



Welcome to the City of Winchester

Chief of Police Position Available—Apply by May 26, 2017



Nestled at the northeastern end of the Shenandoah Valley, Winchester is a beacon of beauty and Virginia's gem. It is vibrant city, rich in history and southern charm, a city with a diverse population that is warm and welcoming. The city is big enough to have virtually everything anyone could want, yet without many of the problems large cities have.

For the history buff, Winchester is a “can’t miss” destination. Revolutionary and Civil War sites dot the city and the area. Stonewall Jackson’s Civil War headquarters are located there, as are George Washington’s early surveyor office, Kernstown Battlefield, and a Civil War museum in the 1840 Courthouse. 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 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 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).

The Old Town pedestrian mall in the city's center was renovated in 2013 which brought life back to Winchester's downtown. It offers over 60 shops and 30 restaurants, as well as plenty of events year-round. Many historic buildings have been renovated and include living accommodations on the upper floors making the area a truly special place. On the outskirts of the city is a regional shopping mall and numerous other shopping and dining venues. The Winchester Little Theatre and Shenandoah University offer regular live 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 Apple Blossom Festival. This ten-day festival is now in its 90th year and is held in late-April or early May each year. It has 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 parade, a craft fair, and the Grand Feature Parade.

For the outdoor enthusiasts, jogging, hiking and biking trails are located throughout and around the city. Its proximity to the Appalachian and Blue Ridge Mountains also bring a wide variety of hunting and fishing opportunities.

Crime is relatively low in Winchester and citizens regard their community as safe. The



cost of housing in the city can be high—it is difficult to find a single family home for less than \$300,000 that doesn't require renovations. Medical care in Winchester is exceptional, with Valley Health's Winchester Medical Center (a Level II Trauma Center) offering numerous impressive services and outstanding physicians. Many religious institutions call the city home and schools are excellent. The highly regarded John Handley High School, an endowed public school, offers a high-quality education, a college-like historic campus, and many Advanced Placement options.

The city is home to Shenandoah University, a private institution of higher education offering a wealth of undergraduate and graduate studies and approximately 4,000 students. Just down the road and outside the city limits off of Interstate 81 is the campus of Lord Fairfax Community College (LFCC), which was recently ranked the #1 Digital Community College in the nation by the Center for Digital Education for the 5,000 to 10,000 student category. In addition, LFCC has an excellent relationship with William and Mary, Old Dominion University 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.

Winchester is a great place for both large and small businesses. I-81 and US-50 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 is fifteen miles south of Winchester.

The city is also a 75-mile drive from Washington, D.C. with all of its attractions, airports, and railways. Baltimore, with its Inner Harbor and many other attractions, is about 25 miles beyond that. Travel is easy with Dulles International Airport about an hour away.

What really makes Winchester special is its people. The community is diverse and cares for 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 problems like opioid abuse or to support the Shenandoah Apple Blossom Festival. People are friendly 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 the advent of the colonization. Colonists arrived as early as the mid-1600s 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 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 hotbed 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.

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, the Virginia Legislature passed an Act creating the independent City of Winchester. Wholly separate from the surrounding Frederick County, it still serves as the county seat for Frederick County. In 1916, Winchester implemented the Council-Manager form of government by hiring its first City Manager.

Over the years, Winchester has been the home of polar explorer Richard E. Byrd, three Virginia governors, jazz musician John Kirby, and the internationally-acclaimed country music legend Patsy Cline.

GEOGRAPHY

Located at the northeastern entrance of the beautiful Shenandoah Valley, Winchester 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

See Table 1 for Winchester Demographics.

CLIMATE

Winchester is a humid, subtropical climate with four distinct seasons. Summers are warm and humid and

Table 1: Winchester Demographics

2016 Estimated Population: 27, 516			
Distribution by Race		Distribution by Age	
Caucasian	81.6%	0 to 15	18.6%
African American	11.5%	15 to 25	15.4%
Asian	2.9%	25 to 45	25.8%
Native American	0.9%	45 to 65	25.9%
Two or More Races	3.1%	65 to 85	11.5%
Total	100%	Over 85	2.8%

Other Statistics		Median Age	
Hispanic (all races)	16.6%	Winchester	37.0
Poverty Rate	17.8%	U.S.	37.4

Educational Achievement (over age 25)	
High School or Higher	84.2%
Bachelor’s Degree or Higher	28.3%

Source: U.S. Census Bureau

winters are generally mild to cool, but snow is a common occurrence. Average temperatures are in the mid-80s in the summer, and the winter average temperature is in the 20s. Blizzards occur in the region every four to six years, and the annual snowfall is roughly 18 inches.

COMMERCE

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

Table 2: Principal Employers, Winchester, VA

Employer	Industry	Employees
Valley Health System	Healthcare	1,000 and over
Rubbermaid Commercial Products	Manufacturing	1,000
Shenandoah University	Education	500-999
Winchester City Public Schools	Education	500-999
Walmart	Retail	500-999
City of Winchester	Government	500-999
U.S. Federal Bureau of Investigation	Government	500-999
U.S. Department of Defense	Government	500-999
O'Sullivan Films Inc	Manufacturing	250-499
Onsite Engineering & Mana Inc.	Engineering	250-499

Source: City of Winchester, VA 2015 CAFR

The city’s largest employer is the Valley Health System, 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 46,000 square-foot, free-standing Cancer Center.

The Apple Blossom Mall is the region’s shopping destination. It 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 Home Goods, Dick’s Sporting Goods, The Fresh Market, Staples, Books-A-Million, Kohl’s, Michael’s, Wal-Mart, Lowe’s, Home Depot, Target, T.J. Maxx, Old Navy, and Pier 1 Imports.

The City’s principal employers are listed in Table 2 (left).

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, but not part of the county, nor does the County government provide any services to or govern any part of the city. The result is that the Winchester must provide many of the services that would

otherwise be provided a county and operates more like a county than a city.

The governing body is elected by voters under a combination district (known as wards) and an 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 while the Mayor votes and is the ceremonial head of the government. Although the elections are partisan, all the Council Members put the best interests of the city first.

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.” As such, the Chief of Police reports to the City Manager.

The City provides a full range of services, including police and fire protection; emergency response and rescue services; education; water and sewer services; refuse and recycling 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 \$84,200,000. The total budget is \$220,026,882, of which schools comprise over \$65 million. There are no unions in Virginia.

THE POLICE DEPARTMENT

The Police Department is composed to two major units: Police (77 sworn officers and 12 civilians) and Emergency Communications (15 civilians). The Department also works closely with Emergency Management and oversees Animal Control (two positions each). Its total budget for the current fiscal year is \$9.3 million.

CHALLENGES AND OPPORTUNITIES

The Police Department faces the same challenges many other departments are currently facing—opioid abuse in particular but traditional crime as well. As the regional center for the northern Shenandoah Valley, Winchester has a small



homeless population and a significant amount of time is spent dealing with citizens who have mental health issues. The Department cannot resolve all these problems but it can be part of the solution.

The City is committed to becoming a leader in municipal management, one that other governmental entities look to for new ideas, innovative programs and solutions. Historically, the Police Department has been a strong, traditional Department, but municipal management is changing, particularly policing. It is becoming much more data driven. That said, successful policing is all about impacting individuals and the community. As the Department's mission statement reads, "[It] is committed to improving the quality of life for all people by preventing crime in the city. This is accomplished by enforcing the law with impartiality, creating partnerships through communication and education, and problem solving using innovative policing strategies." The City wants the next Chief to use state-of-the-art tools and community engagement to achieve that mission and to make the Department the best it can be.

The final significant challenge is to make the Department more reflective of the community and more diverse in terms of race and ethnicity. Currently, only four of the officers are African American. That number will need to increase to bring it in line with Winchester's demographics.

THE IDEAL CANDIDATE

Winchester is committed to finding just the right person to be its Police Chief. The ideal candidate will have almost 100 people reporting to him/her and will need to be an outstanding leader as well as manager. The individual will lead by example and be the model officer. He/she will be extremely knowledgeable of policing and someone who has spent his/her career in the field rising from a patrol officer to a senior manager. The individual will be someone who has done the hard work of leading people who are

on the street dealing with crime and being a part of the community every day. At the same time, the Chief will take time to look over the horizon—to understand what is coming next. He/she will be able to anticipate changes in crime patterns and position the City so it can minimize their impact. At the same time the Chief will always be looking at new technologies and solutions—not the trendy stuff but the stuff that works. Winchester wants to be on the cutting edge, not the bleeding edge. Most of all it wants someone who will find and be part of effective solutions that will make Winchester a better place to live.

The next Chief will inspire the staff while being someone the community looks up to. The ideal candidate will be committed to excellence and to the community. The individual will take a true interest in people and not just sit behind a desk and direct traffic. Instead he/she will be in the field with the officers and in the community with the residents and business owners.

The Chief will be an outstanding communicator and very approachable. He/she will work diligently to keep all of his/her troops and the public informed. The individual will be able to speak effectively with everyone and equally comfortable speaking to a homeless person on the street as he or she is in making a presentation to the City Council. Having an open mind and listening will be key. Get the facts first and then make the decision that is in the best interest of the City's residents. Not all decisions will be popular but the Chief will not waiver. At the same time, he/she will always be open to input, and if the decision can be improved upon or needs to be reversed, his/her ego will not prevent him/her from doing the right thing. Information will flow freely up and down the chain of command and the Chief will understand and recognize the importance of the police department as it relates to all other City departments under the City Manager's direction.

The next Chief will be very analytical, always seeking better solutions. The individual will bring a fresh set of

eyes and modern policing practices to the Department. No corner of the Department should be immune to review. Staffing and personnel allocations should be analyzed. Usage of data and technology should be optimized. “We have always done it this way,” will not be an acceptable answer. The current approach may be the best approach, but staff will need to understand and to be able to explain why. The City’s leadership has high expectations and makes decisions based on fact, solid analysis and data, so planning and preparation is crucial. Winchester wants its Department to be state-of-the-art and operating at the highest level possible. If you can make a strong case, it will invest the resources needed to make that happen. In fact, the City will soon implement body worn cameras for all sworn members of the department, which are funded through a Bureau of Justice Assistance (BJA) grant.

The Chief will set high, but reasonable expectations and hold the staff accountable. The individual will be compassionate but also challenge everyone to excel. The he/she will empower the staff and officers and set goals and then step back and let the employees do their jobs. The Chief will not be a micromanager but will expect to be kept informed. Staff development and mentoring will be important to the Chief. The individual will continuously seek to provide opportunities for the staff to learn and grow.

The ideal candidate will have experience working with others: local non-profits, churches, community organizations, educational and medical institutions, and city, county, state and federal agencies. Collaboration is the only way to bring the resources necessary solve many of the problems the community faces.

Personally, the ideal candidate will be of high energy, cheerfully persistent, responsive and friendly. The Chief will be humble—someone people can be comfortable with and want to be around. He/she will have outstanding people and problem solving skills. The individual will be a

forward thinker and planner as well as someone who can step out-the-box. The Chief will always be open to new ideas and technologies. The individual will be completely honest and have the highest degree of integrity. He/she will value transparency but also understand its limits in police work. The Chief will understand politics but not be involved in them.

The selected candidate will have a Bachelor’s Degree in criminal justice or related field supplemented by basic and advance courses in police science, leadership, and administration. He/she will have 10 to 15 years of law enforcement management experience or an equivalent combination of education and experience. A Master’s degree or completion an executive leadership/management course (sponsored by a leading law enforcement education provider such as the FBI Academy) will be a plus.

RESIDENCY

The Police Chief is not required to reside in the city, but it is strongly encouraged.

THE MOST RECENT POLICE CHIEF

The most recent Police Chief retired on April 30th after over nine years as Chief.

COMPENSATION

The City of Winchester offers a competitive wage and benefits program. Salary will be commensurate with education and experience but will be between \$95,000 and \$120,000.

HOW TO APPLY

E-mail your resume to Recruit33@cb-asso.com by May 26th. Faxed and mailed resumes will not be considered. Questions should be directed to Colin Baenziger at (561) 707-3537 or David Collier at (772) 220-4320.

INTERNAL CANDIDATES

There may be internal candidates that choose to apply, but the city is committed to a level playing field and finding just the right person to be the next Chief of Police.

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.

THE PROCESS

Applications will be screened between May 27th and July 3rd. Finalists will be selected on July 5th. A reception and interviews will be held on or around July 13th. A selection will be made 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.

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

