

Town Manager

Crewe, Virginia



"Welcome Aboard"



The Town of Crewe is seeking applicants for its next Town Manager. As Chief Administrative Officer for the Town, the Town Manager exercises general oversight for budget, planning, and day-to-day operations of the town. The ideal candidate will be an energetic and innovative leader, able to problem solve and open to challenges. Economic and community development professionals; seasoned executives; and anyone with the willingness, capacity, and vision to help create a more vibrant Crewe are all encouraged to apply. A retired executive is serving as Interim Town Manager 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 the position of Town Manager.

Qualified candidates are encouraged to submit a cover letter and resume, with salary history and professional references, to Jay Scudder, Interim Town Manager, Town of Crewe, via email at jscudder@townofcrewe.com. While the position is open until filled, formal review of candidates will begin August 21, 2023. Inquiries relating to the Town manager position may be directed to: Jay Scudder, Interim Town Manager.

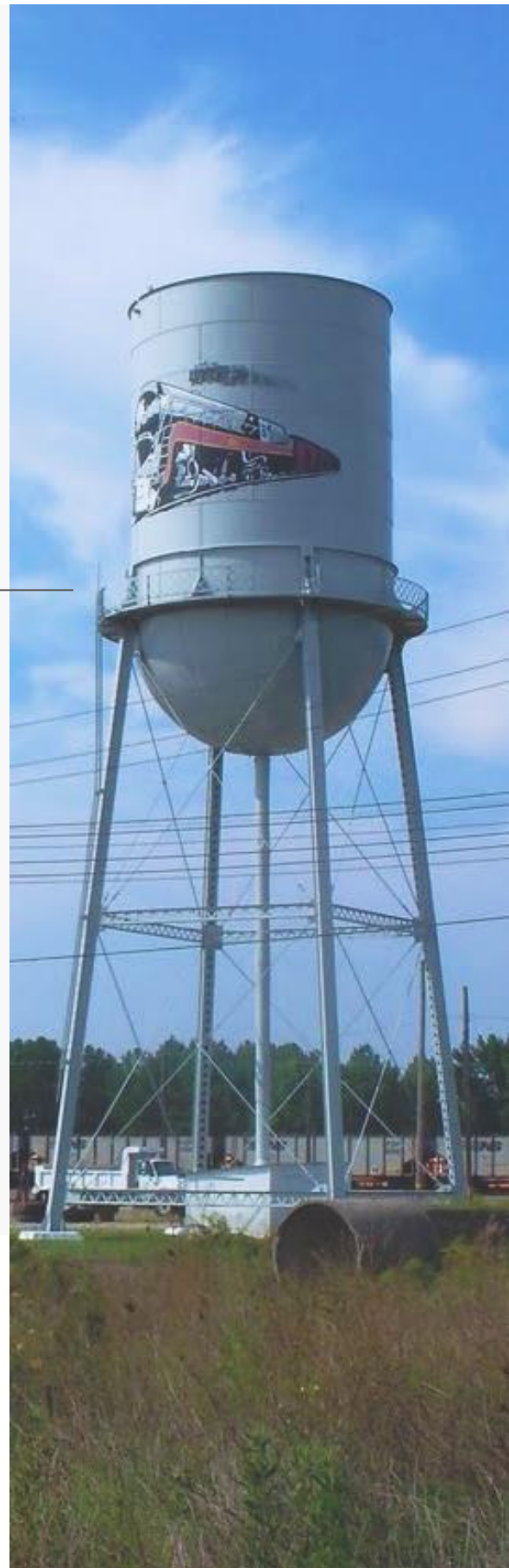
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Mission & Vision

Crewe's mission is to provide quality services to residents, businesses, and visitors in an efficient, effective, and equitable manner. Our vision for Crewe is a vibrant community, welcoming to all. We foster safety, economic opportunity, and growth, while building on our rich history, small-town character, and outstanding quality of life.

Community Background

Crewe is a small town of approximately 2,500 residents in Southern Virginia. Founded as a railroad town in 1888, Crewe is a quiet community nestled between economic powerhouses of Roanoke, Norfolk, and Richmond. Local "Crewetons" have a very proud heritage and a progressive attitude while maintaining the charm associated with small town America.



History

By 1852, Southside Railroad was completed through Nottoway County connecting Lynchburg and Petersburg. In 1870, the railroad merged with Norfolk and Petersburg Railroad and Virginia and Tennessee Railroad to form a single railroad from Bristol to Norfolk. The combined railroad was renamed Norfolk and Western Railway (N&W), and it quickly became a highly used route to transport Appalachian coal to Hampton Roads for export abroad. As the halfway point between Norfolk and Roanoke, a railroad stop called “Robertson’s Siding”, or “Robertson’s Switch”, was created in 1887.

In 1888, N&W pre-planned and built the Town of Crewe at the Robertson’s Siding railroad stop, naming it after the large railroad town of Crewe, England. As a halfway point on the railroad, the Town of Crewe became a service and repair center to support the operation of steam locomotives. Although Crewe sprang up almost overnight, it was not officially incorporated until March 3, 1893. For decades, the Town continued to have a thriving railroad industry that supported a lively community. In the 1950s, the railroad switched to diesel- electric locomotives, which required less labor and maintenance. Since that time, the influence of the railroad has diminished, although Norfolk Southern still has an active rail yard in the Town. U.S. 460, originally a service road along the railroad, now serves as the major road corridor bringing activity into the area. Although Crewe’s economy has changed since the 1950’s, the Town has remained home to many families for generations with a history tied to the area. The annual Crewe Homecoming continues to thrive today as celebration of the rich history of Crewe and its people.

Crewe is very proud of its heritage and offers a progressive attitude while maintaining the charm associated with small town America. Since its early days, Crewe has seen a number of historical events and figures pass through. Crewe's radio station, WSVS--which just celebrated its 75th anniversary--helped give rise to great artists like Flatt and Scruggs. William Hodges Mann, Governor of Virginia was president of the Bank of Crewe. Baptist missionary Lottie Moon is found her final resting place in the Crewe cemetery. From reconstruction to World War II to today and beyond, Crewe has it has maintained its authentic down-home charm.



Demographics

Generally, the number of residents has remained stable for the last 40 years, remaining between 2,250 and 2,500 residents. As a town with a small land area, Crewe’s population density (1,224 per sq. mile) is much higher than Nottoway County (49 per sq. mile).

The median age of Crewe residents is 37.0 years, and the most common age cohort is the 20 to 29 age group, which makes up about 17% of the population. Crewe also has a significant cohort of children and seniors. Overall, the Crewe population is slightly younger than Nottoway County (40.6) and Virginia (38.2). Additionally, the population is 47.7% male and 52.3% female.

Most of Crewe’s population is White (54.9%) or Black/African American (43.2%). The Black/African American population has rapidly increased from 21% in 2000 and 29% in 2010. As for ethnicity, 3.5% of the population is of Hispanic or Latino origin. In the last 20 years, there has been very little change in the share of other races apart from the White and Black/African American population in Crewe.

Approximately 83% of Crewe residents have at least a high school diploma. As compared to Nottoway County, Crewe has more residents with high school diplomas and all levels of college degrees. While educational attainment continues to increase in Crewe, it trails the statewide level where 38.8% of people have a bachelor’s degree or more.

POPULATION	RACIAL AND ETHNIC DIVERSITY	MEDIAN HOUSEHOLD INCOME
2,465 <small>(up from 2,326 in 2010)</small>	54.9% White; 43.2% Black; 3.5% Hispanic or Latino	\$ 42,926 <small>19.4% Poverty Rate</small>



Crewe's Economic Vision

Crewe's vision for community and economic development reflects citizens' desires to increase income and employment opportunities while restoring and preserving the high quality of life rooted in its history. In order to make Crewe more attractive for current and future citizens and businesses, the Town has determined a clear marketing and branding strategy is essential. Positive, uniform messaging that highlights the positive attributes of Crewe will leave visitors and prospective businesses with an optimistic outlook. Such a strategy requires tapping into the authenticity of Crewe.

The Town believes creating, attracting, and retaining talent should be comprehensive, to include both college-educated individuals as well as tradespeople. A healthy economy is dependent on a skilled workforce. Crewe should facilitate and encourage partnerships between major employers, Nottoway County Public Schools, and higher education institutions for developing the emergent workforce. Specific focus should be put on key industries for the region, including agriculture, utilities, education, healthcare and nursing, corrections, and advanced manufacturing.

Assets

Crewe Railroad Museum

Named the 2014 Best Railroad Museum by Virginia Living, The Crewe Railroad Museum is a not-for-profit memorial to the many residents of Crewe and the surrounding areas that lived here and were employed by the N&W Railroad

Recreation Space

Crewe has multiple parks with facilities include two volleyball courts, a fitness trail, gazebo, picnic tables, barbecue pits, and playground equipment. The Jim and Anne Stinson Crewe Community Center is owned and leased by the town for events.

Rt 49 Bridge

Passersby enjoy stopping along the bridge over the rail line to watch as trains from the rail yard pass below.

Old Division Office

Though 69 years old, this two-story, 9,600 sq. ft. building is structurally sound and ideally situated for a public-use facility for community and economic development,

WSVS

Built in 1947, this radio station hosted some of the most famous American Roots musicians in music history, including Flatt & Scruggs and the Foggy Mountain Boys.

HEAL Initiative

Crewe is Virginia's first Healthy Eating/Active Living (HEAL) Community. This means that Town leadership has committed to enacting policy and environmental changes to broaden the array of healthy options available in Crewe.

Location

Crewe is central to major regional economic hubs: 56 miles to Richmond, VA; 68 miles to Lynchburg, VA; 111 miles to Raleigh, NC; 121 miles to Norfolk, VA; 160 miles from Washington, DC

Workforce

Crewe is surrounded by students entering the workforce from 2-year and 4-year education programs, including Southside Virginia Community College (26 miles); Longwood University (20 miles); Hampden-Sydney College (24 miles); Medical College of Virginia (58 miles)

Business Community

Crewe has a close-knit business community, brought together through the Crewe-Burkeville Chamber of Commerce.

Airport

The Town of Crewe Municipal Airport is an excellent resource for local businesses, traveling dignitaries, and flight enthusiasts.

Government Services

With approximately 30 employees, the Town of Crewe provides an extraordinary level of service with a lean, hardworking team of dedicated professionals.

Town government is overseen by a 7-member elected Council and an independently elected Mayor. Council members are elected on staggered four-year terms in even-numbered years. Council is the legislative policy making body for the Town government. It enacts ordinances, adopts the annual budget, appropriates funds, sets tax rates, establishes policies, and adopts plans for Town growth and development. The Mayor is the Chief Executive Officer of the town; appoints committees; oversees policy development; exercises general oversight over town officers; chairs meetings; and serves as the "face" of the town.

Council appoints a Chief Administrative Officer (the Town Manager), Town Clerk, and Town Attorney; all other positions fall under the purview of the Town Manager.



Services

- ☒ Public Works
- ☒ Police Department
- ☒ Water/Wastewater
- ☒ Garbage
- ☒ Recreation facilities
- ☒ Community Center
- ☒ Airport
- ☒ Cemetery
- ☒ Library (county-operated)
- ☒ Fire Department (volunteer)

The Position

The Town Manager serves as the Chief Administrative Officer and reports directly to Crewe Town Council. The Town Manager is responsible for the planning and direction of operations of the Town. Oversees functions of all departments with Directors of those departments reporting directly to them. Requires overall good communication, problem solving, planning and leadership skills. On a day-to-day basis, this position has the full responsibility to see that all functions of the Town are carried out efficiently and effectively.

Town Manager Ideal Traits

Chief Administrative Officer

Handle all human resource issues; the planning skills for taking Crewe's abstract vision and turning it into a concrete, measurable strategy; and the financial forte for creating fiscal and capital budgets that meet evolving needs.

Complex Problem Solving

Increase trust in government through oversight and accountability; eliminate blight with limited resources; and restore the local economy through innovation and collaboration.

Subject Matter Expert

The ideal Town Manager will have either the subject matter expertise or the capability to obtain and interpret data, analyze information, and present alternatives and recommendations to Council on pressing issues.

Forward-leaning

Stay up-to-date on how to best communicate with citizens and market Crewe to prospective families and businesses. Understand that "keeping the train running" is not enough—Crewe needs direction and forward momentum.

Independent & Accountable

Given autonomy, have the poise necessary for acting independently in a way that serves the public interest. He or she will hold subordinates accountable while expecting the same level of accountability from Council on him or herself.

Public Relations

Know how to best communicate with all stakeholders; adept at using technology as a tool to reach communications goals, but also understand that Crewe's population also requires more traditional methods of outreach. Possess a strong command of professional dialogue while maintaining the ability to understand and be understood by all segments of the population.

Thrives on Challenging Projects

The ideal Town Manager have the stamina to withstand high-stress situations, work with stakeholders to research and develop solutions to pressing issues and have the confidence to act on those solutions. All of this while overseeing and maintaining normal day-to-day town operations, responding to unforeseen issues as they arise, and maintaining courteous and effective communication with the public.

What the Citizens Say

The Town of Crewe seeks to be as accessible, transparent, and engaging with citizens as possible. To this end, citizen input on skills, qualities, and characteristics of the next Town Manager is vital to ensure Crewe's next Chief Administrative Officer is the community's choice. The following are characteristics citizens have said are important for the next Town Manager:

Expertise. Citizens have identified "blight" handling concerns with the "water system" as primary concerns requiring expertise. They see the Town Manager as taking an active role in "ridding the safety risks and eyesore throughout the town." He or she will have a "PROVEN track record of administering grant money in town(s) of like size and demographics" and "PROVEN track record of enforcing ordinances, especially for rental properties." Additionally, "economic development" and "building [a] plan for business development" are critical skills. To accomplish this, some want in their Town Manager a "diligent grant seeker, especially for the business district of Crewe to enable economic development." "The Town needs help and maybe grants to help with the stability of our town. Too much history to let it fade away. New businesses are needed for our economy. Sidewalks need attention badly. Biggest issue the Town [Manager] needs to work with the people to help solve issues and create an "aesthetically pleasing downtown." As one citizen sums it, "Crewe is in a wonderful location to be a thriving small town. I hope to see it become that again."



Skills. The citizens of Crewe seek a Town Manager skilled in "public relations," with skills necessary for "developing partnerships and working relationships across the board which should help spread work as have a wider brain trust." This involves "bringing all teams together," dealing with county board [of Supervisors] personnel." "Delegating assignments to the proper people" is important to "clean up our community." Communication is also important, so "computer literacy" and "making information public" is critical.

Demeanor. Citizens seek in their Town Manager "a well-balance person" and a "people person" who is not only "interested in growing our town," but also "is honest and willing to fight to improve the town and bring in growth." We "need someone with a vision," capable of "LISTENING," while having a humble, yet authoritative demeanor.". He or she should "be more proactive and being open to consideration of new ideas and ways of doing things" by "listening to public" and acting with "good morals and able to relate to this unique community without condescension" who "doesn't give a bully impression." Citizens seek "someone that will care about our town," understanding that "the most experience and educated may not be the best fit for our town." "We need a town manager that will do as he says he is going to do, not sugar coat things and then months later after a turmoil do them. He [or] she needs to be accountable, reliable, and reachable. This small town is unique and one that I love. I want a listener, a doer, a go getter, one that values the town's needs – apply for grants, etc."

Opportunities

- Council, eager for growth, recently adopted its Comprehensive Plan \$2.2 million in ARPA funding to be spent on critical infrastructure projects
- Opportunity to reorganize administrative staff to fit needs Explore creative and innovative approaches to issues Create structures and systems to guide economic and community development (an EDA, for example)
- Partner with businesses, faith-based and community organizations, and individual volunteers on community-based projects
- Revive past community events like Crewe Homecoming, the Christmas Parade, and the Crewe Chicken Festival Energetic leadership and residents willing to lend a hand
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Challenges

- Limited resources: \$4.7 million budget, low tax base, and limited administrative capacity
- Lack of economic diversity: County's major employers are state; facilities; many residents drive long distances for work.
- Poor physical health due in part to limited access to healthy; food (last "full service" grocery store closed over a decade; ago)
- Public safety: perceived increase in drug and violent crimes; citizens report they don't "feel safe".
- Water system: Crewe is facing a possible loss of 67% of its; water revenue if state plans are realized. At the same time, much of Crewe's water infrastructure is nearly 100 years old; and in need of replacement.
- Blight: limited expertise and investment have led to significant; blight, especially on Main Street. Town staff and leadership lack; the capacity or expertise to address the issue without; assistance.

Qualifications

EDUCATION

- Bachelor's degree in public administration, business, or similar field preferred but not required
- Equivalent experience in lieu of degree will be considered Experience
- working in local government preferred

KNOWLEDGE

- Comprehensive knowledge of the principles and practice of public administration, local government finance, public works, information technology, and economic development. An understanding of the statutory authority and requirements of local government
- Experience in, an understanding of, and an appreciation for living in a rural community with a history of balanced involvement in community activities and public relations.
- Any combination of education and experience that qualifies an applicant may be considered in lieu of the more specific criteria listed above.

PERFORMANCE EXPECTATIONS

- Short-term, immediate actions will be to engage with staff, Council, community leaders, and residents; review the Town budget, structure, policies, and procedures, and get up to speed on active projects
- 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 Council
- Be a leader in regional activities and a facilitator, building effective relationships and promoting collaborative efforts consistent with Town priorities
- Practice fair and equitable investment in and support of County employees and departments with a priority of enhancing competency and accountability through individual development and improved business processes. 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 the Town of Crewe, building relationships with citizens, business owners, and other regional stakeholders

Compensation & Benefits

Compensation for the Town Manager will be competitive depending on qualifications and experience, likely within the \$80,000 - \$90,000 range. The Town of Crewe's benefits package includes health insurance coverage for the employee, spouse, and dependents at no cost to the employee; participation in the Virginia Retirement System (VRS); paid time off; professional development support; and other benefits as identified in a negotiated employment agreement.

Selection Process

The Town of Crewe will conduct a fair and comprehensive process for finding the best candidate to serve as our next Town Manager. To this end, candidates can expect the following process:

1. Job announcement is posted Community and Candidate Profiles are made available for candidates' preliminary research into Crewe.
2. Council will convene an expert committee to score applications and vet candidates into 3 categories: highly qualified, qualified, and not qualified. The expert committee will consist of current and past local town managers with significant objectivity. In order to preserve objectivity, their identities will be kept anonymous until a candidate is selected.
3. All members of Council will receive all applications with the expert committee's categorization and select candidates for initial interviews.
4. Council will invite 3 – 5 candidates for in-person interviews.
5. Council will prioritize candidates.
6. The Mayor, Vice Mayor, and Interim Town Manager will make offer(s) to prioritized candidates, negotiate contracts, and announce the next Town Manager.

How to Prepare

- ♦ Résumés, cover letters, and other application information should be clear, succinct, and speak to the candidate's ability to achieve the goals of the office they hope to obtain.
- ♦ Candidates should make every effort to obtain as much knowledge about the Town of Crewe, its issues, and its stakeholders as possible prior to applying. At a minimum, this means reading and understanding the Community and Candidate Profile document.
- ♦ Candidates should take further steps to learn about Crewe through open-source information. Watch past meetings of Crewe Town Council on YouTube. Read websites, news articles, and past meeting minutes.
- ♦ Candidates should understand not only Crewe's issues, but the regional and state issues that contribute to the environment in which Crewe operates. Know the issues, the challenges, and potential solutions derived from other localities.
- ♦ Candidates should be prepared to speak knowledgably about both abstract concepts of local government management, as well as concrete solutions. That said, candidates should keep an open mind to approaches to management, as the unique context surrounding Crewe's government can only be fully understood through experience.
- ♦ Under no circumstances should any candidate approach or otherwise reach out to the Mayor or any member of Council for an ex parte communication regarding their application once their application is submitted. Questions about the application process should be directed to Jay Scudder at jscudder@townofcrewe.com.

Thank you for your interest in the Town of Crewe!

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