



# Opportunity Profile

**Director, Department of Economic  
Development and Tourism**



MAY, 2016

# Opportunity Profile

## Director, Department of Economic Development and Tourism

### Stafford County Department of Economic Development and Tourism

#### The Mission

Guide and direct both a comprehensive program to attract, retain and expand high quality businesses and the County's Tourism Program.

#### Economic Development Program

- Work with the Board of Supervisors, Economic Development Authority, and the County's Leadership Team to execute the Board's Economic Development Strategic Plan.
- Retain, expand, and support existing businesses in Stafford.
- Attract new businesses, jobs and capital investment to the local Stafford economy.
- Promote increased commercial/industrial development, taxable sales and tourism opportunities.
- Monitor state and federal government regulations impacting area businesses and notify the Board/County Administration accordingly.
- Provide a leadership role with the Economic Development Authority.
- Assume a supporting leadership role in the attraction of companies and small business entrepreneurs to the Stafford Technology and Research Center.
- Advocacy for the expansion of academic services to meet area employer needs and promote research opportunities.

#### Redevelopment Program

- Continue to implement the recommendations of the Master Redevelopment Plan adopted by the Board.
- Continuously evaluate the local business climate and Stafford's competitive position, recommending changes to the Board/County Administration as necessary.

#### Tourism Program

- Increase lodging revenue by working with hotel properties to increase knowledge of area attractions to encourage longer hotel stays.
- Increase taxable hospitality-related sales in Stafford.
- Increase visitation to all Stafford attractions through marketing analysis, brochure design assistance and idea generation.



1300 Courthouse Road  
P.O. Box 339, 22555-0339  
Stafford, VA 22554  
<http://staffordcountyva.gov/>

#### **APPLICATION PROCESS**

A complete resume with references should be sent to Jorgenson Consulting, Inc. at [StaffordVA@jci-inc.net](mailto:StaffordVA@jci-inc.net)  
[www.jci-inc.net](http://www.jci-inc.net)

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### Target industry markets

Stafford County's strategic location and highly educated workforce support the following industry targets:

- Cyber Security
- Data Warehousing and Fiber Networking
- Upscale Retail
- Finance, Insurance, and Real Estate
- Health and Life Sciences
- Information and Communications
- Manufacturing
- Public Administration
- Business Services
- Sports and Heritage Tourism

### Department Profile

Operating budgets:

- Economic Development - \$825,000
- Tourism - \$1,350,000
- Staff - 6



## Director, Department of Economic Development and Tourism

Reporting to the County Administrator, the Director is responsible for planning, directing, managing, and overseeing the activities and operations of the Economic Development and Tourism Department. The position coordinates assigned activities with other County departments and outside agencies and provides administrative support to the County Administrator's office.

### RESPONSIBILITIES

- Lead the economic development and tourism efforts that create jobs and investment prosperity throughout the County.
- Evaluate County's current economic development program and provide leadership and insight to ensure a cohesive strategy that supports the County's mission.
- Direct the economic development efforts aimed at attracting new businesses, marketing to key industry sectors, retaining and strengthening existing businesses.
- Effectively communicate the County's economic development message and strategy to stakeholders inside and outside the County.
- Oversee a marketing and business/industrial analysis program that enhances the County's efforts to attract investment, businesses and jobs.
- Continue to increase visitation and taxable hospitality-related sales in Stafford County.
- Advise Board of Supervisors, as appropriate, of prospects, plans and projects associated with economic development and tourism activities.
- Enhance the County's branding efforts.
- Serve on the County's Leadership Team and work in a collaborative manner with all County departments to maintain the highest level of client service.

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- Establish a collaborative approach that includes specific focus on regional economic development efforts that forges a strong working relationships between the County, the Fredericksburg Regional Alliance and the Virginia Economic Development Partnership (VEDP).
- Provide staff support to the Stafford County Economic Development Authority.
- Present oral and written reports to Board of Supervisors and other interested parties/groups.
- Manage professional staff, develop budgets and oversee financial reporting and administrative duties.

### KNOWLEDGE AND EXPERIENCE

- Comprehensive knowledge of principles, practices and techniques, methodologies and strategies for promoting economic growth.
- Demonstrated ability to identify potential opportunities for business location and expansion and to close deals, including knowledge of and experience in applying a wide-range of economic development incentive packages using a Return on Investment model.
- Ability to create partnerships and gain trust through personal relationship with public and private leadership.
- A leader comfortable working with performance measures; who knows how to set goals and objectives, plan and track multiple projects and interpret data.
- Leadership skills sufficient to gain the trust and confidence of all stakeholders of the County; must be comfortable interacting with all levels of government, business and education.
- Political savvy: an understanding of the dynamics of working with business and political leadership.
- Ability to plan, organize and provide professional and management leadership to staff to achieve goals and objectives; ability to manage, direct and evaluate the work of subordinates, including holding staff accountable to department goals.
- Computer literacy.

### SELECTION PROCESS

Candidates for this position will be evaluated by Jorgenson Consulting. The most qualified individuals will be invited to participate in the next phase of the selection process. For consideration, please submit letter of interest and résumé.

### EDUCATION AND EXPERIENCE

Bachelor's Degree from an accredited college or university is required; Seven or more years of high visibility executive leadership capacity in an economic development organization or equivalent experience with a public or public/private organization

A Master's Degree and professional certification (CEcD) designation is desirable.

### COMPENSATION

Salary will be competitive and commensurate with experience and qualifications.

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### REFERENCES AND BACKGROUND INFORMATION

It is the County's policy to complete an extensive background and reference check of candidates. Once strong mutual interest has been established, candidates are asked to provide a list of references that should include, but not be limited to, a supervisor, a peer, a development client and a subordinate, as applicable. Candidates will be asked to sign an authorization to release Information for the purpose of background investigation, which may include verification of education, credit check, criminal and driving records. Should an offer be extended prior to the completion of these checks, the offer will be made contingent on the successful completion of the reference and background checks.

## Stafford County, VA

Stafford County (pop. 137,000) is one of Virginia's fastest growing counties and is situated just 25 miles south of the Washington, DC Beltway and 50 miles north of Richmond. The County offers a pro-business climate, with quality of life amenities like beautiful parks, award-winning law enforcement, championship golf courses, and nationally ranked schools.

Additional offerings include:

- Diverse and highly educated labor pool
- Excellent school systems
- Low Tax rates
- Competitive Housing Opportunities

Stafford offers:

- A pro-business environment
- Diverse recreational attractions
- Home to national and international companies that include; Geico, Intuit, SAIC, General Dynamics, ManTech, Hilldrup, Greencore
- Among the fastest-growing independent counties in Virginia
- # 1 in job creation (per capita 2009 - 2014)

Stafford is home to hundreds of defense contractors, IT, cyber and homeland security firms as well as the DEA, FBI Crime Lab and Marine Corps Base Quantico. Stafford also is home to a highly educated workforce and a supportive business environment with no BPOL, M&T, Boat or Aircraft Tax.

### INFRASTRUCTURE

Stafford County is located along Interstate 95, providing accessibility to major markets and more than two-thirds of the U.S population within a day's drive. With US Route 1 providing a parallel and alternate route, north-south travel couldn't be more convenient. With its central location between Virginia's capital in Richmond and the nation's capital, major national and international airports are also as close as 45 minutes away.



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### Highways

Stafford County has nearly 600 miles of state-maintained roadways, including 16 miles along Interstate 95, 46 miles of primary roads, and approximately 550 miles of secondary roads.

- I-95 connects Stafford from north to south with interchanges located at mile markers 148, 143, 140, 136, and 133.
- US Route 17 passes through the southwest portion of Stafford, overlapping briefly with I-95. Both I-66 and I-81 are easily accessed via US-17.
- US Route 1 provides additional north-south highway alternatives, running parallel to I-95.
- Virginia Route 3 offers east-west connections to US Route 301, as well as the Hampton Roads region.

### Airports

Ronald Reagan Washington National Airport (DCA): Accessible via Interstate 95 and just 45 minutes to the north, Ronald Reagan Washington National Airport (DCA) is located in Arlington, VA just across the Potomac River from the Nation's Capital. Reagan National offers non-stop service to destinations within 1,250 miles of Washington, D.C., daily non-stop flights to 74 U.S. cities, and direct service to three Canadian cities on 12 domestic airlines. General aviation services are also available.

Dulles International Airport (IAD): Just 60 minutes to the north via Interstate 95/Interstate 495 (or US-17 to VA-28), Washington Dulles International Airport is located in Chantilly, VA. Dulles offers daily non-stop service to 88 U.S. cities and direct service to 42 foreign cities on 23 international airlines.

Richmond International Airport (RIC): Less than 60 minutes to the south via Interstate 95/Interstate-295, Richmond International Airport offers non-stop flights to major domestic destinations and connective service to points around the globe.

Baltimore-Washington International Airport (BWI-Marshall): Located 90 minutes to the northeast via Interstate 95 (or VA-3 to US-301), Baltimore International serves 40 passenger and cargo airlines. Non-stop commercial flights to 69 domestic and 10 international destinations are offered daily.



### General Aviation

Stafford Regional Airport (RMN): The 550-acre Stafford Regional Airport, adjacent to Interstate 95, is strategically, and conveniently, located within the fourth largest market in the U.S., just minutes from the Nation's capital and other Northern Virginia business centers. Located only 30 miles from the Capital Beltway at Exit 136 off I-95 in Stafford, this general aviation operation serves as a "reliever" airport given its close proximity to Washington metro area facilities. The

Stafford Regional Airport facility includes a 5000-foot by 100-foot instrument runway with full parallel taxiways, Jet-A and Av-Gas fuel storage facilities, and 25 acres of paved aircraft parking aprons. The Stafford Regional facilities can accommodate 75,000 annual operations and 100 based aircraft, including corporate business jets, with gross weights up to 70,000 pounds and wing spans up to 80 feet.

Shannon Airport (EZF): Located about 2 miles southeast of Fredericksburg, and offering a 2999-foot by 100-foot runway, Shannon Airport welcomes private and corporate aircraft.

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### Rail Service

**CSX:** CSX Corporation, together with its subsidiaries based in Jacksonville, FL, is one of the nation's leading transportation suppliers. The company's rail and intermodal businesses provide rail-based transportation services including traditional rail service and the transport of intermodal containers and trailers. TRANSFLO terminals are also located in nearby Fredericksburg, offering the leading service for transloading of bulk commodities between rail cars and trucks in the Eastern U.S. and Canada.

**Virginia Railway Express:** Virginia Railway Express (VRE) is a transportation partnership between the Northern Virginia Transportation Commission (NVTC) and the Potomac and Rappahannock Transportation Commission (PRTC). VRE operates 30 commuter trains each weekday through Virginia providing commuter service to Washington, DC from Stafford's two stations Leeland and Brooke.

**Amtrak:** Twenty-four Amtrak trains offer passenger service available from two nearby stations - Fredericksburg (FBG) and Quantico (QAN). Both of these stations offer multiple daily departures.

**Trucking and Freight Lines:** Stafford businesses are served by more than 30 short and long-haul trucking companies, offering national, regional, and interstate carrier service. Several of these carriers operate terminal facilities in Stafford including Estes Express, Wilson Trucking, Southeastern Freight, Consolidated Freightways and McLane Mid-Atlantic. A FedEx processing center is also located in Stafford County near the Stafford Regional Airport.



### HIGHER EDUCATION

Several educational institutions are located within or in close proximity to Stafford County, including University of Mary Washington (UMW) and Germanna Community College (GCC). These institutions offer a variety of post-secondary education certificates, as well as associate, bachelor, and master degree programs. Many of these institutions help to "feed the pipeline" for area employers, with specialized curriculum and training programs tailored towards meeting the

needs of local industries. In addition, both UMW and Germanna (along with nearby George Mason University) have been key partners in development of the proposed research and technology park initiative currently underway in Stafford County. With courses also being made available at alternative locations, including one of Stafford's premier office parks - Quantico Corporate Center - University of Mary Washington, University of Maryland University College (UMUC) and Germanna Community College have demonstrated their responsiveness and commitment to supporting the local business community and their valued workforce.

Germanna Community College is a two-year public institution of higher education in the Virginia Community College System. Germanna provides high-quality, accessible, and affordable educational and training opportunities that meet the changing needs of the Stafford County community and the surrounding area. The College's Stafford County Center was opened in July 2009 with funding support from the Stafford County Economic Development Authority. The Center is located on Jefferson Davis Highway (US Rt 1) at Aquia Park, and provides a full range of credit courses in addition to Workforce and Community Education. A recent partnership with the County, Germanna, Stafford Schools, and the regional library will begin next year, providing an early college opportunity for high school students to earn their associates degrees.

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The University of Mary Washington is a co-educational, public institution that offers graduate and undergraduate degrees. In addition to its primary location in the heart of historic Fredericksburg, just three miles from Stafford County, UMW has two other campuses - one in Stafford, which caters to working professionals, and another in Dahlgren, which offers graduate science and engineering programs.

Other Nearby Educational Institutions include:

Marine Corps University (MCU): Located within Marine Corps Base Quantico, MCU develops the professional competence of its Marine, joint military service, international, and civilian students. The University focuses on the development of leadership, war-fighting, and staff operations skills of the nation's military forces through resident and non-resident learning programs. MCU programs are available for active duty military personnel.

George Mason University (GMU): George Mason is one of Virginia's largest public universities with its main campus located about 35 miles to the north of Stafford in Fairfax County. With approximately 33,000 students - of which more than 20,000 are enrolled in undergraduate studies - Mason offers more than 100 degree programs in a variety of disciplines. Mason's other campuses include Innovation Technology Park in neighboring Prince William County, where courses focusing on life sciences and applied information technology are widely available.

### HEALTHCARE

In addition to being ranked one of the Virginia's healthiest counties, Stafford offers a wide range of healthcare services.

Stafford Hospital Center - established in 2009, the hospital, part of Mary Washington Healthcare, Inc., is centrally located near the Stafford County Courthouse, and offers a modern medical facility and an array of routine and specialty healthcare services. *U.S. News* ranks Mary Washington #6 Best Hospital in Virginia and 2014 Pulmonary Care Excellence Award, *Health Grades, Inc.*



Other nearby medical services include:

KidMed - After Hours Urgent Care

Childrens Hospital of Richmond at VCU - Stafford Therapy Center

Helping Hands - Pediatric Occupational Therapy

### QUALITY OF LIFE

In Stafford there are plenty of opportunities to enjoy live performances, hand-crafted jewelry, or gallery-worthy paintings. Broadway Musicals come alive at the Riverside Center. Breathtaking canvasses and portraiture can be explored at one of the most notable landmarks Gari Melchers' Home & Studio at Belmont. This 18th century estate is also the studio of famous American impressionist Gari and his wife Corinne. Melchers, was one of several early twentieth century American artists who earned critical praise and painted portraits of the "greats" of his time including Mark Twain and famous giants of industry of his time. The Melchers' home, restored gardens, trails and art studio are located in Stafford.



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The County is investing in sports tourism with the opening last year of Chichester Park, a five diamond field tournament facility along I-95 and Embrey Mill Park, a six-field (including four artificial turf fields) rectangular field tournament complex. Adjacent to Embrey Mill Park is the Jeff Rouse Swim and Sports Center, a 75,000 square foot indoor recreation center including Virginia's 8<sup>th</sup> indoor Olympic size pool.

Stafford's close proximity to the Nation's capital with well-known amenities like the Kennedy Center, Constitution Hall, and the National Gallery, or nearby Richmond with the world-class Virginia Museum of Fine Arts and the beautifully-restored Landmark Theater, arts and culture can easily be part of daily or weekend activities.



Stafford's advantageous location and geography make for a wide range of local recreational choices. Bordered to the east by the Potomac River and to the south by the Rappahannock River, Stafford offers a combined total of 51 miles of shoreline. The rivers and their tributaries provide the perfect setting for water sports, fishing, as well as a scenic boat route to the Chesapeake Bay.

The Rappahannock River is noted for its natural, undeveloped shores and its white water canoeing. Creeks and lakes abound in Stafford County, and many parks offer an escape to observe the wildlife and natural surroundings. One of Stafford's newest additions, Government Island, is a natural park preserve and archaeological site that offers both recreation and history through its trail system and interpretive signs. The Island's 1.5-mile natural hiking trail (footpath) includes a wooden boardwalk over the tidal creeks, along with some mildly rugged terrain for observing aquatic and native plants, as well as birds and other wildlife.