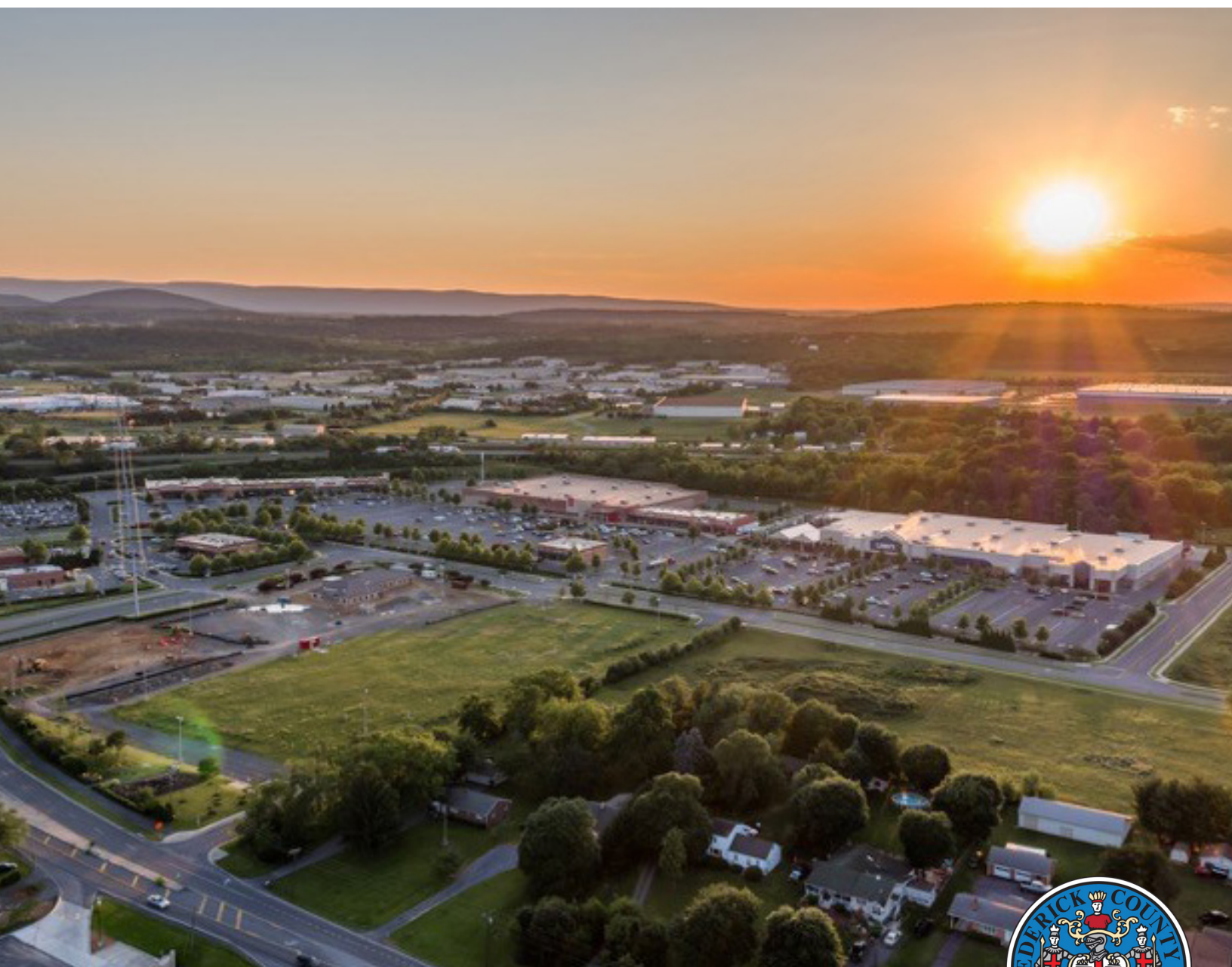


County Administrator Recruitment Profile

Frederick County

Virginia





FREDERICK COUNTY

"Life At The Top"

Frederick 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, due to the upcoming retirement of the current Administrator.

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 margaret.schmitt@bgllc.net. While the position is open until filled, an **initial review of candidates will begin July 12, 2021**. Inquiries relating to the County Administrator position may be directed to:

Margaret Schmitt

The Berkley Group

P.O. Box 181

Bridgewater, Virginia 22812

Email: margaret.schmitt@bgllc.net

Mobile: (434) 851-5814



Frederick County

Community Background

Frederick County is located at the tip of the Shenandoah Valley and is the northern-most point in Virginia. County residents enjoy a small, friendly community atmosphere with easy access to big city amenities nearby in Washington, D.C. and northern Virginia. Frederick County is one of the fastest growing counties in the state. Excellent educational, cultural and recreational opportunities coupled with traditional values and a more personal pace, support pride in the community and an outstanding quality of life.

The Shenandoah Valley, stretching 200 miles between the Blue Ridge Mountain to the east and the Allegheny Mountains to the west, and bound by the Potomac River to the north and the James River to the south, helps define the County geographically and culturally. Frederick County was established in 1738 from parts of Orange County and encompassed all or part of four counties in present-day Virginia and five in present-day West Virginia. The County seat is Winchester, and the southern part of the County includes two incorporated towns, Stephens City and Middleton. The County is easily accessible by Interstate 66, at the southernmost point of the County, Hwy 50 and 7 from the D.C. area and by Interstate 81, which runs the length of the County's east side. Winchester Regional Airport, within the County, is a general aviation facility managed by the Winchester Regional Airport Authority. Commercial air travel is available at Dulles International Airport, about an hour east, and Hagerstown Regional Airport, 50 miles to the north in Maryland.



The area that would become Frederick County was inhabited and transited by various indigenous peoples for thousands of years before European colonization. The "Indian Road" refers to a historic pathway made by local tribes. Colonization efforts began with the Virginia Company of London, but European settlement did not flourish until after the company lost its charter and Virginia became a royal colony in 1624. To stimulate migration to the colony, the "headright" system was used. Under this system, those who funded an emigrant's transportation costs (not the actual colonizers) were compensated with land. During the early 17th century, King Charles II granted thousands of acres of colonial Virginia lands to "seven loyal supporters", including Lord Fairfax. This land passed through his family until his grandson, Lord Thomas Fairfax, inherited combined grants and controlled over 5,000,000 acres of land in Virginia, including much of the land that became Frederick County.

The County's rich history is integral to Virginia's development and the beginnings of our nation. George Washington was associated with Winchester and Frederick County between the years of 1748 and 1765. Early during those years, he maintained a surveying office in Winchester. During the French and Indian War, he was given a Commission and later made Commander in Chief of the colonial forces with headquarters in Winchester. Washington held his first elective offices representing Frederick County, having been elected to the House of Burgesses in 1758 and 1761. Although there were no battles or military engagements in Frederick County during the Revolutionary War, the area was important in the effort. By 1779, the number of British prisoners held in Winchester had increased so much that it was decided to build a larger prison. A barracks was built four miles west of Winchester to hold these prisoners whose number had increased to 1,600 by the year 1781.

Frederick County played a significant part in the Civil War. The northern Shenandoah Valley supplied food, livestock, horses, and soldiers to the southern cause. The Valley was also important because of its strategic location in relation to Washington D.C. The town of Winchester changed hands in the war about 70 times, an average of once every three weeks for four years. At least six major battles were fought here during the Civil War, but the County records were never burned, and in recent years, the Cedar Creek & Belle Grove National Historic Park was created to protect the historically significant area.

During the late eighteenth and early nineteenth centuries, life in the current Frederick County area centered around small family farms. Local farms tended to be smaller than farms to the east. During this period, wheat production became the center of the local economy, along with cattle production. In 1820, there were fifty flour mills in Frederick County along with numerous sawmills, tanneries, and other business activities.

Economic life was centered around Winchester and other local towns including Stephens City, Middletown, Kernstown, Gainesboro and Gore. There were a large number and diversity of craftsmen and merchants in these towns. The strongest influence on the local economy was the Great Wagon Road, which later became U.S. Route 11 and which carried settlers and travelers from Philadelphia, south through the Valley and to the west. Activity associated with this road made Winchester one of the largest towns in western Virginia.

Interstate 81 generally separates the urbanized from the rural areas of the County. Just over 91% of the County's 416 square miles geographic area is rural in nature and located primarily west of the interstate. Historically, Frederick County has sought to achieve a balanced ratio between commercial, industrial and residential growth in



terms of both available areas of land use and taxable value of the land uses. Maintaining a healthy and balanced ratio helps the County maintain its low tax rate, while continuing to enhance the services provided to residents.

Frederick County is home to well-known employers such as Trex, Amazon, Navy Federal Credit Union, a nationally recognized medical center, award-winning educational institutions, and is a consistent contender on recognized lists of best places for careers. Large, medium, and small Frederick County businesses represent a variety of industry sectors. Business services, food processing, life sciences, metal fabrication, plastics, retail, and software development are among the well-suited growth sectors for the Frederick County. An extensive transportation hub, competitive tax structure, reliable utilities, higher education and training opportunities, and an affordable workforce are just a few of the reasons why businesses choose Frederick County. Steeped in history and small-town quaintness, the Winchester Metropolitan Statistical Area, which includes Frederick County and the City of Winchester in Virginia, and Hampshire County, West Virginia, has been named to the Forbes' list of The Best Small Places for Business & Careers, coming in at number 9 in 2019.

The area enjoys four distinct seasons: spring brings the apple blossoms; summer provides outdoor recreation galore, festivals, and even a drive-in theatre; fall is spectacular as the mountains become awash with color and hiking is abundant; and winter provides just enough snow to appreciate.

Frederick County and surrounding areas have long been known as the "Apple Capital" containing vast orchards and constituting one of the largest apple export markets of the nation and the largest producing area in Virginia. Winchester and Frederick County are known for the annual spring event, the Shenandoah Apple Blossom Festival, which draws over 250,000 attendees each year.

There is no shortage of fun and entertainment in the area. Museums, theaters, vineyards, breweries, boutiques, farms, local restaurants, cultural events, golf, festivals, sporting events, fishing, mountain biking – the list goes on. In addition to the Shenandoah Apple Blossom Festival, annual events scheduled to resume post-COVID include the Battlefield Half Marathon, Candlelight and Holiday Tours at Belle Grove and the Frederick County Fair. History buffs will enjoy the annual Civil War Weekend and African American History Day, while numerous educational programs and tours at museums, battlefields, and historic sites abound.

The performing arts scene in the community is incredibly vibrant. Shenandoah University's Conservatory hosts events featuring both students and world-renowned performers in dance, music, opera, symphony orchestra, theatre, and

more. Shenandoah Summer Music Theatre also produces several Broadway musicals every summer. The County is home to the only drive-in theater in the DC Metro area! The retro 1956 Family Drive-In Theatre not only shows double features but also hosts family-friendly events in Stephens City.

Residents have access to quality medical care at Winchester Medical Center, a 445-bed non-profit hospital offering a broad spectrum of services including a level II trauma center and the region's only level III neonatal ICU.

The Frederick County School System, governed by an elected school board, includes eleven elementary schools, four middle schools and three high schools. Higher education is available within the County at Lord Fairfax Community College and Shenandoah University. Additionally, there are 22 public and private colleges and universities within a two-hour drive.

The Frederick County population of 89,790 (2020 estimate) has grown 14% since 2010 and is a part of the Winchester MSA's total population of 136,305. Population growth is projected to continue with an estimate of over 94,000 by 2025. The County is approximately 82.3% white, 9.3% Hispanic, 4.7% African American, 2.4% two or more races and 1.8% Asian. The 2019 Median Household Income was \$78,002, with a median value of owner-occupied housing of \$251,200, and a poverty rate of 6.5%.





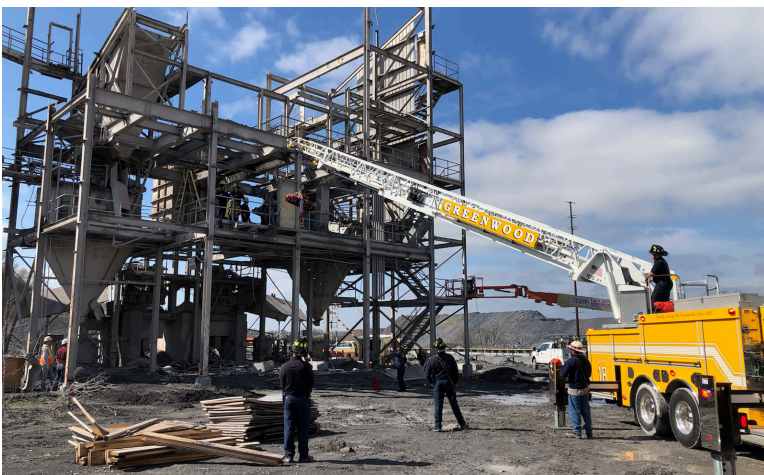
County Government and Services

Frederick 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.

Frederick County is governed by an elected Board of Supervisors composed of seven members, one from each magisterial district - Shawnee, Opequon, Gainesboro, Stonewall, Back Creek and Red Bud, and one chairman-at-large. Supervisors are elected for four-year terms which are staggered at two-year intervals. The Board of Supervisors is the policy-making body of the county and is officially known as the Frederick County Board of Supervisors.

The Board's vision of "Ensuring the quality of life of all Frederick County Citizens by preserving the past and planning for the future through sound fiscal management" guides goal setting. In addition, the following core values guide strong, productive relationships and decisions:

- A government that is accountable and dedicated to providing responsible stewardship for County funds and to ensure the citizens receive the best services possible for the funds expended.
- A government concerned with long range planning that protects our rural heritage and directs its future growth through planned infrastructure.
- A government concerned with expanding commercial and industrial tax base to ensure a viable and thriving economy.
- A government that looks to the future and implements plans to ensure that the quality of life for future generations is preserved.
- A government that emphasizes a quality education through a cooperative effort with the school board.
- A government that recognizes the importance of maintaining a highly trained public safety program to provide efficient services and protection to County citizens.
- A government that promotes the spirit of cooperation with its regional local government partners and, in particular, the City of Winchester.
- A government unit based on honesty, trust, integrity, and respect that understands the importance of clear communication and a willingness to listen.



The County Administrator, appointed by the Board of Supervisors, serves as the chief administrative officer of Frederick County. The County Administrator directs and supervises the day-to-day operations of all county departments and agencies. The County Administrator serves as the primary point of contact for citizens seeking information regarding county activities and develops recommendations for the Board of Supervisors relative to the operations of the County.

The County Administrator provides administrative support to the Board and implements its directives regarding Board agendas, meetings, resolutions and constituent services. The County Administrator serves as the clerk to the Board of Supervisors, as well as official liaison to the Constitutional Officers, the Judiciary, and state and regional agencies such as the Regional Jail Board.

The Frederick 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 Fire and Rescue Department consists of 11 volunteer fire and rescue companies operated by volunteer personnel who are supported by 101 uniform career staff and 8 office staff. The agency coordinates with the volunteer companies to deliver firefighting and emergency medical services within Frederick County.

Library services are provided to the community through the Handley Regional Library, located in downtown Winchester, the Mary Jane and James L. Bowman Library located in Stephens City and the Clarke County Library located in Berryville.

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

The Frederick Parks and Recreation Department operates two district parks: Clearbrook Park and Sherando Park and two neighborhood parks: Reynolds Store and Frederick Heights. Residents enjoy five community centers located inside four County elementary schools and Sherando High School. Facilities include trails, pools, ball fields, playgrounds and disc golf while expansive programs include youth and adult sports, fitness, trips and senior activities.

The Frederick County Public Works Department operates a state-of-the-art Subtitle D sanitary landfill. Frederick County offers drop-off collection of household refuse and recyclables for residents at no charge. There are eleven citizens' convenience sites located throughout the county. Bagged household waste may be disposed of at all locations, while large, bulky items are taken directly to the landfill citizens' center. Private firms offer curbside pickup of solid waste and recyclables by contract with citizens.

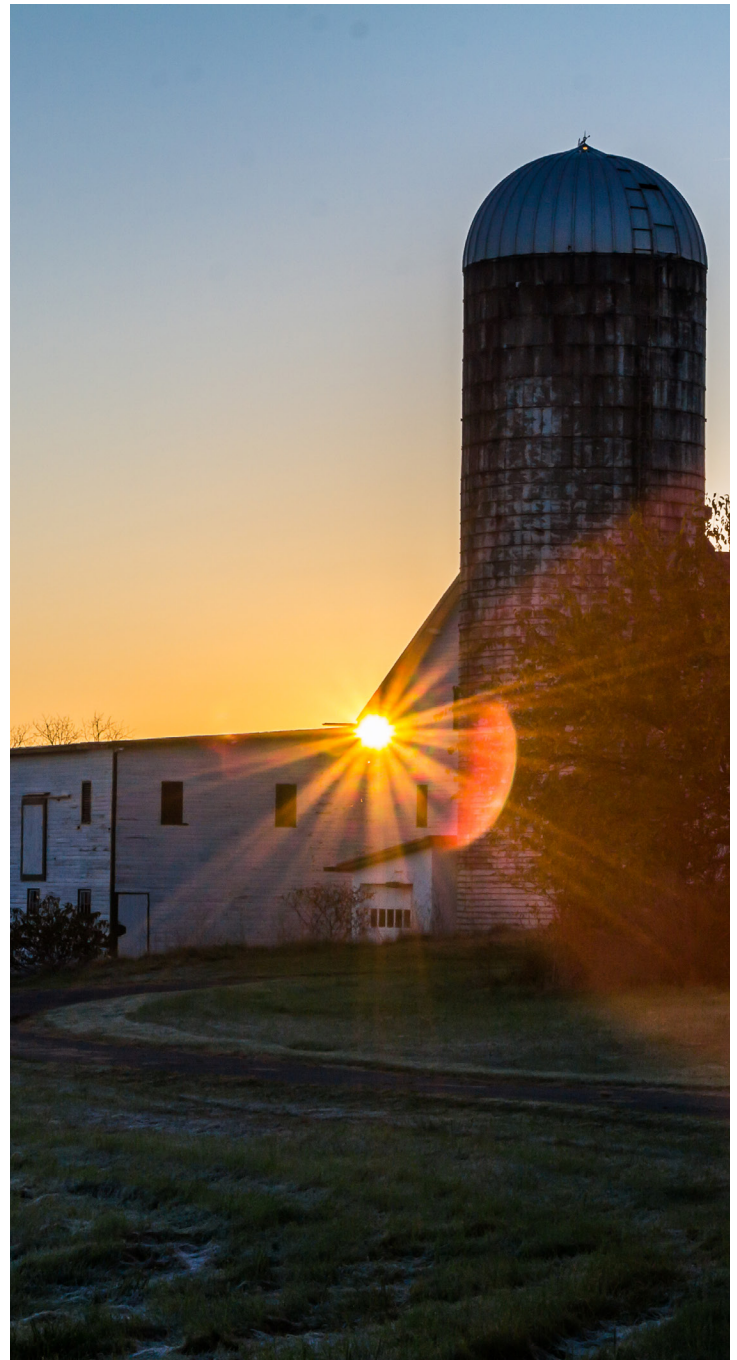
Frederick County has approximately 875 employees, including those of the constitutional officers, and a proposed FY22 budget of approximately \$371.2 million, including the \$235.8 million School budget.



Challenges, Issues & Opportunities

Within the context of the County's vision and core values, 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. Frederick County is a well-managed County with historically stable leadership. Over the next several years, the County Administrator can expect to work closely with the Board of Supervisors and County staff on the following issues:

- Managing on-going population growth and citizen expectations while maintaining rural/urban development and transportation needs in a way that preserves the high quality of life that currently exists in the County.
- Exploring funding solutions to close revenue gaps, potentially including state funding and consolidation of systems and services across County, Constitutional Offices and County supported volunteer organizations.
- Supporting the on-going transition from primarily volunteer Fire and EMS services to a County employed workforce.
- Acting as a liaison to the School Board to support financial transparency and accountability.
- Enhancing economic development strategies that build on the County's highly desirable location and other assets, including keeping a high profile in the business community and in regional and statewide efforts.
- Taking an active role in efforts to expand broadband coverage and capacity throughout the County.
- Evaluating the organization's service responsibilities and staffing needs to fulfill them. As a number of long-term employees will be eligible to retire in the coming years, addressing succession will be important.
- Leading in a post-COVID world including recovery and implementing strategic Board decisions regarding use of American Rescue Plan funds.





Position Profile

County Administrator, Frederick 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 Administration, Planning, or a related field; a master's degree is preferred.
- Ten years of senior level executive management in private enterprise or local government in an organization of comparable size, complexity and responsibilities; possessing a broad skill set appropriate to the breadth of County government operations. Experience in Virginia 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. Participation in organizations such as the International City/County Management Association (ICMA), the Virginia Association of Counties (VACo), the Virginia Local Government Management Association (VLGMA) or comparable professional organization is preferred.
- 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 transparent 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 patience when appropriate.
- Excellent communications and interpersonal skills, including the ability to collaborate, listen effectively, and understand differing views.
- Strong leadership skills in the government organization, the community, the region and at the state level; 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 interests create conflict.
- Able to articulate, and advocate for, County needs and values to local, regional and statewide officials.
- Approachable and empathetic with a customer service and business-aware 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.
- Maintain progress on the implementation of a new public safety radio system and prepare for results of a salary study that is underway.
- Respond to Board's vision and goals, 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 City of Winchester, Constitutional Officers, Frederick County Public Schools, small and medium businesses and citizens.
- Fair and equitable investment in and support of County employees and departments, maintaining and enhancing current strengths.
- An active resident of the County, building relationships with citizens, business owners and other stakeholders.

Compensation & Benefits

Compensation for the County Administrator will be competitive with an expected starting range of \$190,000 - \$205,000, depending on qualifications and experience. The successful candidate will also 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

Initial review of candidates will begin on July 12, 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 margaret.schmitt@bgllc.net Questions may be directed to:

Margaret Schmitt
The Berkley Group
P.O. Box 181
Bridgewater, Virginia 22812
Mobile: (434) 581-5814
Email: margaret.schmitt@bgllc.net

For Additional Information

Visit <https://www.fcva.us>

The County of Frederick is an Equal Opportunity Employer.