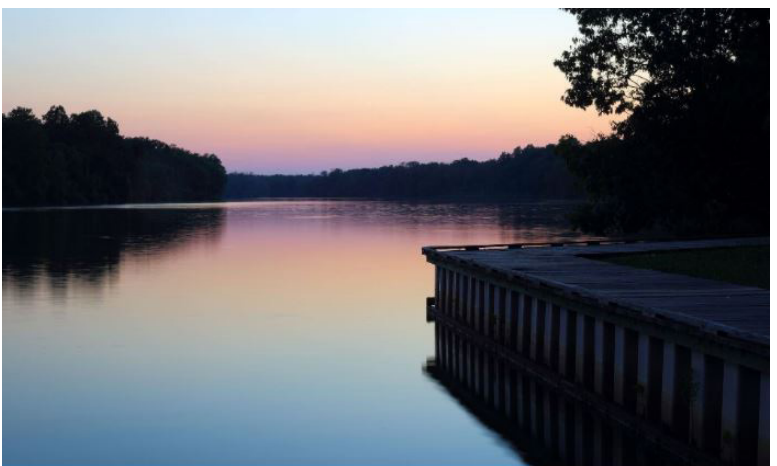
The County also has a growing state of the art fiber optics and telecommunications network and is working to enhance citizen and business access to high-speed internet. A new regional initiative to deliver fiber-optic broadband services to underserved households and businesses in the Northern Neck involves a partnership between All Points Broadband, Dominion Energy, the Northern Neck Electric Cooperative, and four counties including King George.

King George has a diversified economy with strong federal government, trade services and agricultural sectors. The primary employment sectors are federal civilian government, trade services, and manufacturing. The King George Industrial Park is home to many of the county's light industrial and manufacturing operations while the vast majority of the county's high technology, software, and engineering firms are located near NSF Dahlgren. Home to seven major commands, NSF Dahlgren provides employment for over 5,000 civilian personnel. In addition to the base operations, the Naval Space Surveillance Center, Naval Space Command, and the Aegis Training Center have assisted in attracting high tech software engineering firms to the County. To complement those high skilled jobs, the workforce in the area also supports less technical job categories giving companies an opportunity to staff and manage less skilled operations.

In addition to the numerous business amenities, King George offers its residents an appealing quality of life. While the county encourages business growth and development, it also ensures its rural character is maintained as reflected in the mission and vision statement of its updated Economic Development Strategic Plan. The plan was adopted in 2019 in anticipation of additional traffic and growth pressures in the Route 301 corridor resulting from the widening of the Harry Nice Bridge across the Potomac River to Maryland and major construction projects on Interstate 95.

Immediate commercial needs of residents are provided through two shopping centers and several convenience centers. The Fredericksburg area also offers a wide assortment of department stores, specialty shops, and craft and antique stores in shopping centers, regional malls, and historic downtown settings.

Tourism and travel play a growing role in the economy of King George County. The close proximity of the County to the Fredericksburg, Washington, and Richmond areas opens up numerous possibilities for cultural enrichment and entertainment. Situated at the gateway to the Northern Neck, King George is close to several historic attractions including the birthplaces of several prominent Virginians. A host of Colonial and Civil War points of interest, along with fine dining and entertainment, are available in nearby Fredericksburg.



King George County has abundant outdoor recreation and sightseeing opportunities. The County is home to Caledon State Park, a 2,579-acre natural area located on the Potomac River. A designated National Natural Landmark, the park is known for its old growth forest and is home to one of the largest concentrations of bald eagles on the East Coast. With secluded picnic spots, nature trails, and a small visitor's center, Caledon provides residents and visitors a unique opportunity to view these amazing creatures in their natural habitat. The Lands' End Wildlife Preserve located on the Rappahannock River is a major refuge for Canadian geese and other migratory waterfowl. King George also offers access to the Potomac River and the Rappahannock River for those seeking water-based recreation. Both rivers afford excellent opportunities for boating and saltwater fishing.

The Dahlgren Railroad Heritage Trail, a 15.7-mile "rails-to-trails" project, winds through rural King George County from its western edge to NSF Dahlgren, and accommodates non-motorized recreational users including hikers, bikers, horseback riders and runners.

King George County public schools serve approximately 4,400 students in three elementary schools, one middle school, and one high school. All county schools are fully accredited by the State Department of Education. King George County Schools participates in two academic-year Governor's Schools; Chesapeake Bay Governor's school serves students in grades 10-12 with an emphasis on marine science and math, and the Commonwealth Governor's School serves students in grades 9-12 with a site located at King George High School. Vocational training and alternative education programs are offered in Spotsylvania County and the City of Fredericksburg, respectively.

The Naval Surface Warfare Center S.T.E.M. program encourages local area youth to become the next generation of scientists and engineers. Students are selected for participation in the programs through their school. In addition, Rappahannock Community College and Germanna Community College have satellite locations which offer training and associate degree opportunities. The University of Mary Washington, located in Fredericksburg, operates a Dahlgren campus to support advanced training and degrees in science, technology, and math. The campus is unique in that it partners with some of the state's highly acclaimed engineering schools like Virginia Tech, University of Virginia, Old Dominion University, Virginia Commonwealth University, and George Mason University.

Mary Washington Hospital, in Fredericksburg, is a 412-bed facility equipped with the latest in medical technology. Services include a 24-hour emergency room, surgical and critical care divisions, and a dialysis unit. Air ambulance service is also available. HCA Virginia operates the Spotsylvania Regional Medical Center just south of Fredericksburg, 25 miles from King George. With 126 beds and all private rooms, the center provides a wide range of in and outpatient services, including 24-hour emergency care, obstetrics, diagnostic imaging, intensive care, cardiac catheterization, and psychiatric care. Three private clinics and the county's public health department provide convenient medical service to area residents.

King George County's population of 26,836 (2019 estimate) has increased over 13% since 2010. and is approximately 77.9% white, 16.1% African American, and 5.8% Hispanic. The County is expected to continue to experience significant population growth, with a projected population of 34,955 by 2040. The 2019 Median Household Income was \$94,274, with a median value of owner-occupied housing of \$307,900, and a poverty rate of 5.9%.



County Government and Services

King George County operates under the traditional, or County Administrator/Board of Supervisors, form of government (as defined under Virginia Law). It provides a range of services to the citizens and businesses of the county including public safety, animal control, public utilities, waste management, building and environmental inspections, emergency management and mitigation, parks and recreation programs, social services, and community planning. County roads are maintained by the Virginia Department of Transportation.

The County is governed by a five-member Board of Supervisors, with four elected by district and one at-large to four-year terms. The Chair and Vice Chair of the Board are elected annually by its members. The Board is the legislative policy making body for the County government. It enacts ordinances, adopts the annual budget and appropriates funds, sets tax rates, establishes policies, and adopts plans for County growth and development.

The County Administrator, the chief administrative officer of the County, is appointed by and serves at the pleasure of the Board of Supervisors. He or she directs and supervises the daily operations of all County departments and agencies under the direct control of the Board of Supervisors, provides administrative support to the Board of Supervisors and coordinates and implements its policy directives with regard to Board agendas, meetings, resolutions, ordinances, legislative policies, and constituent services. The County Administrator is responsible for developing and, upon adoption by the Board, implementing annual operating and capital budgets. He or she recommends policies and priorities for the Board's consideration and leads the County workforce in delivering services and responding to citizen issues or concerns. The County Administrator serves as a liaison between the Board of Supervisors, the Constitutional Officers, the Judiciary, regional, state, and local agencies and authorities, and community associations. He or she also serves as the Clerk to the Board of Supervisors, as the Director of Emergency Management, and is a member of local and regional boards and commissions.

The King George County Sheriff, one of five elected constitutional officers, is responsible for law enforcement. The other constitutional officers are the Commonwealth's Attorney, Clerk of the Circuit Court, Commissioner of the Revenue, and Treasurer. The latter two provide property assessment and tax collection and financial management, respectively.



County fire and emergency medical services are provided by the King George Department of Fire Rescue and Emergency Services, a unified agency which operates out of three stations utilizing a blend of paid and volunteer resources.

Public water and wastewater treatment services are provided in certain areas of the county by the King George County Service Authority, a blended component unit of the King George County government. A five-member board, appointed by the Board of Supervisors, governs the Authority and appoints a General Manager who manages operations. The authority operates and maintains nine water systems with approximately 250 miles of water mains serving 4,324 customers. It also operates and maintains five wastewater treatment plants with 200 miles of sanitary sewer lines serving 2,526 customers. The annual budget of the Service Authority is approximately \$7 million.

Library services are provided to the community at the L. E. Smoot Memorial Library, established at the courthouse village in 1970 in memory of a prominent local businessman. The library contains more than 62,000 volumes in its collection and offers special reading and lecture programs to residents of all ages.

Family and protective services, benefits programs, and other assistance are delivered through the King George County Department of Social Services which is governed by an appointed board.

The King George Parks and Recreation Department sponsors many programs and athletic events at local facilities along with various special events throughout the year for residents of all age groups. The county operates a 10,000 square foot multi-purpose center that is available for meetings, dances, and recreational programs. Additional facilities include eight local ball fields; six new tennis courts; and Barnesfield Park consisting of athletic fields, picnic areas, hiking trails, and small boat landing facilities. Another park, named for long-serving county supervisor Cedell Brooks, Jr., provides sports and recreational activities on a transformed former landfill site.

King George County offers trash disposal and recycling at two county convenience centers and the Sealston landfill. The landfill, which is operated by Waste Management, Inc., accepts waste from Virginia and states to the north and provides a significant revenue stream, over \$7 million annually, to the County which uses it for debt service and to cash fund capital projects.

King George County has 237 full time employees, including those of the constitutional officers, and a FY21 budget of approximately \$87.5 million, including \$28.7 million for General Government, \$47.9 million for School Operations, and \$1.3 million for Capital Projects. The County is financially sound, with healthy fund balances and bond ratings of Aa2/AA+/AA from Moody's, Standard & Poor's, and Fitch, respectively.



Challenges, Issues & Opportunities

As a framework for its policy deliberations the King George County Board of Supervisors has adopted the following vision and mission statements and strategic priorities.

VISION: *King George County will be a safe, diverse, business friendly and sustainable community, with an economy that provides opportunities for all residents while preserving our heritage and rural character*

MISSION: *The mission of King George County government is to provide the most cost effective, respectful and responsive public services through innovative leadership, use of technology, and the teamwork of its public officials and employees.*

STRATEGIC PRIORITIES

- *Secure Financial Future, Including Debt Reduction and Mitigation Strategies*
- *Education in Support of Lifelong Learning and Quality Educational Opportunities*
- *Public Health and Safety*
- *Economic Diversification and Managed Growth*
- *Excellent Customer Service*
- *Staff Development and Retention*

Within the context of the County's vision, mission and strategic priorities, the Board of Supervisors has identified the following challenges, issues, or opportunities that the new County Administrator can anticipate addressing within the next three to five years.

- With continued growth pressures, and the more immediate impacts of the widening of the Route 301 bridge across the Potomac River and construction on Interstate 95, the Board is strongly committed to achieving the proper balance between appropriate economic development and the preservation of the rural character of the County. A framework for addressing this challenge is laid out in the Economic Development Strategic Plan and the County's Comprehensive Plan. The County Administrator, with County staff, will have the opportunity to advise the Board and community in this area as they work to implement the plans. Implementation will include an update of the County's Zoning and Subdivision ordinances.
- The County values its relationship with NSF Dahlgren and strengthening that partnership is a high priority. Business and residential growth in the vicinity of the facility, as well as growth in on-site operations, raises issues of traffic and the provision of public services in that area of the County.



- Development in and around the “Courthouse Village” is an issue and an opportunity. There is a desire to fill vacant storefronts with local businesses that provide community services and amenities and to create a desirable, mixed-use community in the center of the County.
- The continued management of and planning for the Service Authority present both challenges and opportunities. The Authority has only recently become self-supporting, requiring no subsidy from the County’s General Fund. Rates are considered to be high, however, and there is significant debt. Whether or not to extend public utilities to support or promote growth in designated areas of the County, and how to pay for it, is an important discussion. At the same time, certain components of the utility systems need to be upgraded, added, or decommissioned. The long-range Water Supply Plan for the County also needs to be updated.
- Several important capital building projects are getting underway. A \$22 million courthouse replacement is in the design phase and the fire station serving the Dahlgren area is planned for replacement. There is also interest in constructing a new fire station in the most rural part of the County, the Shiloh District.
- There is desire on the Board to develop a stronger program of planned maintenance of County and school buildings. A corollary to that program would be a process to address buildings no longer needed for their original purpose; this includes an old middle school and school board office and the old courthouse once the new one is occupied.
- The County Administrator will be expected to have an active role in efforts to expand broadband coverage and capacity throughout the County and, in particular, with the new partnership between All Points Broadband, the power companies, and Northern Neck counties.
- Waste Management, Inc.’s operation of the landfill has for nearly thirty years provided a significant source of revenue to the County that has been used to fund capital projects. Continued oversight of the facility is important in addressing operational issues, including odor control and leachate management. Although the landfill has received a permit for a vertical expansion that will increase its life by 23 years, it is not too soon to start planning on how to dispose of County solid waste and to fund capital needs once operations cease.
- The County Administrator will have the opportunity to evaluate the organization’s service responsibilities and staffing needs to fulfill them. Also, a number of long-term employees will be eligible to retire in the coming years, so addressing succession will be important. The County Administrator will be expected to work with the Board of Supervisors to develop a staffing plan that is both affordable and effective.





Position Profile

County Administrator, King George County

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 years of successful leadership at a senior local government executive/management level in an organization with comparable responsibilities; possessing a broad skill set appropriate to the breadth of County government operations. Local government experience in Virginia as a manager, deputy or assistant is preferred.
- Comprehensive knowledge of the principles and practice of public administration, local government finance, local and regional planning and subdivision development, and the statutory authority and requirements of county government.
- 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.
- 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 members of the Board of Supervisors, community members, and all County employees.
- Professionally competent, with confidence tempered by humility.
- A sound decision maker, open to input from stakeholders, exhibiting sound judgment, and decisive when appropriate.
- 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.
- Able to diffuse tense situations and seek common ground when different community perspectives create friction.
- Approachable and empathetic with a customer service mindset.
- A role model, coach, and mentor for County employees; dedicated to the professional development of staff; able to empower employees with a focus on performance, collaboration, and accountability; able to build a competent staff team and to delegate responsibility.

Performance Expectations

- Short-term, immediate actions will be to engage with staff and the Board of Supervisors, review the County budget, structure, policies and procedures, and get up to speed on active projects. One project that will need immediate attention is the implementation of a process for collecting a new cigarette tax.
- 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; strong, consistent, and equal communications with the Board of Supervisors.
- A focus on promoting communication, cooperation, and collaboration with the Constitutional Officers, the Department of Social Services, King George County Public Schools, NSF Dahlgren, the private sector, and the region.
- Fair and equitable investment in and support of County employees and departments, with a priority of improving competency and accountability.
- An active resident of the community, building relationships with citizens, business owners, NSF representatives, and other stakeholders.

Compensation & Benefits

Compensation for the County Administrator 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 agreement and other benefits as identified in a negotiated employment agreement.

Application Process

Initial review of candidates will begin on April 30, 2021. 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 kimball.payne@bgllc.net. Questions may be directed to:

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For Additional Information

Visit <https://kinggeorgecountyva.gov/>

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