

# COUNTY ADMINISTRATOR

PATRICK COUNTY, VA





*"Find Yourself Here"*

**Patrick 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. The new Administrator will succeed the previous manager who resigned after almost two and a half years of service. A retired manager, an Executive Manager with the Berkley Group, is serving as Interim County Administrator and will not be a candidate.

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](mailto:kimball.payne@bgllc.net). While the position is open until filled, the **formal review of applicants will begin July 7, 2023**. Inquiries relating to the County Administrator position may be directed to:

**Kimball Payne**

The Berkley Group

P.O. Box 181

Bridgewater, Virginia 22812

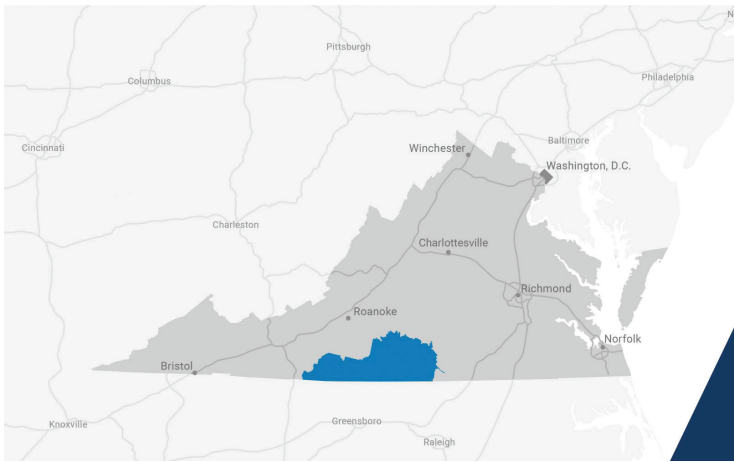
Email: [kimball.payne@bgllc.net](mailto:kimball.payne@bgllc.net)

Mobile: (434) 444-3662

## COMMUNITY BACKGROUND

Patrick County, in Southwest Virginia where the rolling hills of the Piedmont meet the rise of the Blue Ridge Mountains, is a unique rural community offering contemporary services and thinking, while retaining the charm of traditional small-town America in its friendliest form. Set in a beautiful natural environment, Patrick County is a safe community with high quality public schools, a low cost of living, and citizens who go above and beyond expectations in helping each other and promoting the common good.





## LOCATION & TRANSPORTATION

Patrick County is bordered on the south by North Carolina and on the west by the Blue Ridge Parkway. In addition to the Blue Ridge Parkway, one federal primary highway, U.S. Route 58, and five state primary highways (Routes 8, 40, 57, 103, and 346) connect the County to the nearby cities of Martinsville and Mount Airy, North Carolina. Interstates 40, 73, 74, 77, and 81 are an hour away, providing access to two-thirds of the nation's population within a day's drive.

Patrick County is located 68 miles south of Roanoke, 212 miles southwest of Richmond, and 50 miles north of Greensboro, NC.

Commercial air transportation is provided at Piedmont Triad International Airport in Greensboro and at Roanoke-Blacksburg Regional Airport. Charlotte Douglas International and Raleigh-Durham International airports are within 135 miles. The Blue Ridge Regional Airport, located in Henry County west of Martinsville, provides general aviation services with a 5,000-foot runway, flight services, and aircraft maintenance and fueling. The airport allows easy access to the Martinsville Speedway and the Primland resort, popular regional attractions.

## HISTORY

Patrick County's 483 square-mile area is one-third rolling Piedmont plateau and two-thirds Blue Ridge Mountains. Its earliest inhabitants were the Algonquin Indians who hunted and fished on the Dan, Mayo, and Smith Rivers. Settlement by Europeans began in the early 1700's when the Crown Governor of Virginia made a series of large land grants to encourage western migration as a buffer against French settlers coming east from the Mississippi River Valley. Scotch-Irish migrated through the Shenandoah Valley from the north and English settlers came from eastern Virginia and North Carolina. After the Revolutionary War, as the population in Virginia increased and moved west, new counties were created by the General Assembly. In 1790 Henry County was split into two separate counties, Henry and Patrick, both named for the fiery patriot, and first governor of the Commonwealth, Patrick Henry.

The first courthouse in Patrick County was located near George's Mill. It was later moved to Taylorsville, now the Town of Stuart, where a new courthouse was erected in 1792. In 1822, it was replaced by the present structure. Although no Civil War battles were fought in the County, many men volunteered for service in the Confederate Army and at the end of the war, the County was temporarily occupied by a battalion of deserters who raided and damaged property. Confederate Major General J.E.B. Stuart was a Patrick County native, and the County seat at Taylorsville was later renamed in his memory.

During the nineteenth century, Patrick County's economy was primarily agricultural. Crops such as food and flax were mostly used locally; however, tobacco became an important cash crop. Because markets were far away, local citizens organized their own tobacco processing plants, two of which later became nationally prominent. The Penn Company, owned by Jeff Penn and his sons, later moved to Reidsville, North Carolina and eventually became the American Tobacco Company. Of greater fame was the Reynolds Plant, founded about 1828 by Hardin W. Reynolds and his sons at Critz. After the Civil War the operation moved to Bristol and then on to Winston Salem where it became established as the R.J. Reynolds Tobacco Company. The 796-acre Reynolds Homestead, originally known as Rock Spring Plantation, is a state and national historic landmark that also houses the Reynolds Homestead Forest Resources Research Center, a Virginia Agricultural Research and Extension center in cooperation with Virginia Tech.

The extension of the Danville and New River Railroad to Stuart in 1884 brought industry and growth to the community. By 1888, the town was flourishing with general stores, coach and wagon builders, grain mills, tanners, and other businesses. Industries such as brick manufacturers, cabinet makers, and iron and machine works started a tradition of manufacturing in the County that continues to the present day.



## ECONOMY & ECONOMIC DEVELOPMENT

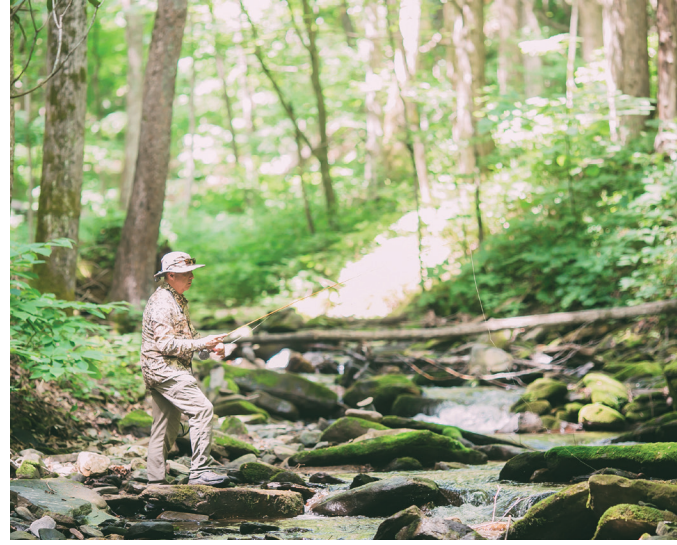
Patrick County has a diverse rural economy characterized by forestry and agriculture with a good representation of manufacturing. Forest products include sawlogs, veneer, flooring, pulpwood, and Christmas trees. Agricultural production has shifted away from traditional tobacco growing to corn, cabbage, fruit, nursery crops, and beef and poultry. Agritourism and wineries supplement traditional agricultural activities. Manufacturing activities include wood products, textiles, digital imaging, aircraft systems, and precision machining. Tourism is a growing sector of the economy.

The Patrick County Economic Development Authority (EDA), an independent governmental entity with directors appointed by the Board of Supervisors, is active in promoting beneficial partnerships to create an environment for progress and to promote economic development. It owns and operates the Rich Creek Corporate Park of 60 acres located east of the Town of Stuart off U.S. Route 58. The industrial park has 33 prepared acres and an available Tier 5 site, graded and with full utilities. The County has a full-time Economic Development Director who works with the EDA and reports to the County Administrator.

The EDA also develops business incentives, coordinates workforce development efforts, and supports business relations. Patrick County and the Town of Stuart share an Enterprise Zone, with sub-zones at Meadows of Dan and Woolwine. Businesses locating or expanding in the enterprise zone can take advantage of various state and local incentives and assistance programs to reduce costs.

Patrick County is a member of several regional economic development efforts with its neighbors in Franklin, Henry, and Pittsylvania counties; the cities of Martinsville and Danville; and the towns of Rocky Mount and Stuart. Another important economic development partner is the Patrick County Chamber of Commerce. Chartered in 1973 through the efforts of the Board of Supervisors, the chamber serves as a voice for business and industry, as a contact for persons seeking information on the area and its businesses, and as a central location for business-related resources.





## ATTRACTIONS

Patrick County is the perfect vacation spot to enjoy natural scenery, abundant outdoor recreational opportunities, unique mountain culture, historical sites, and numerous festivals. Because of its clear water and beautiful mountain scenery, there are abundant recreational attractions in the area. (See: <https://visitpatrickcounty.org/#/>)

The County is “The Gateway to the Blue Ridge Parkway,” a 469-mile long linear park connecting Shenandoah National Park in Virginia to the Great Smokey Mountains National Park in North Carolina. Hiking, picnicking, camping, fishing, hunting, and cultural opportunities abound along the Parkway.

County recreational sites include Fairystone State Park and Philpott Lake. Fairystone offers a 150-acre lake with picnic facilities, beaches, boating, swimming, fishing, camping, and horseback riding. Philpott Lake, with its 110-mile shoreline, offers similar facilities and activities. In addition to these lakes, there are numerous fishing opportunities in the rivers and many mountain streams located throughout the County. Patrick County also has an extensive system of trails for hiking, biking, horseback riding, and floating.

The Reynolds Homestead, an Outreach Campus Center of Virginia Tech, features a Community Enrichment Center and a Forestry Research Center and hosts many cultural events and activities throughout the year. Classes in arts and crafts, history, and literature are taught, and theatrical performances, concerts, and monthly exhibits are also offered. Patrick County is on the Crooked Road Music Trail, celebrating the history and continuing popularity of “old-time” Appalachian Mountain music.

Motorsports enthusiasts can visit the Virginia Motorsports Museum and Hall of Fame and the Wood Brothers Racing Museum in Stuart. Nearby, Martinsville Speedway hosts three major NASCAR series events annually.

Cabins, cottages, bed and breakfasts, campgrounds, and resorts offer varied and unique lodging experiences in Patrick County. There are campgrounds that cater specifically to equestrians and bikers. Primland, an award-winning resort and world-class golf course, occupies 12,000 acres of mountain summits in western Patrick County.

## HEALTH CARE

Patrick County residents have access to several locations that provide specialized health care services including the Memorial Hospital of Martinsville-Henry County (SOVAH Health-Martinsville), Lewis-Gale Medical Center in Salem, Carillion Roanoke Memorial Hospital, Carillion Roanoke Community Hospital, Northern Regional Hospital in Mount Airy, N.C., Wake Forest Baptist Hospital and Forsyth Hospital in Winston Salem, N.C., and Duke University Hospital in Durham, N.C. Patrick County Family Practice, in Stuart, serves as a primary care provider and an urgent care facility.

The County's hospital, Pioneer Community Hospital, closed in 2017, however, it has been purchased by Foresight Hospital and Health Systems, out of Chicago. Foresight is renovating and upgrading the building to provide an emergency room and up to 25 patient beds. The new facility is expected to open by the end of 2023.

The West Piedmont Health District, a component of the Virginia Department of Health, provides public health services including immunizations, family planning, Medicaid screening, dental services, environmental health, and a variety of clinics. The Piedmont Regional Community Services Board provides mental health, intellectual disability, and substance abuse services to the region.

## EDUCATION

Patrick County Public Schools are fully accredited and have consistently proven to be among the state's best, even garnering federal recognition. Governed by an elected School Board, the school system serves approximately 2,500 students with six elementary schools and one high school. Patrick County participates in GO TEC, Greater Opportunities in Technology and Engineering Careers, to expose middle school students to precision machining, welding, IT/cybersecurity, robotics, automation/megatronics and advanced materials. Students can later obtain industry recognized credentials in secondary school.

Patrick and Henry Community College, a two-year institution of higher learning, with a campus in Stuart, offers dual high school and career and technical education leading to associates and applied sciences degrees and career study certificates. Many Patrick County High School students graduate with a two-year associate's degree the same week that they graduate from high school. New College Institute, located in Martinsville, provides technology education, manufacturing training, and cooperative education programs with Bluefield University, Longwood University, Radford University, and Virginia Tech. Danville Community College, through its Regional Center for Advanced Training and Technology (RCATT) provides workforce development training in factory automation and robotics. Danville Community College also partners with the Institute for Advanced Learning and Research (IALR) in an integrated machining technology program in the Gene Haas Center at IALR. IALR also hosts the Piedmont Governor's School for Mathematics, Science, and Technology and the Academy for Engineering and Technology.

Public and private higher education institutions located within two hours of Patrick County include Averett University, Ferrum College, Virginia Tech, Radford University, Roanoke College, Hollins University, Liberty University, University of Lynchburg, Randolph College, Wake Forest University, Duke University, and the University of North Carolina at Chapel Hill.

## DEMOGRAPHICS

Patrick County has a population of 17,643 (2022 estimate), a decline of about four and a half percent from the 2010 Census. The County's residents are 92.4% White, 5.3% Black or African American, 1.2% Multiracial, 0.4% Asian, and 3.4% Hispanic or Latino. The 2021 Median Household Income was \$47,215, with a median value of owner-occupied housing of \$118,800, and a poverty rate of 14.3%.



## COUNTY GOVERNMENT & SERVICES

Patrick County provides a range of services to its citizens and businesses, including public safety, animal control, social services, community planning, building permits and inspections, emergency management, library services, parks and recreation facilities and programs, water and sewer service, and environmental programs. County roads are maintained by the Virginia Department of Transportation and the County Administration Building houses a local office of the Virginia Department of Motor Vehicles (DMV).

Patrick County operates under the traditional, or County Administrator/Board of Supervisors, form of government (as defined under Virginia law). The County is governed by a five-member Board of Supervisors who each represent a magisterial district and are elected to four-year terms, with elections staggered at two-year intervals. The next general election for the Board of Supervisors is scheduled for November 2023 and three seats will be elected. Board members annually select a Chair and Vice-Chair to serve one-year terms. The Board is the legislative policy making body for the County government. It enacts ordinances, adopts the annual budget, appropriates funds, sets tax rates, establishes policies, and adopts plans for County growth and development.

Five constitutionally mandated officers, funded by state and local resources, are elected by and serve County residents. They are not accountable to the Board of Supervisors but work closely with the Board and County Administrator. The Patrick County Sheriff provides law enforcement, emergency call answering and dispatch, court security, civil process services, and manages the County jail. 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 services, respectively.

Emergency response in the County is provided by volunteer fire and rescue departments supplemented by paid fire and EMS personnel. Nine volunteer fire departments, with one substation, and six volunteer rescue squads serve the community. The Emergency Management Office oversees County paid staff and coordinates fire and rescue activities, and larger emergency response and mitigation within the County.

A component of the Blue Ridge Regional Library, the Patrick County Library houses a large collection of books for all ages, plus books on tape, videos, DVDs, and music CDs for checkout. There is a summer reading program for children, a reference collection, and internet access with print capability. A bookmobile has served the County for over fifty years. Located in the same building as the library, but operated separately, is the Patrick County History Museum, with artifacts and genealogical materials.

The Patrick County Parks and Recreation Department administers and supports a variety of recreational programs, including youth football, basketball, baseball, and soccer leagues, adult athletics, and various special events. It also maintains County-owned parks and facilities and leased recreational facilities at Rotary Field and the Fred Clifton Park at Lover's Leap.

The Patrick County Public Service Authority, governed by a seven-member board appointed by the Board of Supervisors, manages water distribution and wastewater collection in the County. Public water is provided by the Town of Stuart from a 0.8 MGD plant that is operating at about 50% of capacity. The Town also treats area wastewater at a 0.6 MGD facility.

The County is committed to expanding access to reliable, high-speed, and affordable broadband service for all its residents and businesses. It is a member of a West Piedmont consortium that is working with the Mid-Atlantic Broadband Cooperative to implement a plan for broadband expansion with grant funding and other resources.

The County operates a solid waste transfer station that collects waste for transport to a private commercial landfill.

Family and protective services, benefits programs, and other assistance are delivered through the Patrick County Department of Social Services which is governed by an appointed board. The department administers federal, state, and local public financial assistance and social work service programs.

Patrick County has approximately 170 FTE employees, including those of the constitutional officers, and a FY23 budget of approximately \$28.6 million, including a \$6.7 million transfer for School Operations, \$3.0 million for Social Services and Public Health, and \$2.7 million for Debt Service. The County has manageable debt and has focused in recent years on increasing its unassigned fund balance to an appropriate level.



## THE POSITION

The Board of Supervisors appoints a County Administrator to act as Chief Administrative Officer of the County. The County Administrator serves at the pleasure of the Board, carries out its policies, and directs business procedures. He or she is responsible for the day-to-day operation of the county government and manages and supervises all departments, agencies, and offices of the County except for the County Attorney, who reports directly to the Board. 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 organizations. He or she also serves as the official Clerk to the Board, the Director of Emergency Services, and the Purchasing Agent, and is a member of local and regional committees, commissions, and authorities.

## ISSUES, CHALLENGES, & OPPORTUNITIES

The Board of Supervisors has a goal of establishing a long-term strategic vision for the County that focuses on organizational improvement, economic development, tourism, and protecting and enhancing community quality of life. The Board sees tourism and economic development opportunities with the completion of the widening of U.S. Route 58 across the mountains to the west and a growing Amish community at Meadows of Dan. Recognizing the community's passion for youth baseball and softball, supporting sports tourism by building fields and attracting a branded hotel are important goals. The Board also wants to improve service delivery to residents and visitors.

Currently there is no collective vision or plan that has been developed through citizen input and adopted by the Board. Assisting the Supervisors in the development of a strategic plan will be a priority for the new County Administrator. The Board is committed to a planning retreat and team building once the new Administrator is hired. Concurrently, the Board wants the administrator to implement local government management best practices that will establish an appropriate organizational structure, improve human resources management, strengthen financial sustainability and resiliency, break down silos, and promote a culture of collaboration and service in day-to-day operations.

Although there is no county-wide zoning and no dedicated planning staff, land use issues provide both challenges and opportunities. The County will be adopting a revised comprehensive plan as the new Administrator arrives and issues of solar facility siting, housing, and infrastructure will require attention.

In addition to the above, projects that the new County Administrator can expect to manage or facilitate, in both the short and longer term, include filling the vacant Economic Development Director position, assisting with the opening of the new hospital, continuing efforts at broadband expansion, an update to the water and sewer master plan, implementing a trail system master plan, and constructing a building for paid fire and EMS staff.

## 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, Political Science, or a related field; a master's degree is preferred.
- Three to five years of progressively responsible senior level executive management experience as a chief executive/administrator, deputy executive/administrator, or department head in a high performing, comparably sized or larger, community; possessing a broad skill set appropriate to the breadth of County government operations.
- Comprehensive knowledge of the principles and practice of public administration, local government finance, public works, and economic development. An understanding of the statutory authority and requirements of county government. Local government experience in Virginia is desirable.
- 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 as an ICMA Credentialed Manager is a plus.
- Any combination of education and experience that qualifies an applicant may be considered in lieu of the more specific criteria listed above.

## PERSONAL TRAITS AND 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 "people person," approachable, compassionate, empathetic, with a good sense of humor, and fair with everyone.
- A good steward of public funds; knowledgeable of best practices for efficient, effective, and equitable local government management
- A sound decision maker, open to input from stakeholders, exhibiting sound judgment, and decisive when appropriate.
- A visionary, open to different ways of thinking and new approaches while respecting the cultural norms and customs of the organization and the community. Able to envision strategic needs of the County and present them, with proposed approaches, to the Board of Supervisors, County employees, community leaders, and the citizenry.
- Excellent communications and interpersonal skills including the ability to collaborate, listen effectively, and understand differing views; an effective public speaker.
- Candid and tactful when conveying important information, principles, and recommendations.
- A consensus builder; able to diffuse tense situations and seek common ground when different perspectives create friction.
- Strong participative leadership skills within the government organization, the community, and the region; visionary, proactive, and decisive; able to integrate new ideas and facilitate the blending of differing points of view into a reasonable approach for community betterment.
- 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, the Board of Supervisors, community leaders, and residents; review the County budget, structure, policies, and procedures, and get up to speed on active projects.
- Focus on organizational enhancements in structure, policy, and practices with the goals of modernizing and improving the efficiency, effectiveness, and equity of County operations.
- Be responsive to citizen concerns and issues; listening, understanding, and providing timely follow-up.
- Demonstrate a commitment to open and transparent government; promoting a positive and interactive relationship with citizens and stakeholders; encourage citizen engagement and inclusion.
- Conduct effective communications with all stakeholders; presenting information in a form understandable to various audiences; maintain strong, consistent, and equal communications with the Board of Supervisors.
- Focus on promoting communication, cooperation, and collaboration with community stakeholders, Constitutional Officers, Patrick County Public Schools, non-profit agencies, the private sector, other local governments, and regional organizations.
- Be a leader in regional activities and a facilitator, building effective relationships and promoting collaborative efforts consistent with County priorities.
- Serve as an effective liaison with representatives and agencies of the State and Federal governments.
- Practice fair and equitable investment in and support of County employees and departments with a priority of enhancing competency, consistency, and accountability through individual development and improved business processes. Avoid micromanagement; empower and entrust employees in fulfilling their responsibilities. Foster a team environment that welcomes staff feedback and participation.
- Become an active and visible resident of Patrick County, building relationships with citizens, business owners, and other County and regional 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, professional development support and other benefits as identified in a negotiated employment agreement.

## APPLICATION PROCESS

**A formal review of applications will begin on July 7, 2023**, and those candidates considered to most closely match the qualifications contained in this profile will be contacted for initial interviews. Applications received after that date may be considered until the position is filled; however, timely submittal will ensure the most advantageous review. To be considered, please **submit a cover letter and resume, with salary expectations and professional references**, to the Berkley Group, via email at [kimball.payne@bgllc.net](mailto:kimball.payne@bgllc.net). Questions may be directed to:

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