



— Looking for a few more Great Candidates —

CITY MANAGER | *Apply by June 26, 2020*

Welcome to the City of Winchester

Nestled at the northern end of the Shenandoah Valley, the City of Winchester is a thriving vibrant community, rich in history and filled with southern charm—a city with a diverse population that is warm and welcoming. It is a friendly place where newcomers soon feel at home, can get involved and make a difference. Big enough to have virtually everything anyone could want, yet without the problems that large cities have. It is simply a great place to be.

For the history enthusiast, Winchester is a “can’t miss” destination. Fort Loudoun was built under the supervision of George Washington, then a colonel in the British Province of Virginia, in the late 1750s and used as a fortification during the French and Indian War. Nearby are his surveyor's office, Stonewall Jackson's Civil War headquarters, and a Civil War museum in the preserved 1840 Courthouse. Straddling the City/Frederick County line at the far south end of the City is the Kernstown Civil War Battlefield. Winchester is also where George Washington was first elected to public office as a member of the Virginia House of Burgesses. The Museum of the Shenandoah



Valley is within the city limits and dedicated to preserving the history of the Shenandoah Valley. On its grounds stands the historic Glen Burnie House (a home built in the 1790s and preserved as a monument of colonial culture) and six-acre Glen Burnie Gardens (a beautiful outdoor collage of flora and shrubbery designed to invoke the feel of the culture of the 1700s).

The Old Town pedestrian mall in the city's center was renovated in 2013 and has brought vibrancy back to Winchester's downtown. It offers a wide variety of cuisine and shopping opportunities with over 50 shops, 30 restaurants, as well as plenty of events year-round. The Old Town Farmers Market is held every Saturday from the end of May through September and is a popular draw for locals and visitors. Many historic buildings have been renovated and include new living accommodations on the upper floors, making the area a special place to live and work. Within the city limits is a regional shopping mall and numerous other national and local shopping and dining venues. The Winchester Little Theatre and Shenandoah University offer regular entertainment, and the AMC Classic Apple Blossom 12 Cinema is one of the most technologically advanced movie theaters in the country.

The highlight of spring generally is Winchester's hosting of the Shenandoah Apple Blossom Festival. This ten-day festival has now run for 92 years and, had it not been for the COVID-19 virus, would have been held this year from April 26th through May 5th. Planned were over 35 events including, among others, a 10K race, the coronation of Queen Shenandoah, numerous dances, parties, concerts, and luncheons, a baking contest, one of the country's longest firefighters' parades, a craft fair, and a Grand Feature Parade.

For the outdoor enthusiast, the city and immediate environs offer fantastic natural beauty. Within the city lies the Green Circle Trail. Covering a little over six miles, the circle connects areas of historic, recreational, educational and natural interest. Some of those attractions include Glen Burnie Historic House and Gardens/Museum of the Shenandoah Valley, Jim Barnett Park, Shenandoah University, Old Town Winchester, and the

Abrams Creek Wetlands Preserve. The world-renowned Skyline Drive starts about 20 miles south of Winchester. A bit further away lie Shenandoah National Park, George Washington National Forest and the Monongahela National Forest. The Appalachian Trail passes within 20 miles of Winchester. All in all, the area offers many places to jog, hike, bike, hunt and fish.

Crime is very low in Winchester and the citizens regard their community as safe. While the median home value is \$254,000, it is difficult to find a single-family home in the city for less than \$300,000 that does not require renovation. Medical care in Winchester is exceptional, with Valley Health's Winchester Medical Center (a Level II Trauma Center) offering numerous impressive services and well-trained physicians and staff.

The city is home to a wide variety of religious institutions, and it is easy to find one that reflects your religious beliefs. While they are too numerous to list, some of the more historic include: Christ Episcopal Church (established in 1744), Grace Lutheran Church (1764), First Baptists (1754), the First Presbyterian (1750s), Saint Paul African Methodist Episcopal Church (organized in 1867), and the Market Street United Methodist Church of Winchester (founded in 1789). Among the other faiths represented are Catholics, Greek Orthodox, the Beth El Congregation of the Jewish faith, and the Islamic Center.

Winchester's public schools are excellent. One example is the highly regarded John Handley High School. It is a privately endowed, public school which offers an exceptional education on a college-like historic campus offering many advanced placement options. When it comes time for university studies, residents can stay home and attend Shenandoah University. It has approximately 4,000 students and offers a wide range of undergraduate and graduate studies.

About 13 miles down the road from Winchester is the Middletown (main) Campus of Lord Fairfax Community College, which the Center for Digital Education ranked the No. 1 digital community college in the nation for the 5,000-10,000 student category. LFCC has excellent relationships with the public and private colleges in Virginia, with numerous



guaranteed admission and transfer agreements. Celebrating its 50th anniversary this year, LFCC also works closely with area and regional industry leaders to tailor state-of-the-art workforce programs to area business needs.

Winchester is a great place for both large and small businesses. The city has been listed by the U.S. Chamber of Commerce as one of the Best Small Cities for Business in 2020, named by Forbes as the 9th best small area metro for business and careers in America in 2019, (first in Virginia) and was listed by Pennygeeks as one of the Top 6 Cities to Start a Business in the U.S. in 2019. I-81 and US-Routes 11, 17, 50, and 522 pass through the city and offer a means to get goods to market. The city has its own general aviation airport that is staffed 24/7 and U.S. Customs and Immigration Service is available with 24-hour notice. It is the official airport of the Virginia Inland Port Authority, which operates Virginia's only Inland Port, a rail facility that is fifteen miles south of Winchester.

Not to be overlooked is Winchester's proximity to major cities and world class attractions. Washington, D.C. is 90 minutes southeast. Baltimore is two hours east. Pittsburgh is just over three hours to the northwest and Philadelphia is about the same to the northeast. All have incredible history, culture, shopping, and sporting venues. Three major airports are within a relatively easy drive. Dulles International Airport is one hour away, Ronald Reagan Washington National Airport and Baltimore-Washington International Airport are around 90 minutes away. Within a day, you can be virtually anywhere in the world.

What makes Winchester truly special, though, is its people. The community is diverse and cares about others. It is common to receive a smile and a friendly greeting when passing people on the sidewalk or in the store. There is also a large non-profit network and volunteerism is strong, whether it is to address issues like opioid abuse or to support the Shenandoah Apple Blossom Festival. People are just good here, and neighbors help their neighbors.

All in all, Winchester is simply a great place to be and it has been recognized as such. Blue Ridge Country Magazine recently found it to be one of the friendliest towns in the mid-Atlantic and Southeast regions. AARP and Where to Retire magazine have 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 it is not just retirees—the same is true for everyone else!

History

The area’s history traces back to the many Native American tribes that inhabited the area before colonists began arriving in the mid-1600s and began to settle in the region. The first European explorers were French, but the English quickly established control and populated the area.

Colonel James Wood founded a settlement known as Opequon or Frederick Town in 1744. It was later renamed Winchester in honor of his ancestral home in England and is the oldest Virginia city west of the Blue Ridge Mountains. The City of Winchester was established by an Act of the Virginia General Assembly passed in 1752.

War was destined to play an integral part in the city’s development. From 1754 to 1763, the area was a British frontier outpost for expeditions further to the west experiencing for action during the French and Indian War. 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. Morgan would go on to become a General after his decisive victory against the British at Cowpens, S.C. near the end of the war.

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 1861-1862 has been preserved as a City-owned museum).

On April 2, 1874, the Virginia Legislature passed an Act creating the independent City of Winchester. While wholly separate

Table 1: Winchester Demographics

Estimated Population: 28,108			
Distribution by Race		Distribution by Age	
White	80.2%	0 to 15	19.0%
Black	9.9%	15 to 25	14.8%
Asian	2.1%	25 to 45	25.2%
Native American	0.3%	45 to 65	25.8%
Two or More Races	7.5%	65 to 85	12.7%
Total	100%	Over 85	2.5%
Hispanic Ethnicity (all races)	16.9%		

Educational Achievement (Over Age 25)	
High School or Higher	83.6%
Bachelor's Degree or Higher	32.5%

Age and Income	
Median Age—Winchester	37.6
Median Age-U.S.	37.8
Median Household Income	\$49,330
Poverty Rate	12.5%

Source: U.S. Census Bureau

from the surrounding county, it still serves as the seat for Frederick County and many County offices as well as one County middle school are located within the City. In 1916, Winchester implemented the Council-Manager form of government by hiring its first City Manager.

Development and redevelopment have tended to be gradual, in part because independent cities in Virginia are not permitted to annex land. Recently, though, the development community has discovered Winchester and the result is an increase in mixed use projects. People are coming here looking for a project to do. The reason? Winchester is a regional destination and a city reborn with a newly renovated old town full of shops, restaurants, beauty, and a vibrant atmosphere!

Demographics

See Table 1 on bottom of page 4 for information about Winchester's demographics .

Climate

Winchester has a mild climate with four distinct seasons. Summers are warm and humid while winters are cold with fairly frequent snowfalls. Average summer high temperatures are in the mid-80's in the summer, with winter highs averaging in the 40's or 30's. Average lows in the summer are in the low to mid 60s and in the 20s in the winter months. Serious blizzards occur in the region every four to six years, and the annual snowfall is roughly 22 inches.

Geography

Winchester is the oldest Virginia city west of the Blue Ridge Mountains and is located at the northern entrance of the Shenandoah Valley (See map in upper right corner). The City encompasses 9.3 square miles and is 75 miles west of Washington DC. The topography is hilly, and the City is approximately 725 feet above sea level.



Commerce

The City of Winchester is the Shenandoah Valley's hub for 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. Tourism has begun to play a significant role. Four new hotels are in construction or recently completed just outside the city limits. The city's largest employer is Valley Health, 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. In 2013, the Center completed a three-year \$161 million construction project enhancing critical care and women's services and in 2016 opened a 26,000 square-foot, free-standing Cancer Center. In 2020, a large addition to the Heart and Vascular Center was completed.

Table 2: Principal Employers, Winchester, VA

Employer	Industry	Employees
Valley Health Systems	Healthcare	Over 1,000
Shenandoah University	Education	500-999
Winchester City Public Schools	Education	500-999
Rubbermaid Commercial Products	Manufacturing	500-999
Walmart	Retail	500-999
U.S. Federal Bureau of Investigation	Government	500-999
City of Winchester	Government	500-999
American Woodmark	Manufacturing	250-499
U.S. Department of Defense	Government	250-499
O’Sullivan Films / Continental	Engineering	250-499

Source: City of Winchester, VA, 2018 CAFR

Not to be ignored are the other important companies based in Winchester or surrounding Frederick County. These include American Woodmark, Continental, Hood, National Fruit, Navy Federal, Trex, and Rubbermaid Commercial Products.

Recently, with all its amenities and national recognitions, Winchester has become a popular place to retire. Many from New England have tried Florida and found it to be too warm or simply not inviting. No longer relishing the very cold northeastern winters though, they have moved half the way back to New England and landed in Winchester and as a result, acquired the nickname of “halfbacks.”

The Old Town Winchester Historic District draws visitors from a multi-state area and boasts a spectacular collection of unique shops, restaurants, and entertainment venues. The historic George Washington Hotel is a few blocks away. Apple Blossom Mall is the region’s shopping destination. Belk, and J.C. Penney act as anchor stores and are surrounded by an additional 74 specialty stores and shops. Nearby plazas house a variety of other retail such as, Kohl’s, Staples, Books-A-Million, Michaels, Home Goods, Hobby Lobby, Wal-Mart, Lowe’s, Home Depot, Target, T.J. Maxx, and Kirklands. See Table 2 (above) for Winchester’s principal employers.

Government

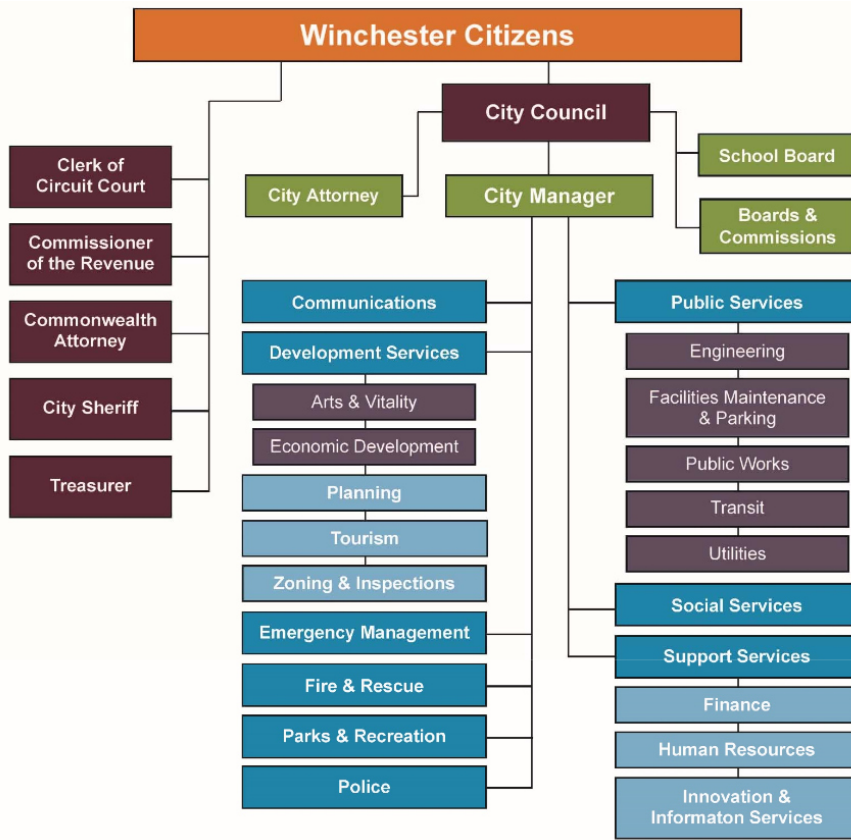
Winchester is one of the nation’s 41 independent cities (38 of which are in Virginia). That means that while the city is entirely surrounded by Frederick county and in fact is the seat for the County, it is totally independent of the county and the county has no authority over any part of the city nor does it provide any services to the city. The result is, in terms of functions and services offered, Winchester operates more as a county than a city. The City and the County do, however, operate a number of

services jointly including the airport, the landfill, the Joint Judicial Center (City and County courts), and the detention facilities for both adults and juveniles.

The governing body is elected by voters under a combination district (known as wards) and at-large system. The Council 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 up for election.

The City Council is led by a Council President who is elected by the Councilors themselves. The Mayor has one vote, as do all the other Council members, and serves as the ceremonial head of the government. Currently, the Mayor is also the elected Council President. Although the elections are partisan, the Council members work well together and hold the staff in high regard. They are progressive in the sense they all are focused on solving problems, putting the best interests of the city first, and doing what is right for the residents. At the same time, they are fiscally conservative and recognize the limits of what government can do.

Chart 1: Winchester Organizational Chart



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 police; fire rescue services (a combination system of volunteers and paid staff); water and sewer services; refuse and recycling collection and disposal services; the construction and maintenance of streets and infrastructure; parks and recreational activities; cultural events; parking facilities; transit services; social services;

Chart 2: Employees by Function

GENERAL FUND	
Administration (Including Elections)	44
Courts	43
Planning, Zoning, and Inspections	11.5
Parks and Recreation	23
Public Safety	177.5
Public Works	39
Total GF Employees	338

OTHER FUNDS	
Social Services	53
Highway	25
Transit	14
Emergency Medical Services	11
Utilities	60.5
Frederick Winchester Service Authority	30.5
Juvenile Detention Center	18
Total Other Funds Employees	247

TOTAL EMPLOYEES	585
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Source: Winchester FY 2020 Budget

planning and zoning; building inspections; and general administration. The city also funds the School District. See Chart 1: City of Winchester Organizational Chart (upper left).

The city has a AAA bond rating (reaffirmed three times). Its General Fund Budget is approximately \$93,882,000. The total budget is \$289,800,00 of which schools comprise over \$73 million. The city has a total of 585 employees (excluding the school system), none of which are unionized. See Chart 2 (lower left) for more information.

Challenges and Opportunities

Winchester is a wonderful city that is currently financially sound. That said, the 2021 budget is proving to be the most challenging in the last 20 years. Revenues are limited and citizen needs must be satisfied. In addition to what seems like ever-increasing costs, necessary school bond issues have consumed an increasing part of the available funds. That was before COVID-19 struck. A little over 10% of the city’s revenue comes from sales tax. Another 8% comes from state and federal aid. All could conceivably decline. The challenge will be to guide the



city through lean times, finding money wherever it is available, and spending wisely.

Increased economic development will at least partially solve the revenue issue by, ideally, bringing higher paying jobs to Winchester, and increasing the tax base. Much has already been done with the downtown but other parts of the community have benefited as well. More is needed. The City is landlocked and raw land is limited, so it is essential that redevelopment efforts continue. Construction should start soon for two downtown mixed use projects, Cameron Square and the Lofts at E Piccadilly. A number of mixed use projects are also in the works outside of the downtown including Harrison Plaza and Creekside Condos. As other sites become available, they need to be repurposed as well.

As the northern Shenandoah Valley's only center city, Winchester has many benefits but also many demands. The city's population increases to 41,000 on a typical day putting demands on the physical and social infrastructure. The demand for social services is high and increasing. Opioids are an issue as is mental illness. In fact, twenty percent of police calls are related to people with mental health challenges or who are in crisis.

Retaining employees is an issue. The "over the mountain" counties (that is, Loudoun and Fairfax in Virginia and Montgomery in Maryland) are ranked in the 20 wealthiest counties in the country. They, along with surrounding Frederick County, have the means to pay more than Winchester and many new employees, after being trained in

Winchester, move on to them for higher salaries. As a result, Winchester's police department presently has 9 vacancies out of 89 positions.

Historically the Winchester Fire and Rescue Department has been largely staffed with volunteers. The four private fire companies in the City own the buildings and almost all the equipment (the city purchased a ladder truck in 2019). In the more recent past, as the number of volunteers has drastically declined, the department relies heavily on its career staff. With limited funding, the volunteers have struggled to keep the facilities (two are well beyond their recommended useful lives) and the equipment up to date. A comprehensive review of the department is expected to be complete within a few weeks. Ideally, that will provide a road map for the department's future, and the Manager will be a major player in implementing it.

Diversity is one of Winchester's many strengths, but it can result in division. With a variety of races and nationalities, it can sometimes be challenging to find win-win-win-win, solutions and communicate effectively. The good news is everyone wants to work together. It can simply be a challenge at times.

If the above is not enough to keep the new City Manager busy, he/she will be expected to work on several other things. Quite a few facilities in addition to the fire stations are beyond their recommended useful lives. For example, a number of Parks and Recreation's outdoor facilities were built in the 1960s and the indoor swimming pool was built in the 1970s. It is also time for a complete review of business processes. One of the ways to solve the staff's space needs would be to have more people work from home. One of the few benefits of COVID-19 is it is demonstrating that working from home is a viable alternative to adding and renovating space for city staff.

The Ideal Candidate

Realizing that anyone can manage in good times but that it takes a great manager to lead in lean times, the City Council is

looking for an outstanding individual to partner with as they take Winchester through the challenges that lie and guide it to a brighter future. The individual will be a trusted advisor and supporter who provides information readily without being asked. 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—not just the information itself, but also the story behind it. That said, the individual will not overburden them with unnecessary information. It is a fine balance and one the best candidate will instinctively know how to strike. The manager will believe strongly in openness, communication, and transparency to the degree possible.

The manager will understand politics and 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 the same no matter whom he/she is talking to. The individual will recognize the importance of being a buffer between the elected officials and the staff.

The manager will assist the Council in getting everyone to support its vision and implementation. While the individual oversees the day-to-day operations, he/she will not let it divert his/her attention from planning long term, accomplishing what needs to be done, and ensuring the City's continued success. The individual will be a team builder who involves as many people as possible including Winchester's constitutional officials.

The Council expects the manager to be a face of the government without overshadowing it. The individual should expect to be seen in every part of the city and embrace every element. The best candidate will be someone who can make everyone feel their views are being heard and who will help bring the community to consensus. He/she will realize that giving credit to others is the best way to get things done. The individual will definitely not be a bureaucrat.

Winchester has a long and storied history. The city is 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.

The ideal candidate will be an excellent communicator—someone who interacts with clarity both orally and in writing, but also someone who listens carefully and understands before responding. He/she will be equally comfortable talking to everyone—a CEO of a Fortune 500 company, day laborer, pastor, rabbi, imam, priest, or civil rights leader. They are all here and at the heart of what makes Winchester a great community. The manager will embrace outstanding customer service and lead by example. Not every customer is right, but everyone deserves to be listened to and a solution sought for their problem. In other words, Winchester is seeking someone who recognizes the worth of every individual and honors it.

The ideal candidate will be organized, intelligent, forward thinking, friendly, dynamic, confident, cheerfully persistent, high-energy, extremely positive and very proactive—someone with a "can do" attitude and who is visionary yet practical. He/she will think strategically and be able to look over the horizon to anticipate problems and fix them before they become issues.

The individual will be resolute, yet flexible as well as consistent without being locked into a point of view. The manager will be analytical and constantly seeking improvement. He/she will realize the value of existing practice and procedure but always seek a better way. "How

we have always done it,” may be the best way but will need to be demonstrated. The best candidate will be very comfortable with technology and its applications. He/she will not be afraid to take reasonable risks.

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. The individual 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. He/she will build the relationship between the staff, Council and community through communication, trust and the highest integrity.

The best candidate will have an inner strength and be comfortable making difficult decisions, including those involving personnel. Further, if the decision does not yield the expected results, the individual will be at ease admitting a mistake, and make a course correction. Having a sense of humor, strong shoulders and a thick skin will be important as will being humble and deferential.

The ideal candidate will have a minimum of ten years of progressively more responsible experience in public or private sector management and at least three years as manager overseeing the efforts of at least 100 employees. He/she does not need to be an established City Manager. The city was very pleased with their recently departed manager who had been an Assistant City Manager prior to coming to Winchester.

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 very important. Skill in finance will be critical. Getting every penny out of existing revenue sources and finding new ones will be essential.

Experience in economic development, building public and private partnerships, intergovernmental relations, and managing in lean times will be important.

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

Residency

The City Manager is required to reside within 10 miles of the Winchester city limits.

The Past City Manager

The past City Manager served over five years and was well regarded. She left to take a Deputy City Manager position closer to her aging parents.

Compensation

The salary range is \$160,000 to \$200,000 DOQ. Benefits are excellent. The manager will participate in the Virginia Retirement Plan. If you are not currently in that system, the vesting period is five years.

How to Apply

E-mail your cover letter and resume to Recruit35@cb-asso.com by June 26, 2020. Faxed and mailed resumes will not be considered. Questions should be directed to Colin Baenziger at (561) 707-3537 or Stephen Sorrell at (513) 317-0678.

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.

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.

Additional Information

For additional information about the city, please visit:

City Government: www.winchesterva.gov

Regional Tourism: www.visitwinchesterva.gov

Old Town Winchester: www.EnjoyOTW.com

Winchester Public Schools: www.wps.k12.va.us

