



County Administrator Position Available — Apply by: **June 23, 2014**



## James City County, VA

Population: 72,600

This is James City County, where the roots of our nation's heritage have spread from Jamestown, a tiny settlement along the James River, across the North American continent to the Pacific Islands. It is a county beautiful in scenery and rich in American history. Home to the historic town of Jamestown as well as Colonial Williamsburg, the county is located

on the picturesque Virginia peninsula and has a wide array of exciting visitor attractions. The county is seeking a County Administrator, and if you are a seasoned, energetic, extroverted, community-oriented local government administrator and proven leader, then this is job for you.

The county comprises a total area of 179 square miles located in the eastern costal region of Central Virginia. The main thoroughfares through the county are I-64 and US 60 which provide the bulk of commercial and personal transport through the region. The Virginia capital of Richmond is located approximately 40 miles to the northwest, Norfolk is located 41 miles to the southeast, and Washington DC is located 150 miles to the north. The Richmond airport is 35 miles to the northwest, and Norfolk Airport is 41 miles to the southeast. The county also has the commercial advantage of being located 30 miles from the ports at Hampton Roads and their access to 75 international shipping lanes.

James City County offers a wealth of attractions. For the sports enthusiast, The College of William and Mary basketball and football teams are proven contenders in the Colonial Athletic Association. Nearby Richmond is home



to several exciting collegiate sports teams. And Norfolk has several minor league baseball teams. Finally, Washington, DC with all of its professional sports teams is located a short 2 ½ hour drive to the north.

For those who prefer the cultural scene, the county is rife with opportunities. The Historic Triangle of Jamestown, Williamsburg and Yorktown is located within or adjacent to the county and offers attractions designed to interest and educate for hours on end. The College of William and Mary, located just a few miles from the County Government Center, also provides a wide variety of events and activities occurring in the Kaplan Arena (capacity 10,000). Just a bit further, Washington, DC is home to world class cultural entertainment in the form of plays, concerts, and other performances at the Kennedy Center and numerous other venues, not to mention the world renowned Smithsonian Museums and countless other National Capital settings.

Finally, for nature lovers, James City County is a paradise. Beautiful beaches are just a short trip away and there are jogging, biking and hiking trails and other award-winning recreational opportunities all within close proximity. The Appalachian Mountains with their scenic beauty are within driving distance, as are many other natural attractions. Finally, the Busch Gardens and Water Country USA theme parks offer a different type of outdoor entertainment.

With regard to the practical side of living in James City County, the schools are excellent, the community is safe, and housing prices are reasonable. Williamsburg-James City County Public Schools have been rated among the top five school systems in the Commonwealth of Virginia and among the top 15% in the nation. As for housing, the median price for a 3-bedroom home is \$345,000.

All in all, this vibrant community has something for everyone.



## History

For the student of American history or even the casual observer of Americana, it doesn't get any better than James City County.

Into a sparsely settled land of Native Americans came 104 hardy, determined English Colonists on May 13, 1607. They built a fort and small settlement, and farmed and traded with the Powhatans. Soon the English established other settlements on the peninsula, with James Towne as the administrative center or capital. On July 30, 1619, in Jamestown's Church, burgesses elected from each settlement in the colony formed the New World's first representative assembly. By the early 1640's, English settlers began spreading up and down what is now James City County, establishing generally modest farms and small plantations. The chief crop, tobacco, became the cornerstone of Virginia's economy for 200 years.



In September 1676, Jamestown was set ablaze, destroying the church, statehouse and many other buildings. Fire destroyed the colony's fourth statehouse in October 1698.

In 1699 the newly established city of Williamsburg, named for King William III, became the capital. James City County continued to thrive as Williamsburg grew in economic, political, and social importance.

During the American Revolution, James City County, Williamsburg, and Yorktown were the scene of many significant events. On May 15, 1776, the Virginia Convention, meeting in Williamsburg, voted unanimously for independence from Great Britain.

The removal of the state capital and all related government business to Richmond in 1780 had a lasting effect on the county, drastically shrinking the area's economy and political influence.

Continuous crops of tobacco depleted the county's land, and other areas became the primary producers. By 1800, corn, wheat and potatoes were the county's chief crops. The economy remained depressed until the 1840s, when scientific farming renewed depleted soil nutrients with marl and fertilizer. A growing steamboat trade on the James and Chickahominy Rivers also stimulated a recovery.

The Civil War plunged the area into hard times once again. For most of the war, Williamsburg was held by the Union troops following the Battle of Williamsburg on May 5, 1862.

A turning point occurred in 1882 when the Chesapeake and Ohio Railway extended its line eastward along the peninsula and James City farmers eagerly supplied new markets.

In 1907, the nation observed the 300th anniversary of the settlers' landing at Jamestown. A great celebration took place, principally at the site where the Norfolk Naval



Table I: Climate Data for James City County, Virginia

Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year
Average High °F	48	51	58	68	75	84	87	85	79	70	61	52	68
Average Low °F	33	34	41	49	58	67	72	71	65	54	45	36	52
Precipitation Inches	3.4	3.1	3.6	3.4	3.4	4.2	5.1	5.4	4.7	3.4	3.1	3.2	46.4

Source: National Oceanic and Atmospheric Administration

Base is now situated. A hard-surfaced road was built linking Williamsburg and Jamestown for those who wished to see the actual settlement site.

World War I brought the twentieth century to James City County's doorstep. The peninsula became a center for troop training and embarkation, munitions manufacturing, and supply storage.

By the 1920s, automobile travel had begun to revolutionize the economy. When work was initiated to restore the old capital of Williamsburg, thousands came to see the surviving eighteenth-century buildings and reconstructions of other major governmental properties. The restoration work was a vital factor in minimizing the effect of the 1930's depression and helping to spur the local economy until the beginning of World War II.

One of James City County's most important treasures was Jamestown Island, the scene of periodic commemorative celebrations beginning

in 1807. The National Park Service in 1992 initiated a comprehensive archaeological assessment of Jamestown Island to locate and evaluate its cultural resources for management purposes and for interpretation. In April 1994, an archaeological team discovered a portion of the First Settlement evidenced by over 100,000 artifacts.

Today, James City County has 72,600 residents who along with visitors continue to enjoy the proud history of this beautiful and diverse county.

## Geography

According to the U.S. Census Bureau, the county has a total area of 179 square miles, of which 142 square miles is land, and 37 square miles (20.5%) is water. The James City County GIS office specifies the county as containing 115,011.9 acres.

James City County straddles two major watersheds, the James River Watershed and the York River Watershed. Both are sub-watersheds of the Chesapeake Bay watershed, which stretches from Pennsylvania to Virginia. Within the James River and York watersheds are eleven sub watersheds: Diascund Creek, Ware Creek, Yarmouth Creek, Gordon Creek, Powhatan Creek, Mill Creek, College Creek, James River, York River, Skiffe's Creek and Chickahominy River.

## Climate

James City County is classified as a humid subtropical climate with moderate changes in seasons See Table I (above) for James City County climate data.

## Demographics

James City County is a county with a median age that is older than the national average. The median age is 44.9 as opposed to 37.2 for the country. The age distribution is unusually flat as can be seen in Table II (left).

Table II: Population by Age

Age Bracket	Percent
Under 10	10.9 %
10 to 20	12.5 %
20 to 30	9.9 %
30 to 40	10.2 %
40 to 50	14.1 %
50 to 60	14.5 %
60 to 70	13.8 %
70 +	14.1 %

Source: U.S. Census

In terms of race, the population is 80.3% Caucasian, 13.1% African American, 2.2% Asian American, and the remainder of the population being made up of other races. Regarding ethnicity, 4.5% of the population is made up of Hispanic of any race.

Per the 2010 census, the median household income is \$76,767, while the mean is \$96,453. The unemployment rate in the county is 4.6%.

### Commerce and Economy

The bulk of the commercial development in the region stems from the Anheuser Busch family of companies. From the amusement park Busch Gardens to the Anheuser Busch brewery, the corporation exerts significant economic impact on the county. Table III from the 2013 CAFR containing principal employers follows:

Table III: Principal Employers

Employer	# of Employees
Busch Gardens	4,005
Williamsburg-James City County Public Schools	1,750
Eastern State Hospital	875
James City County	707
Wal-Mart Distribution Center	612
Anheuser-Busch, Inc.	575
Avid Medical	502
Kingsmill Resort and Spa	434
Jamestown-Yorktown Foundation	421
Williamsburg Landing	332

Source: 2013 CAFR

A unique and now famous county business, the Williamsburg Pottery, had its beginnings in 1938. In a shed on a half-acre lot beside Route 60 a local potter opened what has become a multimillion dollar business, serving three million customers annually in 30 buildings on 200 acres.

During World War II, industrial activity added to the county's agricultural economy. By the 1950s the economy was growing away from its agricultural heritage and toward manufacturing and service-oriented businesses. The College of William and Mary, long an academic and cultural pillar and leader of the area's economy, contributed further to the county's growth. Student enrollment more than doubled from 1955 to 1970, leading faculty,

administrators, and students to seek new housing areas beyond the city limits.

1957 was the 350th anniversary of the arrival of the Jamestown Settlers, and it marked a dramatic increase in travel to the area. The Commonwealth of Virginia created Jamestown Festival Park to commemorate the event. This park continues as a vital factor in the area's travel industry under its new name, Jamestown Settlement. Colonial Williamsburg opened a new visitor center, as well as hotel and meal facilities to assist in accommodating the steadily increasing number of visitors to Virginia's Historic Triangle. The Colonial Parkway was completed, linking these three historical places by a limited access, landscaped byway.

A new era began for the county in 1969 when Anheuser-Busch, Inc. purchased the eighteenth-century Kingsmill Plantation. A major brewing plant opened, attracting support industries-Ball Metal Container Group, Owens-Brockway Glass, and Reynolds Aluminum Recycling. The first lots of the Kingsmill planned community were offered as quality home-sites. Busch Gardens/The Old Country opened in 1975 as a major entertainment park with a European theme. It has experienced steady growth.

Residential and hotel/restaurant construction boomed during the 1970s and 80s, followed by growth of the retail and service sectors in the 1990s. James City County also realized that industrial and technology based businesses were emerging as strong elements of the local economy during this last decade of the Twentieth Century.

## Local Government

James City County operates under the traditional, or County Administrator, form of government (as defined under Virginia Law). The Board of Supervisors is a five-member body, elected by the voters of the electoral district in which they live. The Chairman and Vice Chairman of the Board are elected annually by its members. Each member serves a four-year term. Three seats are up for election in 2015; two seats in 2017 (for two-year terms); all five seats in 2019 for four-year terms. This body enacts ordinances, appropriates funds, sets tax rates and establishes policies and generally oversees the operation of the county government.

The County Administrator is appointed by, and serves at the pleasure of the Board of Supervisors. As the Chief Executive Officer of the county, he/she is responsible for developing an annual budget and carrying out policies and laws which are reviewed and approved by the Board. The County Administrator directs business and administrative policies and recommends to the Board those methods, procedures, and policies which will properly govern the county.

Williamsburg is a Virginia Independent City and is not located politically in any county; however, the city and James City County share some services, including courts, libraries, and a joint public school system.

Constitutional Officers include the Clerk of the Circuit Court, Commissioner of the Revenue, Commonwealth's Attorney, Sheriff, and Treasurer.

Financially, the county is well-managed with a strong fiscal position despite a downturn in General Fund revenues as a result of the recent recession. To deal with it, some maintenance was deferred, staff reduced and the budget cut during 2008. Nevertheless, the county's economy is relatively recession proof. The

county enjoys enviable AAA (S&P and Fitch) and Aa1 (Moody's) bond ratings.

Overall, the total 2014 adopted Operating Budget is \$ 171.5 million, a 3.1% increase over 2013. The Five Year Capital Budget for 2014 is approximately \$ 6.1 million. It should be noted that about 50% of the county's annual Operating Budget funds the Williamsburg-James City County public school system.

The county has 750 budgeted positions (all funds) in total; 707 full time. The largest number fall in: Fire/EMS (110); Police (99); James City Service Authority [the water/sewer utility] (89); Social Services (51); Parks and Recreation (48); and Emergency Communications (26). The county staff is strong and competent and held in high regard by the Board of Supervisors and the public. All senior staff will be in place by June 2014.





## The Challenges

James City County's reputation as a well-run government and deliverer of quality public services notwithstanding, the next County Administrator will face a number of challenges.

As detailed in the county's 2009 Comprehensive Plan, *Historic Past, Sustainable Future* (which will require updating during 2014), citizens are concerned about the impacts of growth and the quality of growth in the county. Impacts include the effects of rapid growth on traffic, water availability, open space, housing, the environment, public safety, the economy, and overall quality of life. The challenge, then, is to balance the small town rural character and historic culture of the county with the need to grow and broaden the economic base--all the while continuing to provide quality services to meet growing demand.

Related to growth management is the need to re-examine economic development strategies. The county needs to look for ways to diversify its economic tax base by enticing businesses offering higher-paying full-time employment, exploring retail redevelopment opportunities, identifying assets, and making the development regulatory process more predictable. Tourism has been the mainstay of the county's economy, but there has been a decline in the more traditional visits to historic sites and theme parks. That argues for the need to enhance and promote existing alternative destinations, define ways to complement emerging trends, and diversify recreational opportunities by developing exciting new attractions.

The Board of Supervisors in 2006 created the Business Climate Task Force to review the climate for business retention and expansion of existing small, medium, and cornerstone businesses in the county, in addition to recruiting outside businesses. The charter was broadly defined to identify how James City County could be more of a value-added partner to the business and industrial community. Additional work needs to be done to improve the county as a "business ready" community to attract development opportunities that complement the uniqueness of the area while countering any perception that there are institutional obstacles to growth. Infrastructure, workforce development (and related housing issues), and regulatory and permitting processes are among the concerns that must be attended to.

Water supply and environmental matters will continue to occupy the County Administrator's agenda. The county relies solely on ground water for water supply, and that resource is stressed during the summer irrigation season. Conservation measures and alternative supply arrangements with a neighboring jurisdiction are in place, but balancing growth and a scarce resource will be required. Preserving open space and farm lands, minimizing flooding problems, protecting wetlands, and promoting "green" building practices are also citizen concerns.

Finally, the pervasive local government issue--meeting current and future financial requirements-- is present as well in James City County, notwithstanding its strong fiscal position. The county's budget and workforce were reduced in 2008 as a result of the national economic downturn. The county does have some debt, although AAA and Aa1 bond ratings have been earned and retained. There are deferred maintenance issues, infrastructure improvement needs, and pressure for new school construction facing near-term decision making by the Board of Supervisors. Mandates from the Commonwealth (e.g., new local storm water management requirements) and the federal government add additional financial burdens to the equation. The county is also included in an inter-jurisdictional EPA Consent Decree involving sewerage system upgrades. Consequently, multi-year financial planning for both operating and capital budgets and facilities is a necessity.

## The Ideal Candidate

The Board of Supervisors is seeking an outstanding leader and a hard-working, strong manager with a proven track record in local government administration. He or she will have had experience in a jurisdiction(s) where tourism is a salient part of an economic development strategy. A demonstrated appreciation of the inter-relationships between the public and private sectors and /or experience in the private sector will be an added benefit.

The County Administrator will be extremely competent and possess the ability to see the big picture and communicate the county's uniqueness and plans for the future. The ideal candidate will be a proactive, innovative, creative, critical-thinking, energetic self-starter--someone who is relentlessly positive. He or she will bring an

inexhaustible supply of enthusiasm to the job and have a “can-do” and “get things done” attitude. The next County Administrator will be very active in the community to the point of becoming the “face of the James City County Administration.”

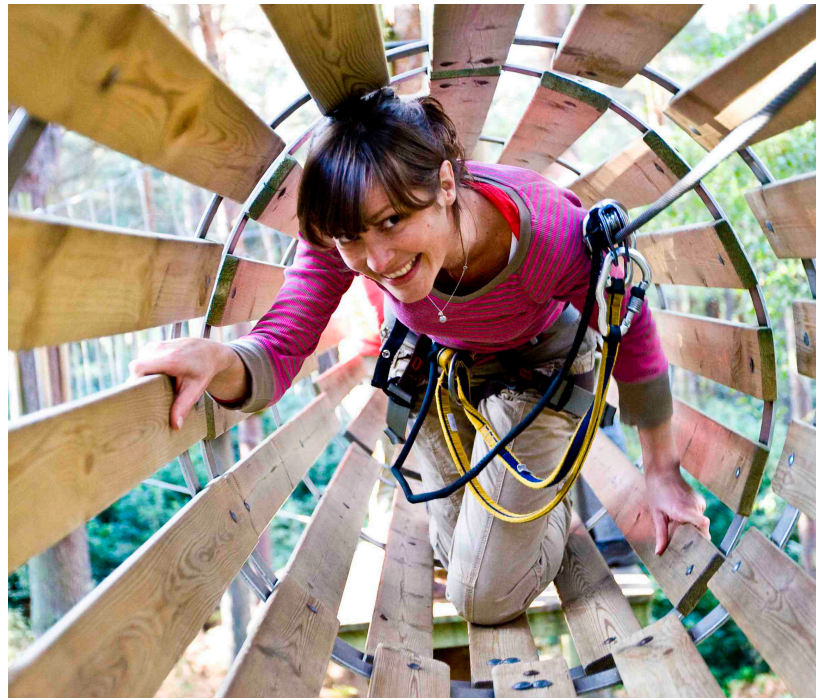
The Board of Supervisors appreciates being kept abreast of county government happenings, but expects the Administrator to oversee the day-to-day business of the county. There should not be any surprises, and information shared with the Board is to be consistent and applied equally to all Supervisors. The overall goal will be to anticipate and solve problems, and present options to the Board taking the county to the next level.

The County Administrator will be friendly, accessible, gregarious, and possess excellent interpersonal skills. He or she will connect with others and build relationships through which progress and sensible growth can be readily accomplished. It is anticipated that the individual will have a good business sense and partner with the private sector and other public sector entities to promote and diversify the county as a tourist/visitor destination. The ideal candidate will be a relationship- and coalition-builder and reach out to constituents and bring communities together.

The ideal candidate will also understand how to work with challenging people and intense situations and be media-savvy. A thick skin and a sense of humor will be important.

The next County Administrator will recognize the importance of outstanding customer service and lead by example in this regard. He or she will maintain and enhance the county's outstanding reputation among its citizens for providing quality services. He or she will understand the importance of listening and understanding what people truly want and need.

The ideal candidate will have an employment history of at least 15 years of progressively





more responsible experience in local government administration (some applicable private experience may be considered), at least 5 years as a top manager and a track record of excellence. Experience building strong intergovernmental relationships, working with or in the private sector, dealing with complex financial matters and developing strategic plans are definite positives. Candidates should have at Master's Degree in business administration, public administration or a related field. Individuals with other particularly strong credentials will be considered. Experience in Virginia is a plus.

### Residency

It is expected that the County Administrator live within the county's boundaries.

### Compensation

The starting salary will be between \$150,000-\$175,000 DOQ. Benefits are competitive and include membership in the Virginia Retirement System.

### Confidentiality

All applications and materials will be treated as confidential and no names will be released without prior notification of

the candidate. However, it is anticipated that the finalists will meet the public at a reception prior the interviews, and their names will be known at that time.

### How To Apply

E-mail your resume to [Recruit37@cb-asso.com](mailto:Recruit37@cb-asso.com) by June 23, 2014. Faxed and mailed resumes will not be considered. Questions should be directed to Tom Andrews at (410) 758-2931 or Colin Baenziger at (561) 707-3537.

### Other Important Information

James City County is an Equal Opportunity Employer, values diversity and strongly encourages minorities and women to apply. It is also a drug-free, smoke-free workplace.

COLIN BAENZIGER & ASSOCIATES  
EXECUTIVE RECRUITING



County Administrator

James City County, Virginia