



Washington County, Virginia

Is seeking a proven, innovative professional
to serve as its next

County Administrator

Location and History

Washington County, located in southwestern Virginia, lies directly on the Virginia-Tennessee state line and consists of 566 square miles of rolling hills and valleys. The County is part of the Kingsport–Bristol (TN)–Bristol (VA) Metropolitan Statistical Area, which is a component of the Johnson City–Kingsport–Bristol, Tennessee-Virginia Combined Statistical Area – commonly known as the "Tri-Cities" region. The County surrounds the independent Cities of Bristol, which also lie in Virginia and Tennessee, along the west, north and east. Roanoke, Virginia is 143 miles to the east; Knoxville, Tennessee is 118 miles to the west; Atlanta Georgia is 300 miles to the south and Norfolk, Virginia is 397 miles to the east. Interstate 81 runs through the County's central valley and intersects with Interstate 77 approximately 55 miles northeast of the County's centerpoint.

The Town of Abingdon, recognized for its high quality of life and the arts, serves as the county seat for Washington County. In 1999, Abingdon, Virginia combined efforts with Bristol, Virginia/Tennessee, Johnson City, Tennessee, and Kingsport, Tennessee to compete as a combined Tri-Cities area to become the first region in the United States to be named an All-American City.

The County remains rich in natural resources such as timber salt, natural springs, as well as fertile soil for farming in the valley region which made the area desirable for European settlers who settled the area in the late 1700's.

Washington County was formed from parts of Fincastle County, Virginia in 1776 and was named for General George Washington when he was the Commander in Chief of the Continental Army prior to his election as the first U.S. President. The current boundaries of the County were formed with

the incorporation of the Town of Goodson, now known as the independent City of Bristol, in 1890.

Quality of Life

The County is located in the southernmost of five valleys combine to form the Great Valley of Virginia and is one of Virginia's most scenic areas. Beautiful countryside with rolling hills, scenic rivers and streams set amid majestic mountain surroundings have created a prime environment for the divergence of four scenic hiking/biking trails that include the Appalachian Trail, the Iron



Mountain Trail, U.S. Bicycle Route 76 and the Virginia Creeper Trail. The Trail Days Festival held in Damascus is considered to be one of the largest gathering of Appalachian Trail hikers and draws over 20,000 tourists to the area each May. The Barter Theatre, Martha Washington Inn, the Virginia Highlands Festival, the Rhythm and Roots Reunion Festival, the William King Regional Arts Center and numerous historic buildings centered in or around the Town of Abingdon, have garnered the County national recognition as a center for entertainment as well as both graphic and performing arts. A thriving arts and crafts scene is tied to the historic and cultural way of life found in the area as is the Abingdon Farmers Market, which is largest in the area due to the strong regional

presence of agricultural commodities. The County places a high value on education and recreation with County citizens enjoying an excellent school system, numerous recreation facilities and a relatively tranquil way of life.



The Virginian, a masterpiece golf course designed by Tom Fazio, located between Bristol and Abingdon, has been honored as one of the Top 100 in America by several national publications. It has also been rated as the third best private golf community by the Robb Report magazine. Pinnacle Living/Mountain Homes magazine honored the custom range of homes and cottages as the “Most Beautiful Planned Community” for 2006 and GOLF Magazine rated it as “One of the 50 Best Places to Live in America.”

Population and Demographics

The 2010 Census, and subsequent estimates updated in 2011, identified 23,064 households in the County with a population density of 97.8 people per square mile. Data compiled also shows that the County has experienced a slight population increase of 7.38% from 2000 to 2011, increasing in the County’s total population from 51,103 to 54,827.

Communities within Washington County include the three incorporated Towns of Abington, Damascus and Glade Spring. Unincorporated communities include Emory-Meadowview, Konnarock and Mendota as well as the Village of Emory. The racial makeup of the County, according to the Census, was 97.1% Caucasian, 1.5% Black or African American, 0.2% Native American, 0.4% Asian, and 0.7% from two or more races. 1.4% of the population was reported to be Hispanic or Latino of any race. The 2011 median household income for Washington County’s residents was \$41,526 and the per capita income was \$25,043.

Approximately 13.6% of the local population is reported to live below the poverty line.

Major Employers and Economic Development

Transportation has played a key role in the County’s development over the past two centuries beginning with the trails and roads leading south into the Carolinas, west into Tennessee and northwest into Kentucky. Today, Norfolk Southern Railroad provides an excellent transportation resource for the area’s economy. An interstate system that includes direct access to I-81, and nearby access to I-77, I-26 and I-381 offers additional routes of transportation that provides access to 70% of the U.S. population within a day’s drive. Additionally, at least ten major U.S. highways are easily accessible to the County within the region. Commercial air service is available within 25 miles of the County through the Tri-Cities Regional Airport located in Blountville, Tennessee utilizing regularly scheduled flights to major hubs in Atlanta, Charlotte and Cincinnati through Delta, U.S. Airways and Allegiant Air with Virginia Highlands Airport, located outside of Abingdon, serving non-commercial and private flights.

Washington County has six industrial parks and commercial/office properties, with its largest industrial park undergoing key improvements since 2010. The 400-acre Oak Park Center for Business is strategically located near Interstate 81 and running along the rear portion of the park is a main line for the Norfolk Southern Railroad. Additionally, Oak Park Industrial Park is located near the Virginia



Highlands Airport, which is currently undergoing runway expansion and construction of additional hangars.

Manufacturing and government are major employers and sources of income for the County according to recent figures from the Virginia Economic Development Partnership (VEDP). The largest employment sector in Washington County, as reported in 2012, was manufacturing (5,414) which represented 16.8% of all jobs within the County. Government positions (4,899) made up 15.2% with retail trade (4,886) providing 15.1% of employment in the County. Accommodation and food services (3,522) and health care and social assistance (3,263) made up 10.9% and 10.1% of employment respectively. The area's unemployment rate in December 2012 was 6.5%.

Agricultural endeavors continue to remain steadfast in the County, maintaining a position as first in the State with 1,791 farms (first in sheep, goats, third in cattle and fifth in horses in addition to crops, dairy and eggs) producing \$60 million annually in sales revenue. The County is often Virginia's leader in production and marketing of burley tobacco. Over recent years, the County has seen significant economic growth and is sustained by an industrial base that includes auto parts, compressors, electronics, food products, mine machinery, and textiles. Major employers for the County include:

Washington County Major Employers - Manufacturing
Ball Corp
Bristol Compressors
Columbus McKinnon Corporation
HAPCO
Mid-Mountain Foods
Paramount Manufacturing
Snack Alliance, Inc.
Steel Fab
Strongwell
Universal Fibers, Inc.
Major Employers - Non Manufacturing
Boise Cascade Office Products Inc.
Dutt & Wagner of Virginia, Inc.

*Virginia Economic Development Partnership (VEDP)

Healthcare Facilities

Johnston Memorial Hospital (JMH), located just outside of Abingdon, is a member of the Mountain States Health Alliance which provides the region's largest healthcare system. JMH is a new not-for-profit facility with a patient capacity of 154 beds and offers a full array of services. It is recognized as the first "green" hospital in Southwest Virginia. Located a short distance away in Bristol, the Wellmont Health System supports the Bristol Regional Medical Center, a comprehensive regional medical center with 337 beds and 24-hour emergency care. The facility is a complete general hospital with modern surgical, laboratory and clinical facilities and is a teaching hospital associated with Tennessee State University. Memorial Hall, located in Bristol, provides extended care for 80 residents and additional nursing accommodations are available in the area.



Education

Washington County provides an excellent public school system and is recognized for the high quality of students it produces on a frequent basis. A seven person elected school board oversees the County's public education needs with each member being elected to serve four-year terms. The school system employees 669 professional staff with an additional 355 support staff in seven elementary schools, four middle schools and four high schools. Two vocational schools are also provided for high school students, the Washington County Technical School and William N. Neff Center for Science and Technology and the Washington County Adult Skill Center provides educational opportunities for adults. All Washington County schools have achieved state accreditation and Southern Association of Schools and Colleges (SACS) accreditation.

Residents enjoy access to several avenues of higher education in the County. Emory and Henry College, Virginia Highlands Community College and Virginia Intermont College provide a wide range of educational offerings and special courses. In 1991, the Southwest Virginia Higher Education Center (SWVHEC) located in Abingdon was established to strengthen the economy of southwest Virginia through education and training of the workforce, both current and future. The SWVHEC provides undergraduate and graduate degree programs and professional development courses utilizing a unique partnership with ten colleges and universities. The SWVHEC promotes regional economic development through its conference facility, business support services, and technology applications.

Libraries

Residents in Washington County have access to five public libraries which provide multiple outreach programs designed to deliver library services to those with disabilities and special service needs such as assisted living facilities, childcare and those who are homebound. The main library is located in Abingdon with additional facilities strategically located throughout the County in Damascus, Glade Springs, Hayters Gap and Mendota. The County's library facilities offer citizens free access to the internet and a wide range of e-books, books, DVDs, videos, audio tapes and magazines. Each facility offers special library programs scheduled throughout the year for children and adults and maintains a number of Special Collections, reflecting the unique cultural and historical character of the community.



Recreation and Culture

Washington County is the center of recreational diversity in Southwest Virginia. The County offers many outdoor activities including camping, hiking, hunting, and fishing in the southern regions of the

Jefferson National Forest, Clinch Mountain Wildlife Management Area, and nearby Mount Rogers National Recreation Area. Many scenic and challenging hiking and biking trails crisscross the County. The presence of high mountain streams and South Holston Lake offer excellent canoeing, kayaking, pleasure boating, and trout and bass fishing. The close proximity to the Bristol Motor Speedway offers the best of NASCAR. The regional sports complex accommodates all levels of field sport competition.



Governance and Services

The Board of Supervisors is the governing body of Washington County, composed of seven Supervisors, each elected from the County's seven election districts for four year terms which may be successive. The Board of Supervisors meets twice a month in regular sessions and oversees County government's related operations, enacts ordinances, establishes policies, sets the tax rates, and approves the budget in accordance with the desires of the residents and applicable State and Federal laws. The Board has adopted a vision statement to help guide the County into the future.

A summarized version of the County's Vision is as follows:

“Washington County distinguishes itself as the fastest growing, most progressive County in Southwest Virginia. While always looking to the future, we value the preservation of our heritage and character and foster and support all the things that make us special as a people. We want newcomers and natives alike to value and appreciate what makes us unique in character and to actively work to preserve our traditions and customs. We have varied opportunities for past-time pursuits, employment, outdoor recreation, and choices in residential living. We maintain and promote an effective mix of vocations to provide diversity in our employment base. Of paramount importance is the protection of our natural beauty: our farmlands and mountains,

breathtaking and serene rural landscapes and moderate seasonal climate. We place special emphasis on culture and education, and work diligently to distinguish the County as a regional destination for recreation, cultural heritage, shopping, and as a hub of governmental activity and professional services. We take great pride in our reputation as a role model for all counties in Southwest Virginia and throughout the Commonwealth.

For the purpose of keeping our citizens informed, involved, and believing in what we are doing, the Board of Supervisors has articulated this Vision for Washington County which will be achieved through a focus on the following outcomes:

- **Land Use:** Rural, residential, retail, and industrial endeavors prosper throughout Washington County in a mutually respectful and non-invasive fashion.
- **Recreation:** Washington County is a premier leisure and adventure destination.
- **Arts, Culture & History:** Washington County is the champion of cultural heritage preservation and awareness.
- **Economic Development:** Washington County is the industrial, commercial, medical, and government service center for all of Southwest Virginia.
- **Infrastructure & Facilities:** Washington County citizens enjoy superior public water and sewer service, roads, and government facilities that create an enviable quality of life.
- **Education:** A diverse spectrum of educational resources complements our cultural and historic setting and creates a strong foundation for lifelong learning in Washington County.
- **Regional Cooperation:** Cooperation is the key to success, finding power in numbers through regional cooperation and standing together with our sister towns, cities, and counties.
- **Government:** Information, professionalism, accessibility and involvement ensure that we have efficient, effective, and fair governance.”

The fiscal year 2012-2013 adopted budget for all County funds (including schools) is approximately \$123.3 million, reflecting a slight increase (\$5.3 million) of total expenditures over the previous years adopted budget. The real estate tax rate for the County is \$0.63 per \$100 assessed fair market value and the personal property rate is \$1.55 per \$100 valuation. Washington County has maintained its A1 and A+ ratings assigned to all issues from the rating agencies Moodys and Standard & Poor’s.

Fitch Ratings indicated the County is economically stable as recently as December 2012.

The approved budget provides funding for 63 full and 18 part-time staff (not including public school employees) who provide a comprehensive range of well-developed and customer friendly services for the community including general government, community development, education, health and welfare, information technology, judicial administration, parks and recreation, public safety, public works and waste management.

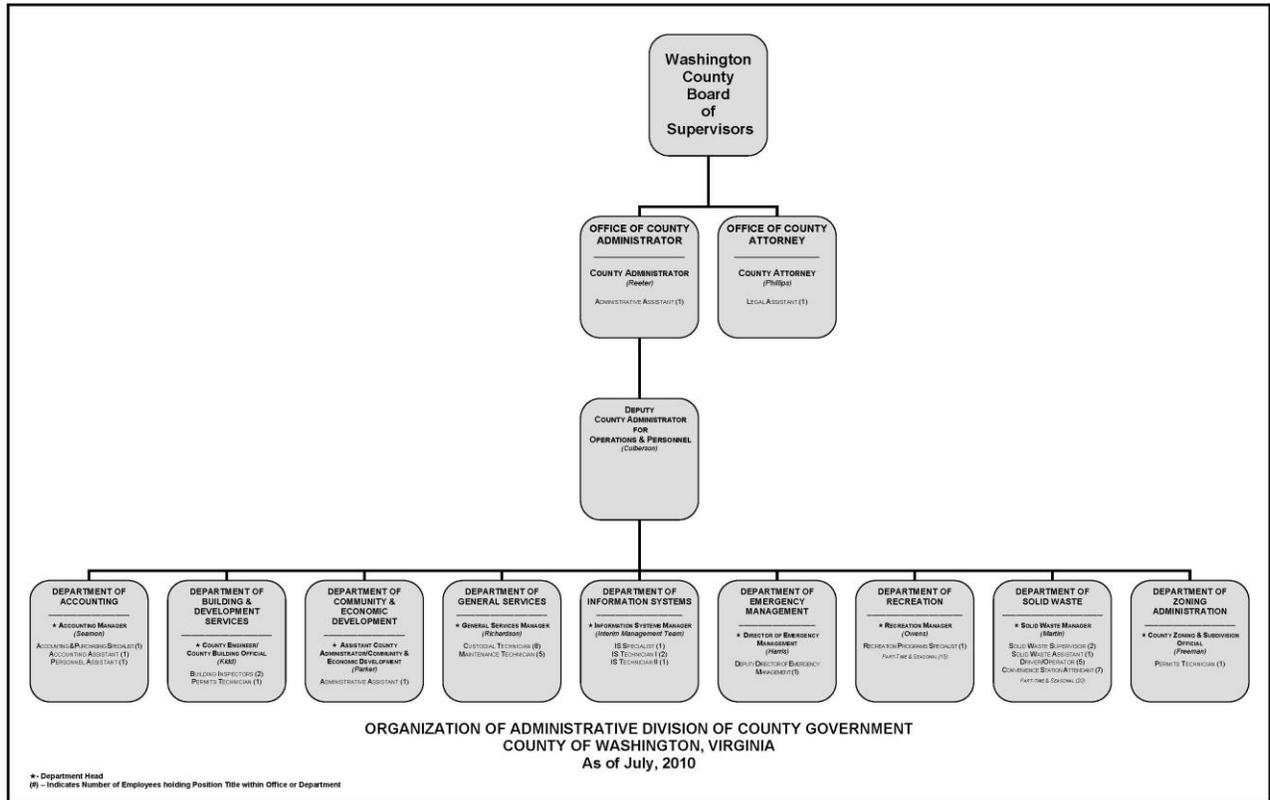


The Position of County Administrator

The chief administrative officer of Washington County government, the County Administrator, is appointed by and serves at the pleasure of the County Board of Supervisors. The County Administrator is responsible for direction of the administrative departments of County government created by the Board. The County Administrator keeps the Board of Supervisors advised as to the financial condition of Washington County and periodically submits reports concerning the administrative affairs of the County government. The County Administrator is also responsible for the implementation of the policies of the Board of Supervisors, the preparation of the County Operating Budget, is heavily involved in economic development activities and acts as the County’s chief personnel officer as well as serving as zoning and subdivision administrator and purchasing agent for the County.

To learn more about the County please visit its web site <http://www.washcova.com/>

Washington County, Virginia Organizational Structure



WASHINGTON COUNTY, VIRGINIA

County Administrator

Education and Experience

A bachelor's degree, or equivalent experience, in business or public administration, city management, planning, political science, personnel administration or related field is required, with a master's degree in a similar academic area encouraged. Experience as an Executive/Administrator in a comparably sized community or organization with a wide range of knowledge and duties in operations and management desired. Past experience should demonstrate high levels of performance in areas that include finance and budget, economic development, working with regional partnerships and maintaining positive lines of communication at all levels.

Skills and Past Performance

Administrative ability. Must have demonstrated a high level of ability in working cooperatively with his or her current governing body, a variety of staff, Constitutional Officers, independent Boards and Commissions and city and town governments in a rural, but developing community. Must be able to analyze administrative processes and provide recommendations with an eye to the future to maintain and improve efficient and highly responsive operations for all County government functions. Superior written and oral communications and negotiating skills are essential, including the ability to develop alternatives for solving identified problems and issues while making difficult recommendations and decisions to the Board in a timely fashion.

Board and intragovernmental relations. Ability, interest and willingness to take time to work with Board members, citizens, other elected officials and appointed advisory body members so that they may be well informed and understand technical processes. Should be willing to provide an acceptable level of detail and adequately inform the entire Board, equally, on a regular basis, so that there are no surprises. Must be willing to challenge the Board and County staff with new ideas and be able to accept constructive criticism and implement needed changes. The successful candidate must be able to present various sides of an issue that affect the County to all parties in a clear, concise, tactful and unbiased manner. The individual should be able to participate in development of sound County policies and directives, as directed by the Board, interpret existing County policies and carry out the intentions and directions of the Board of Supervisors with energy and enthusiasm within reasonable timelines.

Budget and finance. Should have significant knowledge and experience in successfully managing a county, city, town, agency or corporate budget of comparable size and complexity in a challenging economic environment. Must understand the various methods of maximizing resources, financing options and ensuring a wise use of limited public resources. Must understand basic governmental accounting practices and the need for, and the value of, long range financial planning.

Human resource management. Must demonstrate a personality that can communicate the governing body's goals, needs and directives to County employees and other external customers. Must be engaged with and able to lead and motivate County employees to work as a team under his/her direction to a level of high performance and demonstrate fairness in dealing with staff. Should have demonstrated a commitment to selecting high quality staff and challenging employees to improve governmental processes while actively measuring employee accountability. Must demonstrate a commitment to building training opportunities to maintain and improve employee and organizational efficiency and performance.

Community relations. Candidate must be customer service oriented, visible, actively engaged in public discussions, and have the ability to understand the diverse and changing needs of various community and private

sector groups in the County. Candidate should be able to present a confident image of county government to the community at large.

Intergovernmental relations. Must be able to relate to, maintain and expand existing relationships with other local governments, regional organizations, the County's school division and state and federal agencies in a manner which is positive and beneficial to the County.

Professional Skills and Management Style

- Ability to maintain and build upon positive relations with members of the Board of Supervisors, Constitutional Officers, the School Board and School Superintendent, citizens, public safety providers, community groups, department heads, local and regional authorities and the towns and cities located in or adjacent to Washington County
- Trusted individual, who accepts direction from the Board of Supervisors and is able to implement complex policies in a timely manner
- Results oriented and transparent in all dealings
- Ability to analyze large amounts of complex information and develop reasonable, practical and innovative solutions to identified internal and external problems and management issues
- Open to new ideas with the ability to provide alternative solutions and options, making recommendations with confidence and the courage to do what is right, even in the face of adversity
- Team builder who serves as a mentor and coach to staff and is willing to empower them in the decision making process while monitoring their growth and progress
- Fair in approach to decision making, when called upon, yet firm in application of policies, rules and laws
- Excellent communication skills with the ability to communicate with a wide range of individuals
- Flexible, can adjust to direction, and changes in direction from the elected leadership

Personal Traits

- High moral standards, with a high degree of integrity, ethical, honest, open and candid with the ability to maintain confidentiality when in the best interest of the County
- A good listener who is analytical, seeking all the facts on a given issue, before making a decision, with good common sense
- A quiet leader who leads by example
- Loyal to the County in all dealings and able to act in the best interest of the County at all times without concern for their personal interest
- Self-starter, innovative and hard-working
- Inclusive in the decision making process with a 'can do' attitude
- Mature and self- confident; comfortable 'with who they are' and slow to anger with a good sense of humor
- Civil, compassionate and patient in dealing with others
- Tactful, discrete, diplomatic and apolitical
- Creative and open minded to new ideas

- Service oriented
- Accessible, highly responsive, team and service oriented
- Humble; willing to give credit to others for joint accomplishments

Issues/Challenges

- Carefully assessing the status of the County’s budget, current and long-term, and the methods of financing operations and capital projects while maintaining the County’s current financial position.
- Working with the Board of Supervisors and the Public Service Authority to develop a more competitive position for cost of provision of public utilities for prospective residential, commercial and industrial development as the County works to broaden its tax base and provide employment opportunities for citizens.
- Development of a process which provides more careful evaluation of major economic development proposals requesting significant County investment to determine if an adequate rate of return exists for potential County investment.
- Assisting in the development and implementation of planned industrial park improvements as well as other related economic development related projects such as expansion of Virginia Highlands Airport, throughout the County, working with and maintaining existing business and industry and proactively building and expanding economic development opportunities in a targeted manner.

Compensation and Benefits

The salary for the position is negotiable within a range of \$100,000 to \$130,000, based upon candidate’s qualifications and experience. Benefits include, but are not limited to, participation in the Virginia Retirement System, vacation and sick leave, group life insurance, medical insurance, professional dues and conference expenses. Moving and relocation expenses may be negotiated with the County. County residency is required within a reasonable time of appointment to the position.

Application and Selection Process

Résumés received by May 19, 2013 will receive priority consideration. Following the filing date, résumés will be screened by Springsted Incorporated based on the criteria established by Washington County. After a process, which will include interviews and reference checks for those candidates who are determined to be best suited for the position, a group of finalists will be presented to the Board of Supervisors for their consideration. Finalists should be interviewed in Washington County during the month of June 2013.

To be considered, please submit a letter of interest, detailed résumé outlining career accomplishments including salary history and a minimum of five (5) professional references to:

John A. Anzivino
Springsted Incorporated
1564 East Parham Road
Richmond, VA 23228
(804) 726-9750
Fax: (804) 726-9752
E-Mail: richmond@springsted.com

Washington County is an Equal Opportunity Employer.