



## City Manager Position Available — Apply by: April 18, 2014

Welcome to historic Winchester, Virginia, home to beautiful scenery, southern charm and a warm, welcoming people. It is a special place – rich in history, well located, big enough to have virtually everything anyone could want, yet small enough not to have many of the problems larger cities have. The City embraces diversity and is seeking an elite-level manager to help the City maintain its quiet historic character while also leading the community into a bright and better future. We invite you to apply!

The City has 9.3 square miles of land within its boundaries and is the county seat of Frederick County. The main thoroughfares through the City that provide the bulk of commercial transportation are I-81 and US-50. The City also has its own general aviation airport that is staffed 24 hours a day, 7 days a week and has U.S. Customs and Immigration Service

available with 24-hour notice. It is the official airport of the Virginia Inland Port Authority, which is fifteen miles south of Winchester. The City is also a short 75-mile drive from Washington, DC with all of its attractions, airports, ports and railways. Baltimore with its Inner Harbor and many other attractions is about 25 miles beyond that.

The City has a wealth of attractions for people of all backgrounds and interests. For the cultural enthusiasts, the City has an embarrassment of riches. The Museum of the Shenandoah Valley, designed by the internationally recognized architect Michael Graves, is dedicated to preserving the history of the Shenandoah Valley. It has both a permanent collection and rotating exhibits, the current one being “Becoming Patsy Cline.” On the grounds stands the historic Glen Burnie House (a home built in the 1790s and preserved as a monument of colonial culture) and the six-acre Glen Burnie Gardens (a beautiful outdoor collage of



flora and shrubbery designed to invoke the feel of the culture of the 1700s).

Also within Winchester City limits are a plethora of sites from the Revolutionary and Civil War eras that will educate and entertain for hours on end. Stonewall Jackson's Civil War headquarters are located on City grounds, as are George Washington's early surveyor office and the Third Winchester Battlefield. The County operates a Civil War museum in the 1840 Courthouse. Winchester is also the site where George Washington was first elected to public office as a member of the House of Burgesses. In fact, Washington spent much of his time in Winchester from 1748 until 1758.

The recently renovated Old Town pedestrian mall in the City's center offers a wide variety of cuisine and shopping opportunities. Many of the historic buildings have been renovated and include living accommodations on the upper floors, bringing vibrancy to the downtown. On the outskirts are a mall and numerous other shopping and dining venues. The Winchester Little Theatre and Shenandoah University offer regular entertainment, and the Carmike Apple Blossom 12 Cinema is one of the most technologically advanced movie theaters in the country.

The highlight of the spring is Winchester's hosting of the Shenandoah Valley Apple Blossom Festival. This ten day festival is now in its 87th year and will run from April 25th through May 4th of this year. It has over 35 events including, among others, a 10K race, the coronation of Queen Shenandoah, numerous dances and luncheons, a display of new and antique firefighting equipment and a prayer breakfast. The Festival is also notable because it demonstrates the community's commitment to service – volunteers play many key roles in making the Festival a success.

For the outdoor enthusiasts, many jogging, hiking and biking trails are located throughout and around the City. The City's proximity to the Appalachian Mountains and Shenandoah





River, allows for a wide variety of hunting and fishing opportunities. Additionally, Washington, DC with all of its professional sports teams and other activities is a short hour's drive away.

On the practical side of life, Winchester has much to offer. Crime is very low in the City, and citizens regard their community as extremely safe. The cost of living is affordable; a nice home can be purchased for \$225,000-\$400,000. Medical care in Winchester is exceptional, with the Winchester Medical Center offering numerous impressive services and outstanding physicians. The City also offers a wide variety of religious institutions. It is a place that welcomes business - one where a small business can feel comfortable and grow.

Finally, the City offers solid educational opportunities for youth. John Handley High School offers a high-quality education and many Advanced Placement options. The City is also home to Shenandoah

University, an institution of higher education offering a wealth of undergraduate and graduate studies. Just down the road and outside the City limits on Interstate 81 is the campus of Lord Fairfax Community College, which has an excellent relationship with William and Mary and the University of Virginia. It is not uncommon for students to do a year or two at LFCC and then transfer with full credit to these institutions.

All in all, Winchester is simply a great place to be. In fact, AARP recognized Winchester as one of the nation's 10 best places to retire because, it is a "bargain for retirees — and you can't beat the lifestyle." And the same is true for everyone else! The City invites you to join it as its next City Manager.

## History

The area's first recorded history traces back to the many Native American tribes that inhabited the area before the advent of the colonization. European arrived as early as the mid 1600's and began to settle in the region. The first explorers were French, but the English quickly established control and populated the area.

Colonel James Wood founded a settlement known as Opequon or Fredericktown no later than 1744. It was later renamed Winchester in honor of his ancestral home in England. It is the oldest Virginia city west of the Blue Ridge Mountains, which define the eastern boundary of the storied Shenandoah Valley.

The City of Winchester, formerly the Town of Winchester, was established by an Act of the Virginia General Assembly passed in 1752.

Thomas Fairfax, 6th Lord Fairfax of Cameron, whose royal proprietary claimed ownership to all 5 million acres lying between the Potomac and Rappahannock rivers, worked with Colonel Wood to extend the town limits in 1758 and 1759. From 1754 to 1763, the area was a hotbed for action during the French and Indian War. In 1779, the Virginia General



Assembly passed an Act wherein the offices of mayor, recorder, alderman, sergeant and councilman were established and their duties and powers defined.

War was destined to play an integral part in the City’s development. During the Revolutionary War, area troops led by Colonel Daniel Morgan (known as “Morgan’s Sharpshooters”) joined General George Washington in the Siege of Boston and played a critical part in the Siege’s outcome. Also during the Revolutionary War, area merchants became well known for providing food and supplies to the different armies traversing the region, and local “Apple Pie Ridge” was named in honor of the frequent sale of apple pies on the ridge to both Hessian and American soldiers.

During the Civil War, Winchester reportedly changed hands 72 times, and seven battles were fought in or near Winchester. The City served as headquarters for several Union and Confederate generals, including U.S. General Philip Sheridan in 1864 and C.S.A General Stonewall Jackson (whose headquarters during the winter of 1861-62 have been preserved as a City-owned museum).

On April 2, 1874, Virginia Legislature passed an Act creating the City of Winchester, independent of the surrounding Frederick County, although it still serves as the county seat for Frederick County. In 1905, the City was expanded through annexation by 0.68 square miles to comprise just over one square mile in size. In 1916, Winchester implemented the Council-Manager form of government by hiring its first City Manager.

In 1921, the City was expanded again through annexation by 2.35 square miles to comprise 3.4 square miles. The last annexation occurred on January 1, 1970 after a failed 1969 referendum to consolidate Winchester and the surrounding Frederick County. That annexation added 5.8 square miles to the City. Since then, a combination of voluntary and state-imposed moratoria has precluded any further annexation.

Winchester was the home of polar explorer Richard E. Byrd, three Virginia governors, and the internationally acclaimed country music singing legend Patsy Cline.

In recent years, traditional commercial development has occurred, and the City is currently home to the famed

Apple Blossom Mall. The mall has 88 stores and includes well-known names such as Sears, J.C. Penney, and Belk.

## Geography

Winchester is the oldest Virginia city west of the Blue Ridge Mountains and is located at the northern entrance of the Shenandoah Valley. The City encompasses 9.3 square miles and is 75 miles west of Washington DC. The topology is hilly, and the City is approximately 725 feet above sea level.

## Demographics

Winchester’s citizens are slightly younger than the national average. The median age is 35.1 as opposed to 37.2 for the country. Table I shows the City’s population distribution by age.

Table I: Population by Age

Age Bracket	Percent
Under 10	13.2 %
10 to 20	13.1 %
20 to 30	17.0 %
30 to 40	15.3 %
40 to 50	12.9 %
50 to 60	12.5 %
60 to 70	8.7 %
70 +	10.3 %

Source: U.S. Census

In terms of race, the population is 74.5% Caucasian, 10.9% African American, 2.3% Asian American, with the remainder of the population being made up of other races or more than one race. Regarding ethnicity, 15.4% of the population is made up of Hispanics of all races.

Per the 2010 census, the median household income was \$45,959, while the mean was \$65,213. 17.3% of the population had not graduated from high school, 28.8% had a high school degree, 18.1% had finished some college, 5.5% had an Associate’s degree, 16.8% had a Bachelor’s degree, and 12.8% had completed graduate work. The unemployment rate was 6.4% as of August 2013.

Table II: Climate Data for Winchester, Virginia

Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year
Average High °F	43	47	56	67	75	84	88	87	80	68	58	47	67
Average Low °F	29	31	38	47	57	66	71	70	62	51	41	33	50
Precipitation Inches	2.8	2.6	3.5	3.1	4.0	3.8	3.7	3.0	3.7	3.4	3.2	3.1	39.8

Source: National Oceanic and Atmospheric Administration

## Climate

Winchester is classified as a humid subtropical climate with four distinct seasons. Summers are warm and humid and winters are cold with frequent snow. Table II provides more specific data.

Blizzards occur in the region every four to six years, and the annual snowfall is roughly 15.5 inches. The most recent winter was significantly worse.

## Commerce

The City of Winchester is the Shenandoah Valley region's center of commercial, industrial, and medical activity, serving a 60-mile radius. Because of the City's position as a regional economic center and its extensive highway system, the City's workforce is drawn from a substantially broader area. Employers in the area offer a wide variety of private sector jobs ranging from agriculture, forestry, and manufacturing to retail, professional, educational, and medical services.

The City's largest employer is the Valley Health Systems, which owns and operates the Winchester Medical Center, five smaller primary care hospitals, and other related services such as urgent care clinics, home health services, a childcare facility, and transport services. A Level II trauma center, the Winchester Medical Center is a non-profit, regional referral hospital serving the tri-state region surrounding the City. The 445-bed facility offers a full range of inpatient and outpatient diagnostic, medical, surgical and rehabilitative services. The Winchester Medical Center recently completed a three-year \$161 million construction project enhancing critical care and women's services.

The City's commercial tax base accounts for 40% of the taxable real property value in the City. The City serves as the major retail center for the region. Apple Blossom Mall, an enclosed regional shopping center, contains Sears, Belk, and J.C. Penney as its anchors, along with an additional 85 specialty stores. Nearby plazas house a variety of other retail such as Staples, Books-A-Million, Michael's, Wal-Mart, Lowe's, Home Depot, Target, T.J. Maxx, and Pier 1 Imports.

A table of principal employers is as follows:

Employer	# of Employees
Valley Health System	1000+
Shenandoah University	500-999
Winchester City Public Schools	500-999
Rubbermaid Commercial Products	500-999
Wal-Mart	500-999
US Department of Defense	500-999
City of Winchester	500-999
O' Sullivan Films, Inc	250-499
Grafton Schools, Inc	250-499
Axiom Staffing Group	250-499

Source: 2013 CAFR

## Government

Winchester is one of the nation's 41 independent cities (38 of which lie in Virginia). That means while the City is entirely surrounded by Frederick County and in fact is the county seat for the County, no part of the City is part of the County, nor does the County provide any services to or govern any part of the City. The result is that the City must provide



many of the services that would otherwise be provided by the County and operates more as a county than a city.

The governing body is composed of nine (9) members elected to staggered four-year terms. Two Council Members are elected from each of the four wards, and the Mayor is elected at large. Elections are held in even-numbered years in November to coincide with the national elections, and one seat from each ward is subject to election. Four of the nine Council Members have terms that expire in 2014. The Mayor's seat will be up for election along with four Council Members in 2016.

The City Council is led by a Council President while the Mayor votes and is the ceremonial head of the government. Although the elections are partisan, the Council Members all put the best interests of the City first. They work well together and respect each other. They can disagree but generally do not. Votes tend to be unanimous, 8 to 1 or 7 to 2. Council Members have difficulty remembering a 5 to 4 vote. The Council Members are fiscally conservative but recognize that good government and infrastructure maintenance cost money. The staff is very strong and the Council recognizes that. While the process to reach a decision can take some time, the Council does want to get things done.

The City is organized under a traditional Council-Manager form of government. Specifically, the City Charter states, "Council and its members shall deal with that portion of the administrative service for which the manager is responsible, solely through the manager, except for purposes of inquiry...All heads of departments under the control of the City Manager...shall receive their instructions and orders entirely from and through him."

The City provides a full range of services, including the following: police and fire protection; emergency response and rescue services; education; water and sewer services; refuse removal and disposal services;

the construction and maintenance of highways, streets and infrastructure; parks and recreational activities; cultural events; parking facilities; transit services; social services; planning and zoning; and general administration. The City also funds the School District and the Council appoints its Board Members. The City's General Fund Budget is approximately \$80,000,000. The total budget is \$208,095,100, of which schools comprise \$57 million.

The City has approximately 1,250 employees overall, of which nearly 690 work for the schools. Of the remaining, approximately 225 work for public safety, 70 for the water and sewer utility, 60 for public works, 55 in parks and recreation, 45 in judicial administration, 45 for health and welfare and 40 in general government. The remaining employees are in community development, bus service and the parking authority. There are no unions in Virginia.



## Challenges and Opportunities

Winchester weathered the economic downturn reasonably well and continued to invest in its infrastructure. The City is financially strong and has an AAA rating for its General Obligation Bonds. Still, money is tight and the schools always need more funding. All in all, the Council expects money to be managed conservatively, carefully and wisely. It also expects the government to be optimized in terms of efficiency and effectiveness. While no one believes there is waste in the government, the next Manager will want to review operations to see if improvements can be made.

If you visited Winchester five years ago and again today, you would notice a significant difference in the vibrancy of the downtown and the community as a whole. That change has been due in large part to the redevelopment effort – particularly downtown, but in other areas as well. The City is landlocked and raw land is limited, so it is essential that the economic development efforts continue.

While the infrastructure is in generally good condition, investment will need to be made in the stormwater disposal system. The Council would prefer not to levee any new taxes but is considering a stormwater utility and an accompanying assessment so that the issue can be dealt with over the long term.

The City has a strong tradition of strategic planning, and that tradition needs to be continued and enhanced. The Council is specifically interested in enhancing succession planning.

Another challenge will be that the Manager will need to establish him/herself. As the new person to the team, he/she will need to build relationships and understand the city's priorities. That will require a great deal of investment in terms of time getting to know the elected officials, the staff and the community. This job is not one where the Manager can sit behind a desk and direct traffic. Rather, the Council expects the Manager to have a passion for the community, to be in the community and to be invested in the community. The Council is committed to finding someone who will stay as the City Manager for the long term.

## The Ideal Candidate

The City is looking for an outstanding leader, someone who will represent the City and will become well known in the community. The individual will be inspirational, dynamic, confident, tenacious, high-energy, extremely positive and very proactive. He/she will have a high degree of integrity and honesty while also being an excellent communicator; that is, someone who listens as well as speaks and is equally comfortable talking to the CEO of a Fortune 500 company and to the person cutting the grass at a park.

The City Council expects to be kept informed, and the Manager should plan on providing the same complete, unfiltered information to all Members of the Council. Part of that duty will include providing not just the information itself, but also the story behind it.

The Council is looking for someone who is flexible and who will partner with them, the City Attorney and other elected officials to achieve what is best for the City and all its residents. Being transparent to the maximum degree possible is important.

The Manager will have a keen appreciation for customer service and lead by example. Residents will know that when they come to City Hall with an issue, though they may not get what they want, the City staff is committed to doing everything possible to help them find a solution.

The next Manager will assist the Council in developing a vision, getting everyone to buy into that vision, and then implementing it. Thus, while the individual will be the City's CEO overseeing the day-to-day operations, he/she will not let it divert his/her attention from the need to plan for the long term or from accomplishing what needs to be done to ensure the City's continued success. The individual will be a strategic thinker and a doer, someone who is creative and business friendly.

The individual will need strong shoulders and a thick skin but will also be humble and deferential. The next Manager will understand politics but be wise enough not to participate. He/she will have a strong backbone and will be able to diplomatically tell the elected officials what they need to hear, not what they want to hear. Further, the message will be consistent no matter whom he/she



is talking to. The next Manager will recognize the importance of being a buffer between the elected officials and the staff. He/she will also have an outstanding sense of humor.

The City Manager will be a leader who can inspire and mentor the staff. He/she will have high but reasonable expectations and standards. Second-best will not be good enough. He/she will expect results and hold the staff accountable - in an understanding and friendly way. The individual will realize that failure is part of the learning process while also realizing that not every great idea is ultimately successful. As such, he/she will foster a climate wherein creativity can flourish without fear of failure. The City is not looking for a change agent, but rather someone who will recognize and value the existing intellectual property while making changes where appropriate. He/she will build the relationship between the staff, Council and community through communication, trust and integrity.

Winchester has a long and storied history. The City looking for someone who understands the importance of and respects the past and will use it as a foundation for moving forward. The individual will be empathic and understanding of the community and its residents. The City is becoming an increasingly diverse community, so the next Manager will be comfortable with and appreciate diversity. Skill in economic development and building public and private partnerships will be important.

The ideal candidate will have a minimum of ten years of progressively more responsible experience in public or private sector management and at least two years as manager overseeing the efforts of at least 100 employees. A Bachelor's degree from an accredited college or university, with a major in administration, management or a related field, is required. A Master's degree is preferred. Being an ICMA credentialed manager is also desired but not required. A demonstrated track record of achievement is more important.





Finally, the next Manager will see Winchester as a great city, have a passion for it and plan to stay a long time.

## Residency

The City Manager is required to reside in the City.

## The Past City Manager

The current City Manager will be retiring after a long career in city management.

## Compensation

The salary range is \$140,000 to \$180,000. Benefits are excellent.

## Confidentiality

Per Virginia Law, public records of a personal nature may be kept confidential. As such, the City will not release any names without the candidates' prior permission.

## How To Apply

E-mail your resume to [Recruit42@cb-asso.com](mailto:Recruit42@cb-asso.com) by April 18th. Faxed and mailed resumes will not be considered.

Questions should be directed to Colin Baenziger at (561) 707-3537.

## Schedule

Candidates will be screened between April 19th and June 2nd. Interviews will be held in mid to late June with a selection shortly thereafter.

## Other Important Information

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

COLIN BAENZIGER  ASSOCIATES  
EXECUTIVE RECRUITING

