

ARLINGTON COUNTY, VIRGINIA



is Recruiting for the Position of *County Manager*

This is an open recruitment, but preference will be given to applications received before September 25th.

Send all application materials to:

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SPRINGSTED INCORPORATED

COUNTY PROFILE

Arlington County, Virginia

The Community

Arlington is an urban county of 25.8 square miles located directly across the Potomac River from Washington DC. No incorporated towns or cities lie within Arlington's boundaries. Originally part of the area surveyed for the nation's capital, the portion on the west bank of the Potomac River was returned to the Commonwealth of Virginia by the U.S. Congress in 1846. This area was known as Alexandria City and Alexandria County until 1920 when the county portion was renamed Arlington County. Arlington had an estimated population of 209,300 on January 1, 2009, reflecting a 10.5% increase since 2000. It is among the most densely populated jurisdictions in the country with a population density of 8,112 persons per square mile. Arlington's population is highly diverse, racially, ethnically and culturally. In 2007, approximately 35% of Arlington's residents were Hispanic/Latino, African- American, Asian or multi-racial. In 2007, almost 26% of Arlington's residents had been born outside the United States and over one-third of Arlington County residents speak a language other than English at home.



Arlington County has an excellent school system with a wide variety of programs offered to its 20,000 students. The school system operates 22 Elementary, 6 Middle and 4 High Schools and 4 other Educational Facilities. Arlington County public school children speak 95 languages and hail from 128 countries. About 90.1% of all graduating high school seniors in Arlington County go on to attend college. Arlington residents are among the most highly educated in the nation. In 2007, about 68% of adults age 25 and older had a bachelor's degree or higher and slightly over 38% had a graduate or professional

degree. In addition, County funding for Arlington's school system is provided by direct county appropriation, although an elected School Board is responsible for all management issues related to pre-K- 12 education. Currently, the two elected Boards have agreed to a revenue sharing arrangement that is reviewed annually. The County enjoys a long history of productive collaboration between the elected Boards, the County Manager and the School Superintendent. It is a high-priority in Arlington, that the Manager develop a close partnership with the School Superintendent.

Although perhaps best known to visitors as the home of the Pentagon and Arlington National Cemetery, Arlington boasts high quality residential neighborhoods with neighborhood residents actively involved in the community. Arlington has 63



registered civic and citizen associations, dozens of commissions, and over 100 community service organizations. There are almost 200 public parks and playgrounds, 86 miles of biking/jogging trails, 14 community centers, nine live stage theaters and eight libraries in Arlington for residents and visitors to enjoy. Arlington also boasts 588 restaurants.



Arlington's central location in the Washington DC metropolitan area, its ease of access by car and public transportation and its highly skilled labor force have attracted an increasingly varied residential and commercial mix. Arlington has focused high-density commercial and residential development around Metrorail stations in the Rosslyn-Ballston and Jefferson Davis Metro Corridors, while maintaining lower density residential neighborhoods in the rest of the County. Eleven of the thirty-three stations for D.C.'s Metro Subway system are located in Arlington further indicating the County's commitment to 'smart growth' principles.

Arlington had an estimated 206,800 jobs as of January 1, 2009. The federal government is the largest single employer in the County. Arlington's top 5 private employers are Virginia Hospital Center, Corporate Executive Board, US Airways, Lockheed Martin Corporation, and Marriott International. In June 2009, Arlington's unemployment rate was 4.7%. Arlington has more private office space than downtown Boston, Los Angeles, Dallas, and Denver. At the close of 2008, 631,996 square feet of office space was completed and approximately 389,029 square feet of office space was still under construction. The office vacancy rate in the 4th quarter 2008 was 9.8%, but the vacancy rates in some office markets, including Ballston, Rosslyn, and Virginia Square were lower. Arlington's tax base is divided between 46% commercial and 54% residential properties, enabling the County to maintain a competitive property tax rate in the Washington DC region. In 2009, the tax rate is \$0.865 per \$100 of assessed value.

Arlington County Government

The Arlington County Board and its Commitment to the County's Citizens

All legislative powers of Arlington County are vested in the five members of the Arlington County Board, elected at large from the County for four-year terms. One member is elected in each of three successive years, and in the fourth year two members are elected. The County Board sets all major County policies and makes all local legislative decisions. The Board also appoints advisory groups. The County Board thoroughly reviews the annual budget proposals submitted by the County Manager and the School Board, determines rates of



taxation, and appropriates funds for County programs. Regular County Board meetings are held on a schedule that includes approximately 11 Saturdays a year. Agendas of coming meetings are available on the Monday prior to a Saturday meeting, from the County Manager's Office and advertised publicly



through a variety of sources. Arlington is an engaged community and approximately 50 citizen advisory groups -- commissions, task forces and ad hoc committees -- assist the County Board by studying specialized areas of interest and making recommendations for County Board action. These range from the Planning Commission to the Commission on Aging, from the Human Rights Commission to the Parks and Recreation Commission. Members are appointed by the County Board, and most advisory groups hold public meetings monthly.

Civic engagement is a strong value in Arlington County. The County government continually creates effective venues for all citizens, with a special emphasis on those who are traditionally under-represented in civic processes, to become involved. This commitment to inclusive civic engagement ensures that social equity is built into the development of public priorities and policies.

Over the years, Arlington has received many national recognitions for its forward-thinking policies and practices. Since the 1930's the community has viewed itself as a learning organization, one that strives to constantly improve for the benefit of all its citizens. That culture is infused throughout the County's workforce and among Arlington's citizens. The County Board is seeking a proactive individual with the vision and creativity to use the County's many assets and, in collaboration with all stakeholders, to take the County's vision to the next level – even as the County faces significant economic challenges. The County's vision follows:

“Arlington will be a diverse and inclusive world-class urban community with secure, attractive residential and commercial neighborhoods where people unite to form a caring, learning, participating, sustainable community in which each person is important.”

Other Local Elected Officials Serving Arlington County

Several other County officials are elected by the voters. They include the Clerk of the Circuit Court, Commonwealth's Attorney, Commissioner of the Revenue, Sheriff, and Treasurer. In addition to the County Board, there is an elected Sheriff, Treasurer, Commissioner of Revenue, Clerk to the Circuit Court, and Commonwealth Attorney. These officials or offices do not have taxing authority. Therefore, the respective budgets for these offices must compete with other County funding needs and be included in the consolidated budget for the County. The Manager is expected to develop and maintain collaborative partnerships with all elected officials. In addition, for the first time since the early 1950s, Arlington voters now elect the members of the five-person School Board. The first election took place in November, 1994, and elected members were phased in over a four-year period. Members are elected at-large.

The County Manager

The County Manager serves as the chief executive officer of the County, managing a full array of urban services that would typically be provided by both a city and a county. The Manager has exclusive authority over



personnel administration, including selection, evaluation, and retention of senior executive staff, except for the Clerk to the County Board and the County Attorney. The Manager also serves as director of emergency services. As CEO, the Manager ensures that the entire community is served effectively and



efficiently by providing direct management and oversight to 12 departments: police, fire, emergency management, environmental services, health and human services, parks and recreation, libraries, economic development, community planning, housing & development, finance, human resources, and technology.

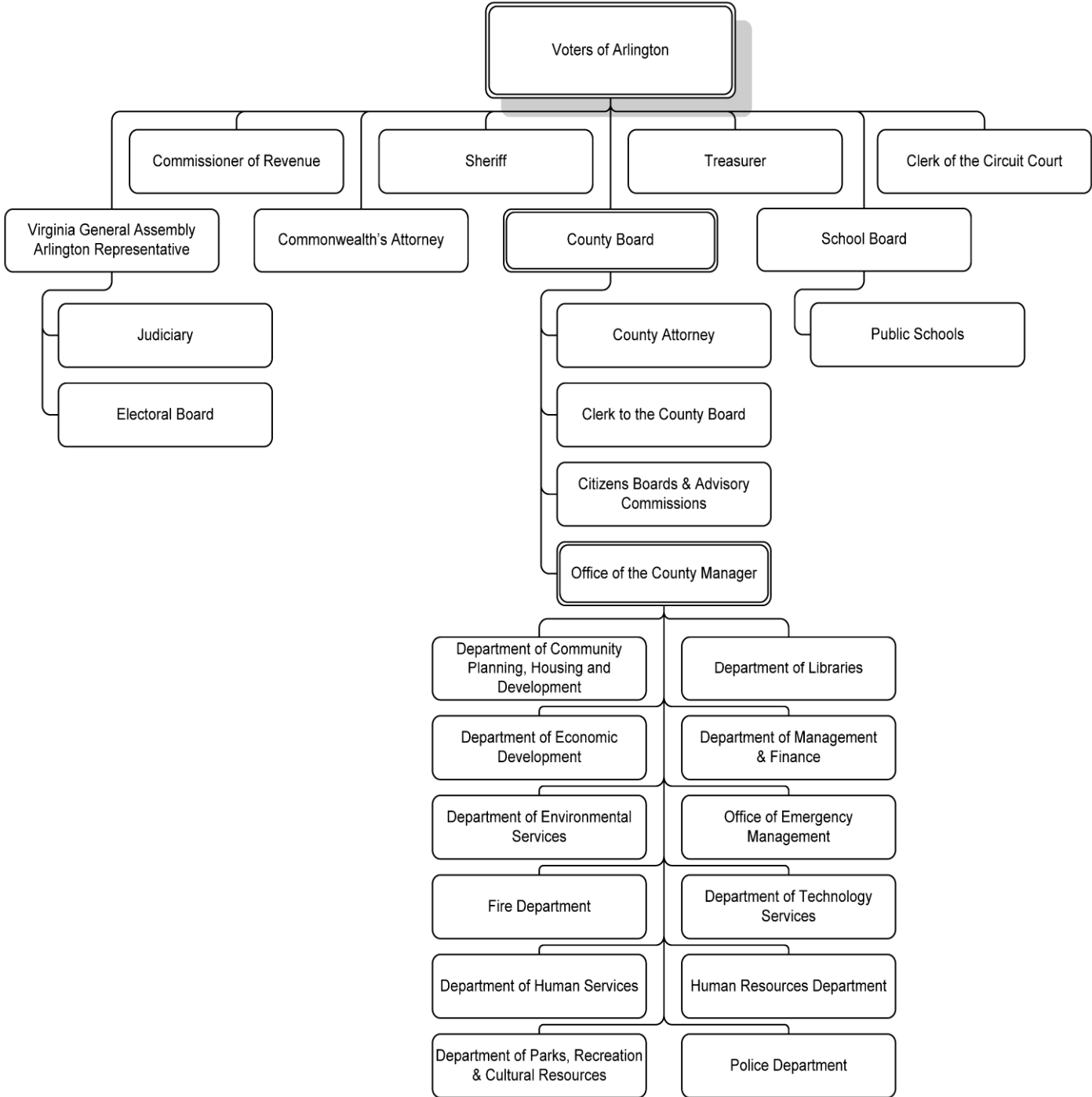
Arlington has a total budget of over \$1 billion and 3,400 employees. Arlington's bonds have long been rated triple-A by all three rating agencies. Arlington has an 87% resident satisfaction rating for quality of county services.

Key Issues the New County Manager Will Face

Arlington, like other urban counties, faces a wide range of issues that a new County Manager will need to address. The following are a sampling of issues as identified by the Board and are presented in no order of priority and should not be viewed as all inclusive. The key issues include:

1. **Growth Management and Development Issues.** Arlington County has developed a strong foundation for community based planning over the years focusing on its urban growth corridors and employing 'smart growth' strategies. As Arlington continues to grow issues related to sustainability of the County and its affordable housing, transportation, environmental, economic and financial resources need to be further explored and addressed to ensure the continued vitality of the County as the Board continues to reach toward realization of the County's established vision.
2. **Finance and Budget.** Like most other localities throughout the nation Arlington County is challenged by the current economic environment and the limited opportunities for revenue expansion coupled with declining support from the state and federal government. At the same time the service needs of the County remain constant and attention to employee compensation, non-profit organizations and capital needs are growing. Managing the budget, maintaining its AAA credit rating and identifying creative ways to maintain, improve and provide services will be a key challenge in the County for the Board, County Manager, staff and citizens to address in the immediate future.
3. **Maintenance of Strong Community Relationships.** Arlington County continues to grow and change, embracing diversity in race, culture, language and gender. Over the years the County has developed strong relationships with its citizens and the wide variety of organizations, public and private, which serve various constituencies. As the community continues to change ongoing recognition of how it is changing and the challenges which come with change will require continuous attention to maintain Arlington's position as a leader in community building and diversity.

ORGANIZATION OF ARLINGTON COUNTY GOVERNMENT



Key Criteria for the County Manager

The Arlington County Board of Supervisors is seeking a highly experienced, well-rounded professional for the position of County Manager. The primary criteria for consideration include demonstrated management success in a comparable or larger organization of similar or greater complexity, interest and desire to serve the needs of a highly diverse community, and the ability to function in a fast-paced, high-demand and collegial environment. The ideal candidate will have a strong public sector management background gained in a complex urban county or municipal organization. Successful candidates should demonstrate a high level of energy and competency and possess exemplary management skills with the ability to successfully operate and exert influence in a highly diverse community with complex internal and external relationships. Competitive candidates are expected to be flexible, responsive to the needs of the entire Arlington County community and organization, and able to manage a wide range of tactical and strategic issues simultaneously. The candidate's background and experience should include exposure to all aspects of managing a racially, ethnically and socially diverse full-service county or city undergoing substantial change and ongoing redevelopment. The successful candidate will also have demonstrated a record of accomplishment in the development and maintenance of a strong customer service focus in the delivery of services. While strong financial and technical competence is needed, the successful candidate should be creative, articulate and focused on implementing the Board's policies and directions for the County. The County Manager should be comfortable working in, and interacting with, a diverse, highly educated and involved community. Key characteristics for the successful candidate include:

Preferred Qualifications

- Ten years' experience as a senior executive in a full-service local government, at least three of which must have been as a Manager or Deputy in an environment comparable to Arlington
- A master's degree in public administration or related field
- ICMA Certified Manager or eligibility to become certified
- Experience in an urban environment, including cultural diversity, smart growth development, affordable housing, fiscal and environmental sustainability and emergency management
- A proven record of personal integrity, fiscal responsibility, and exceptional customer service
- The ability to pass a rigorous background check

Required Leadership Skills

- Integrity
- Motivation and dedication
- Strong verbal communication and public speaking skills, especially the ability to explain complex issues to the public
- Written communication
- Knowledge and mastery of policy issues, especially urban smart growth and sustainability
- Soundness of judgment
- Ability to listen
- Decisiveness, including willingness to make difficult decisions
- Initiative and creativity

Performance Evaluation Objectives Established by the County Board

The following criteria have been established by the Board to guide the County Manager and serve as the basis for periodic evaluations of the Managers performance.

- **Relationship with County Board** -- effective interaction, communication and timely response to requests
- **Policy Execution/Reporting** -- implement Board action, provide accurate and comprehensive reports for Board meetings, and present professional recommendations
- **Citizen, Community, & Regional Relations** -- ensure and enhance customer service; initiate positive relationships with all aspects of the community; promote increased cooperation with other local governments in the area, with the State and federal government; and coordination and collaboration with the school system.
- **Human Resource Administration** -- recruit and retain competent, high-quality personnel; advance the County's vision and values, including the letter and spirit of affirmative action; provide to the Board recommendations on benefits and compensation consistent with an employer of choice philosophy; foster innovation, responsiveness, efficiency, professional development and positive morale among staff.
- **Fiscal Management** -- prepare a balanced budget to ensure the best possible use of available funds to operate the County efficiently and effectively and ensure useful and accurate departmental performance measures; foster economic and fiscal sustainability

In addition, the Board has established the following strategic priorities for the Manager to address in 2009

Arlington Strategic Priorities – 2009 Update

Financial Sustainability

- Ensure the fiscal sustainability of Arlington County government during times of recession
- Maintain a structurally balanced budget, both in implementation of the current budget and the development of future budgets
- Closely monitoring revenues and expenditures, and evaluating and reporting on larger economic trends relevant to Arlington
- Reduce costs through efficiencies and collaboration, especially with Arlington Public Schools, other local governments, and non-profit organizations
- Implement the federal stimulus program (American Recovery and Reinvestment Act) without creating non-sustainable, out-year liabilities
- Make strategic investments in Arlington infrastructure to avoid long-term maintenance problems
- Position Arlington to be strongly competitive when regional and national economies improve

Planning and Development

- Advance strategic transportation improvements following the Board adopted transportation plan through the use of multiple funding streams to ensure the long-term functioning of Arlington's transit-oriented development
- Advance strategic planning processes to provide appropriate vision and clear guidance for future development in key areas of the County
- Monitor development activities and facilitate acceleration of approved site plans in Arlington
- Advance partnerships as may be feasible

Social Justice

- Promote social justice by providing a safety-net support system for those most vulnerable in Arlington, focused on helping people secure and/or maintain their housing, get/keep employment, integrate fully into the community and reinforce the dignity of all people
- Work closely with non-profit partners to ensure their long-term viability and the capacity to meet critical safety net needs in the community
- Monitor indicators of individual economic stress and demands for safety net programs; present alternatives to meet identified, critical needs
- Actively promote volunteerism and other forms of community involvement to leverage County resources and engage the community in a shared approach to problem solving

Environmental Sustainability

- Advance environmental sustainability through the continued implementation of Fresh AIRE (Arlington Initiative to Reduce Emissions), transit-oriented development, recycling, and conservation of natural resources
- Achieve carbon reduction goals of the County government
- Develop a community-wide climate action plan
- Use federal stimulus funds to initiate high priority projects for which local funds are not available
- Enhance recycling in residential and commercial communities

Organizational Development

- Maintain Arlington as a community of choice through the competent, consumer-oriented delivery of a balanced array of community services expected of a world-class urban community. Such services include public safety, utility, educational, recreational, cultural, and regulatory activities
- Re-affirm County/School Collaboration Policies and develop work plan for implementation
- Maintain Arlington as an employer of choice through the preservation of jobs, employee engagement, and with competitive and sustainable compensation
- Continue Arlington's comprehensive communications capabilities to convey important County information and transparent government

Emergency Management

- Ensure the continuity of government during the leadership transition
- Develop contingency plans for H1N1 pandemic
- Reinforce mutual aid relationships in Northern Virginia, the National Capital Region, and Commonwealth of Virginia

Compensation and Benefits

The salary for the position is in the \$200,000's; negotiable dependent upon the candidates qualifications and experience. The County offers a comprehensive package of benefits and the Board will negotiate an employment agreement and relocation assistance with the selected candidate. Residency within the County is required within a negotiated timeframe.

To learn more about Arlington County, its departments and the County please visit: www.arlingtonva.us

Application and Selection Process

This is an open recruitment, but preference will be given to applications received before September 25th. To be considered, please submit a letter of interest, complete resume, salary history and five work related and personal references to:

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Following the filing date, resumes will be reviewed by Springsted Incorporated based on the criteria established by the Arlington Board. After a process which will include interviews and detailed background checks for those candidates who are determined to be best suited for the position, a group of finalists will be presented to the members of the Arlington County for their consideration. It is anticipated that the finalists will be interviewed in Arlington County during the month of October, 2009 with a preferred start date of January 1, 2010, or earlier.

Arlington County, Virginia is an Equal Opportunity Employer and values diversity at all levels of the County's governmental structure.