



Apply by June 7, 2013

If you are looking for a rapidly growing, dynamic community with solid Midwestern values of hard work, integrity and friendliness, you have just found the right place.

Ankeny is Iowa's 11th largest city. It is located 13 miles north of the state capital, Des Moines, and 25 miles south of Ames, IA, the home of Iowa State University. Interstates 35 and 80 intersect in Ankeny, making the City an ideal commercial location and an easy commute to the entire United States mid-west region. It is a growing commercial hub that, while near Des Moines, grew independently at first as a coal mining and agriculture center and then later as an industrial center. The City is proud of its independent identity even though many of its residents work outside its boundaries. Polk County is

the third largest insurance center in the world and that industry, as well as the variety of others that the county possesses, provide many opportunities for personal and professional growth.

Ankeny is a vibrant community and nationally recognized as a great place to live and raise a family. While it is not contiguous to any other city, it offers an upscale suburban feel and numerous cultural and recreational activities. It has 39 parks (including two water parks), many trails that are part of a regional 250-mile system and events such as Movies Under the Stars, Summer Sounds and Ankeny Unplugged (a summer concert series). It also has numerous festivals such as SummerFest, All City Play Day, the DMACC Kite Festival and Ankeny Art in the Park. Finally, it is home to the Uptown Farmer's Market. The



community places a priority on education and its schools are excellent both academically and in terms of competitive sports. Housing is reasonably priced, and the community is very safe. Best of all, residents take pride in their community, maintain their properties, are engaged in civic life and are friendly and neighborly. Block parties are a common event and if you need a helping hand, friends and neighbors are there to help.

Ankeny has been routinely recognized for its excellence. Some of its numerous awards include the Playful City USA award from the KaBOOM! Foundation for seven consecutive years, being named as one of the top 100 places to live in the USA by CNN and Money Magazine in 2011, and winning the 2012 3CMA Savvy Award for social media and citizen participation. Furthermore, the greater Des Moines area, of which Ankeny is a significant part, has also been named the top area for young business professionals and the second best area for business by Forbes Magazine in June of 2011.

For the sports fan, Iowa State University with all of its collegiate programs is a short 20-minute drive north to nearby Ames, Iowa. In addition, the Iowa Barnstormers, an Arena League professional football team, and the Iowa Energy, an NBA Developmental League affiliate of the Washington Wizards, Denver Nuggets, New Orleans Hornets, and Chicago Bulls, plays in the Wells Fargo Arena in Des Moines just 20 minutes to the south. The Chicago Cubs have a Triple-A affiliate, the Iowa Cubs, which also plays in Des Moines. For those that prefer to participate, the City has numerous recreational and cultural amenities. Water sports at Saylorville Lake and hiking and biking trails are just minutes away from anywhere in the community. Hunters will enjoy the local deer, turkey and pheasants. The City is a short drive from Des Moines-area destinations such as Blank Park Zoo, the

Science Center of Iowa and downtown events such as the nationally recognized Des Moines Art Festival and farmers market. The Des Moines Performing Arts Center has a variety of widely anticipated events scheduled. Some of these include musical performances by the renowned Blue Man Group and The Tenors, and Broadway Musicals such as the Phantom of the Opera, Wicked, and Rock of Ages. The nearby Iowa Events Center consistently attracts well known musical artists. The Center has concerts currently scheduled for Kenny Chesney, Fleetwood Mac, Justin Bieber, and Taylor Swift within the next 12 months. Finally, the Iowa State Fairgrounds, Des Moines Art Center and Pappajohn Sculpture Park are all within a 30-minute drive.





For the family, Ankeny's school system is one of the best in the Midwest and offers an excellent education. By the 2013-2014 school year, the system will have 15 schools – nine elementary schools, four middle schools, and two new high schools. The Ankeny Community School District, with a total enrollment of roughly 9,000 students, boasts small class sizes and had a graduation rate last year of 96.4%, with most students going on to higher education. Ankeny Christian Academy is a growing private school option for K-12 service to students.

Ankeny's location provides easy access to nationally recognized institutions like Drake University in Des Moines and Iowa State University, a major research university. The main campus of Des Moines Area Community College is located in Ankeny and provides valuable education and training for the area's talented employees. With these resources, Ankeny has developed as not only a premier community to raise children, but also as a place to establish businesses with a highly-skilled workforce and access to university resources.



Housing prices in the area are affordable with options to accommodate any price range or lifestyle. A typical 3 bed/2 bath home between 1,500 to 2,000 square feet is priced from \$150,000 to \$225,000. More upscale living is available for \$300,000 and up. Average property values are slightly lower than the national average which make it an excellent time to buy. The overall cost of living index is below the national average currently sitting at roughly 89.

Ankeny has a variety of retail outlets, making it easy to find the goods and services you want without having to stray too far from home. The Delaware Shopping District offers over 100 stores with a variety of name brand and specialty items. Well-known box retail stores in the District include, Wal-Mart, Kohl's, Target, and others. Historic Uptown Ankeny offers quaint retail spots for antiques, art and more eclectic items.

To conclude, Ankeny is a beautiful city just north of Des Moines that is home to a plethora of attractions. It is a warm and friendly place to live, work, shop, and play - rich with history and full of boundless potential.

## History

The central Iowa area's story is almost as old as recorded history in the Americas. Originally inhabited by a variety of Native American tribes, the area's written records began in 1673 when Father Jacques Marquette and Louis Joliet became the first Europeans to settle in Iowa. In 1803, the area joined the United States as part of the Louisiana Purchase. Westward expansion and settlement began in earnest after the end of the War of 1812 and in 1820 Indian resentment over the settlers' actions caused the start of the Black Hawk War. 14 years later the war ended and by 1840 the white settler population of Iowa had grown to 10,000. In 1842 the Iowa Territory signed a treaty with the Sac and Fox Indian tribes paying about ten cents per acre for their land.

In 1843, Fort Des Moines was constructed and shortly thereafter, a general store and trading post opened. Polk County, named after then President James K. Polk, was established in 1846, and in 1851, Fort Des Moines was incorporated as a city. At the time, land was selling at



\$1.25 per acre, a double log cabin could be erected for \$70 and butter was ten cents per pound.

John Ankeny was born on May 6th, 1824 and moved to central Iowa in 1869. Over the course of his life he developed political leanings that led him to participate in Lincoln's election campaign of 1860 and in 1872, become a city council member for the City of Des Moines. He built the first store and post office in what later became the city of Ankeny.

In the late 1800's a small town began to arise around the amenities that Ankeny built, including railroad tracks, a Methodist Church, a livery stable, a blacksmith shop, a rooming house, a machine shop and a school. The local economy of the time was based on the farming of sorghum to make molasses.

Ankeny incorporated as a town of one square mile in February of 1903. Telephone service quickly followed and electricity was made available for the first time in 1907. In 1908 the Anderson Coal Company began mining coal in the area and many businesses developed in the area based on its production. In the 1930's and 1940's a series of events occurred which changed the face of the town forever. In the 1930's, several fires occurred which almost completely destroyed the local uptown area. Most businesses rebuilt, but growth was slow until 1942, when the federal government built a munitions factory in Ankeny to assist in the war effort. At one time, it employed 19,000 people.

In 1947, John Deere bought the munitions plant and a majority of the land and turned it into a factory to produce corn pickers. That brought a commercial industrial presence to the economy of the area, and



Table I: Climate Data for Ankeny

Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year
Average High °F	30	35	48	63	73	82	84	83	77	64	47	32	60.0
Average Low °F	12	17	28	39	50	60	64	62	53	41	28	15	39.1
Precipitation in Inches	0.7	0.9	2.1	3.5	4.4	5.0	4.4	4.3	3.1	2.7	2.0	1.1	34.1

Source: The Weather Channel

Ankeny's growth, development, and population began to swell.

Over the years, the proximity to Iowa's state capital, as well as the ideal location along two major highways, led to the diversification of Ankeny's economy until it has become an economic power in its own right.

## Climate

Located very near the center of North America and far removed from any major bodies of water, the climate is characterized as humid continental with hot, humid summers and cold snowy winters.

Summers bring average high temperatures in the mid 80's and lows in the mid 60's. The low temperatures in the winter tend to be in the upper teens. The City's heaviest rainfall occurs in the spring and summer (averaging 4.0 inches/month) and the least in the winter months (averaging about 1.2 inches/month). See Table I for climate data.

## Demographics & Growth

Ankeny is a city that has experienced explosive growth in the last several decades bringing with it much opportunity and economic development. See Table II for details.

During the 2000-2010 period, the City accounted for 15% of the total population growth in the entire state of Iowa. The City's population is projected to grow to nearly 60,000 by 2020.

In terms of age, Ankeny is a fairly young city as can be seen from Table III on page 6. Further, its median age of 32.7 is well under the U.S. median of age of 37.2.

The City's population is 94.7% White, 1.2% Black or African American, 2.0% Asian, 2.1% other, with Hispanics representing

2.3% of the population across all races.

The City's residents are relatively well off economically. The unemployment rate as of 2011 was only 5.9%, and many businesses report that employment in the City has either returned to, or now exceeds pre-recession levels. The median household income is approximately \$72,700. That compares well to the state of Iowa (\$50,451) and United States (approximately \$50,000). A full 60% of the households have an income between \$50,000 and \$150,000, and almost another 10% has a household income above \$150,000. Only 4.3%

Table II: Ankeny Population History

Census	Population	% Change
1910	445	---
1920	684	45.5%
1930	632	-2.5%
1940	779	23.3%
1950	1,229	57.8%
1960	2,964	141.2%
1970	9,151	208.7%
1980	15,429	68.6%
1990	18,482	19.8%
2000	27,117	46.7%
2010	45,582	68.1%

Source: Iowa Data Center

Table III: Distribution by Age

Age Group	Percent
0 to 5	8.9%
5 to 15	14.5%
15 to 25	12.9%
25 to 35	17.8%
35 to 45	16.2%
45 to 55	11.8%
55 to 65	9.3%
65 to 75	4.7%
75 to 85	2.9%
85+	1.0%

Median Age	32.7
------------	------

Source: U.S. Census

of the City's population lies below the poverty line.

Educationally, 81% of the population over the age of 25 have a post high school education or training, 14% have an associate's degree, 36% an undergraduate degree and 15% hold a postgraduate or professional degree.

## Commerce

Ankeny has a broad and vibrant economy as indicated in Table IV. Moreover, several bioscience and manufacturing companies are currently expanding their facilities and workforce, adding to the City's already strong commercial base. Since 2010, with a proven Economic Development Plan, the City has attracted over \$100 million of commercial investment, more than 1 million square feet of building expansion and created or retained over 600 local jobs.

The City's Ankeny Regional Airport is the third busiest airport in the state of Iowa and provides

commercial and general aviation services to its customers.

A statistical analysis of the City reveals that 18.0% of its population works in the financial, insurance, and/or real estate industries, 24.1% works in educational, health care, and/or social services fields, and 12.3% work in the retail trade. The remainder of the City's workforce of almost 25,000 is spread across a variety of occupations in other fields.

All in all, Ankeny is home to a robust and diverse economic base that has weathered the effects of the recent economic downturn very well.

## The Government

Ankeny is governed by a Mayor and a five member Council. The Mayor does not vote but can veto Council passed measures. All are elected at large and serve four-year terms. Elections occur in odd numbered years and the next election is this November when the Mayor and two Council seats will be up for election. The current Mayor intends to seek re-election. He had previously served on the City Council for eight years and was appointed last year to complete the term of the prior Mayor who was elected to the Polk County Board of Supervisors. One of the other Council Members may not seek re-election. Over all it is a relatively new council with four members currently serving their

Table IV: Principal Employers

Employer	Employees
John Deere	2,116
Ankeny Community Schools	1,654
Des Moines Area Community College	1,603
Casey's General Stores (Headquarters)	585
Perishable Distributors of Iowa	533
City of Ankeny Government	497
ACH Food Companies, Inc.	475
SYSCO Food Services of Iowa	251
Praxair	157
Accumold	150

Source: City of Ankeny 2012 CAFR



first terms and one in his second term. All are collegial, behave professionally and serve with the common goal of making the community a better place. The staff is a strong, professional and cohesive group committed to public service and the Ankeny community. Overall the community seems pleased with the City's direction and the quality of services it receives. In fact, in the 2012 annual citizen's survey, almost 70% of the residents said they supported the direction the City was taking and 60% reported they felt the value received for their tax dollar was good or excellent. The vast majority feel that Ankeny's image is good or excellent.

The City provides all the services a city typically does: Community and Economic Development, Fire, Library Services, Parks (including a golf course and two water parks), Police, Public Works, Recreation and Utilities (water, sewer and stormwater). The airport is operated by the Polk County Aviation Authority. Service levels and expectations are high. For example, at the library over 10,000 children participate in the summer reading program and 200 children participate each day in the pre-school reading program.

Unlike many local governments, the City's taxable valuation has continued to grow even during the recent recession and now totals \$2.2 billion. The City's total expenditure budget for FY 2013-2014 is projected to be \$105,169,645 which is down from \$127,322,380 in FY 2008-2009.

While the City has 207.75 fulltime equivalent employees, the number can grow to 600 during the summer with the various programs the City adds. The largest departments are: Police with 61.50 FTEs, Fire with 27.00 FTEs, Municipal Utilities with 26.50, Public Works with 25.00, Parks and Recreation with 20.00 and Planning and Building with 17.25. Every other department and function has less than 10 employees. The City has three bargaining units: Police, Fire and American Federation of State, County and Municipal Employees (AFSCME). All recently signed five year contracts.

## The Challenges and Projects

The City's challenges are significant but manageable.

First and foremost is growth. As previously stated, during the 2000-2010 period the City accounted for a full 15% of the population growth in the entire state of Iowa. The City has averaged 738 residential building permits annually in the last ten years. The high was 1,311 in 2005 and the low was 372 in 2008. Whether or not growth will return to the explosive levels of the 2003 to 2005 years remains to be seen, but growth is currently steady and expected to continue. Keeping up with the growth will require the organization to stretch. One specific area that bears consideration is impact fees. They are presently very small in comparison to those of many other communities.

The second challenge comes with the growth. Due to the explosive expansion of the City in recent years, there are many capital projects that need to be accomplished and the next manager will need to address them. In addition, much of the infrastructure in the older parts of Ankeny is reaching the end of its anticipated useful life and will need to be replaced and/or upgraded. The residents are supportive of City efforts, but they have high expectations and meeting those expectations will require hard work and creativity given limitations on resources. The positive news for Ankeny's next City Manager is the residents are willing to pay for services. For example, in 2006, a bond referendum to upgrade the City's public safety facilities was approved by 82% of voters and in February of this year voters approved a 10th elementary school with 66% of the vote.

The third challenge is that some of the City's facilities are exceeding capacity. The Public Library is undersized and the City needs another fire station. Other less visible needs are that some of the City staff is housed in leased space and storage is limited.

A fourth challenge is to address the replacement of a number of key staff who have left in the recent past or will be leaving by the end of this year, primarily due to eligibility for early retirement. Succession planning was done, but a number of the key successors have left to pursue other professional opportunities. Recruitment to fill currently vacant positions is already underway.

A fifth challenge is to encourage economic development.

Ankeny is a rapidly growing city that could reach a population of 150,000 at build-out. Ankeny needs to continue to expand its commercial base to ensure employment opportunities are available for its highly skilled workforce.

Finally, with a relatively new Council and many new or recently promoted staff, it will be necessary to rally the City government around a vision and to re-establish the level of trust and camaraderie that existed in the past.

## The Ideal Candidate

The City is looking for an experienced manager and leader to partner with the Mayor and City Council to help Ankeny fulfill its potential. The next manager will see the big picture, embrace the City's vision and strategic plan and work diligently to build consensus around it. He/she will serve as a trusted advisor to the elected officials and someone who can say "no" when "no" is the answer that best serves the community as a whole. The individual will also understand he/she works for the elected body and once the direction is set, do his/her best to implement that direction. The individual will be intelligent, upbeat, friendly, outgoing, positive, articulate and progressive—someone with a "can do" attitude who is visionary yet practical. He/she will be flexible but consistent, cheerfully persistent and a leader – not a bureaucrat.

The next manager will have excellent communications skills and use them. The best candidate will be someone who can make residents feel their views are being heard and who will help build consensus. Customer service will not be just a catchy phrase with the next manager but rather, along with integrity, a core principle and a way of life. He/she will be someone who finds solutions to problems and is always looking for ways to improve efficiency and to make

the government more responsive. He/she will be respectful of others, delegate and encourage an environment where creativity will flourish. The individual will be able to recognize talent, mentor that talent and be confident enough to then step back and let the staff member do his/her job. The ideal candidate will give assignments and set broad performance parameters, but will also expect results and hold employees accountable. The individual will believe in transparency, and be open and approachable. Other important characteristics are experience managing with limited resources and the ability to work with other government agencies including the Ankeny Community School District. As Iowa's 11th largest city and second largest in Polk County, Ankeny expects to have a regional presence and the Council is looking for someone who can help shape Ankeny's role in the region. Good judgment and common sense are essential.

The desired candidate will have a demonstrated track record of achievement in leadership, management, finance and economic development. Knowledge of and experience with intergovernmental relations is critical. He/she must know how to





build relationships that encourage regional cooperation.

The position requires a master's degree in business administration, public administration, public policy or related field and at least seven years of increasingly responsible experience as a senior level government or private sector executive.

## Compensation

The anticipated salary range is \$140,000 to \$200,000, and the actual salary will depend on qualifications.

## The Most Recent City Manager

The most recent City Manager retired after 27 years of service as the City Manager. The interim city manager plans to retire December 31, 2013 and once the newly hired city manager begins working, the interim manager will return to his assistant city manager role.

## Residency

Residency within the city limits is required.

## How to Apply

E-mail resumes to [RecruitEight@cb-asso.com](mailto:RecruitEight@cb-asso.com) by June 7, 2013. Printed and mailed resumes, and faxed resumes, will not be accepted. Questions should be addressed to Colin Baenziger of Colin Baenziger & Associates at (561) 707-3537.

## Confidentiality

Candidates who wish confidentiality should indicate that desire in their cover e-mail, or in the heading of their resume. All documents can remain confidential until the five finalists are selected. At that time, the finalists' names (but not the names of other applicants) will be released, along with any background material compiled during the search (except comments by references).

## The Process

Interviews will be held on August 5th and 6th with the next City Manager selected on August 7th.

## Other Important Information

Ankeny is an Equal Opportunity Employer and embraces diversity. It encourages women and minorities to apply.

COLIN BAENZIGER  ASSOCIATES  
EXECUTIVE RECRUITING



City Manager

