



Apply by August 30, 2013

City Manager

Ashland, KY

Welcome to Ashland, a beautiful, rural, family-oriented community nestled in shadows of the Appalachian Mountains in pristine Eastern Kentucky. Built along the banks of the Ohio River, Ashland grew up as a prominent economic and medical center in the region and is a part of the 5th largest Metropolitan Statistical Area in the state. The City is looking for a professional City Manager to step in, assume control of an already well-maintained organization, and lead the city into a bright future.

Ashland is located in the northeastern corner of Kentucky and is part of the Huntington-Ashland Statistical Metropolitan Area. The City is shaped as a rough triangle with one of its bases running along the course of the beautiful Ohio River. The main thoroughfares of the City are Highways 60 and 23, which allow for the bulk of

commercial and personal transit for the City's residents. Interstate 64 is also a short drive from the City. The City is only an hour's drive from Charleston, WV to the east, a little over a two hour's drive from both Columbus and Cincinnati, Ohio to the north and northwest, respectively, and a two hour's drive from Lexington to the west.

Ashland, though only 21,000 strong in population, boasts a bevy of attractions on the personal level, in addition to the formidable professional opportunities. For the cultural enthusiasts, the City is home to the Paramount Arts Center, a prominent locale that is well regarded in the arts community in the Tri-state Area. The Center regularly hosts performances of famous Broadway musicals, Jazz and Blues concerts, symphony and ballet renditions, and educational programs for youth. The

Highlands Museum and Discovery Center is another outstanding venue which features exhibits commemorating famous works of watercolor art, the American Civil War, and the Women's Suffrage Movement that led to the creation of the 19th Amendment. In terms of festivals, the City has an annual Summer Motion Festival, which is considered one of the top 20 festivals in the southeastern United States. Well-known performers such as Lee Greenwood, Trace Adkins, Martina McBride, the Beach Boys, and others have performed there in the past, and these performances are traditionally free and open to the public. Finally, additional pop-culture events frequently occur in the nearby major metropolitans, including One Republic, **REO** Speedwagon, American Idol and others, which all have events scheduled within 150 miles of the City in the next several months.

For the sports fans, Ashland offers a wide variety of options all within a short commute. If professional football is your passion, the Cincinnati Bengals play a little over two hours away while the Pittsburg Steelers and Indianapolis Colts are roughly four hours away to the east and west, respectively. For the baseball fans, the Reds and Pirates are also within the aforementioned distances, and the NBA's Pacers are of course located in Indianapolis as well. Ashland also has a great location for the college fan, as both the University of Kentucky and Ohio State University with all their highly accomplished athletic programs reside within a two-hour drive of the City. Furthermore, the University of Cincinnati is just slightly farther away. Finally, the City and surrounding metropolitan areas also play host to a variety of recreational leagues for youth and adults who wish to participate rather than watch.

For the nature lovers, there are few places on earth that are more beautiful than



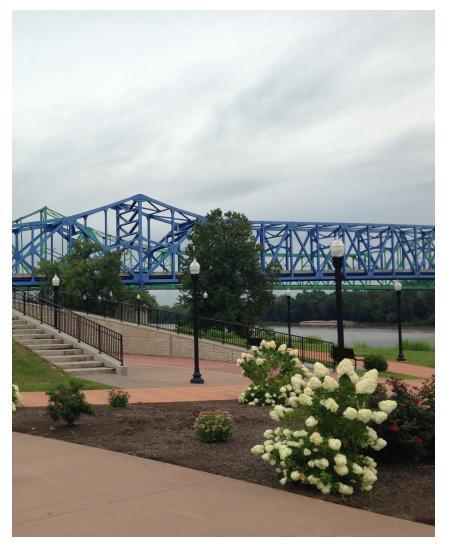


Table I: Age Breakdown

Age Bracket	Percent					
Under 10	12.5 %					
10 to 20	11.9 %					
20 to 30	12.0 %					
30 to 40	12.0 %					
40 to 50	13.1 %					
50 to 60	14.8 %					
60 to 70	10.5 %					
70 +	13.2 %					

Source: U.S. Census

Eastern Kentucky. The City borders the Ohio River and Appalachian Mountains, offering a plethora of hunting, fishing, and hiking opportunities to its residents. Parks are also plentiful in Ashland, and the City is home to a 47-acre Central Park in the center of the City that provides entertainment and recreation for citizens. The parks regularly host Easter Egg hunts, ice skating rinks, Memorial Day concerts, baseball leagues, Winter Wonderland of Lights Celebrations, and other activities at various times of the year.

Finally, on the practical side of life, Ashland is simply a great place to raise a family. The homes are inexpensive, the cost of living is below the national average, crime is low, the schools are good, and the healthcare is excellent. A standard 3 Bed/2 Bath home will cost somewhere between \$110,000-\$130,000, with more upscale living available for a bit more. Furthermore, the communities are safe and many residents feel as though they can walk in the local parks at night without concern. The school system is well-regarded as well, and any student willing to study can get an excellent education. Finally, Ashland's healthcare system is one of its most attractive and well-recognized features, and the local hospital is easily considered to be among the best in the state.

All in all, the City has a great deal to offer to any aspiring municipal professional. We invite you to apply!

History

Ashland's first recorded history begins in the 1700's when two related families from Virginia, both surnamed Poage, obtained land grants to farm the land on the banks of the Ohio River. Other settlers began to follow, and the region began to populate. A few short years later, one of Ashland's new residents discovered high-grade iron ore on his property, a revelation that would change the course of the region and give birth to Eastern Kentucky's iron industry.

More settlers followed the discovery, and in mid-1856 the City of Ashland incorporated, taking on the name of one of Henry Clay's former estates for the City. In the early 1900's, as industrialization began to come into its own in the United States, major industries began to take shape in Ashland, including railroads, refineries, steel companies, and others. In the latter part of the century the medical industry began to boom, and Ashland became the prominent medical center that it is today, while other industries began to take on secondary roles.

Demographics

Ashland's population is just slightly older than the national median (37.2), with a median age of 41.2. Age breakdown as seen in Table 1.

Regarding race and ethnicity, the population is 93.9% Caucasian, 2.8% African American, and the remainder are of other races. In terms of ethnicity, Hispanics (of all races) comprise 1.5% of the population.

The mean household income for the City of Ashland is \$52,812 and the median is \$33,169. 14.6% of the population has not graduated high school, 33.6% are high school graduates, 25.8% have attended some college, 8.5% have an Associate's Degree, 8.7% have a Bachelor's Degree, and 8.8% have completed graduate work.

Climate

Ashland is classified as a humid subtropical climate. The City enjoys four distinct seasons, with Fall and Spring being especially beautiful. See Table 2 on page 4, for Ashland climate data.

Government

An elected body of four Commissioners and a Mayor oversee

Table II: Climate Data

Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year
Average High °F	42	47	57	68	77	84	88	87	80	69	57	46	67
Average Low °F	19	21	29	37	46	56	61	59	52	40	31	23	40

Source: the weather channel.com

Ashland's City Government. The Mayor and Commissioners are all elected at large, and the Commissioners serve 2-year terms while the Mayor alone serves a 4-year term. The Commission is traditionally very stable, with many Commissioners having served multiple terms and only one new Commissioner and the Mayor seated last election. The new Commissioner also had previously served on the Commission, but had decided not to seek re-election before in order to run for state office. The Commission can disagree at times, but their disagreements are traditionally very civil and Commission members all treat one another with respect.

The City Manager is the chief appointed official in the City Government, and he or she oversees day-to-day operations within the City. Per Kentucky State Law, the City Manager does not have hiring and firing authority in the City, as those powers are reserved for the Commission. The City Manager position has traditionally been very stable as well. There have been three City Managers in Ashland in the last 30 years; one was Manager for twenty-two years, and another for seven. The Manager in between the aforementioned Managers resigned after a very short period due to unexpected circumstances.

The City is a full service City and provides Police (52 Positions), Fire (54 Positions), Parks and Recreation (24 positions), water and sewer (30 Positions), wastewater (12 Positions), Mass Transit (14 positions), Assisted Housing Section 8 Voucher Program, (4 positions), and garbage collection (18 positions). There are two collective bargaining bodies, the police and fire. The City is currently under negotiations with the fire union, and the FOP contract will be up for renegotiation next summer.

The general fund budget is roughly \$21,000,000 and the total budget is roughly \$46,000,000. While there has been budget tightening in the past, due to recent increases in the payroll tax, a small surplus is expected in the next fiscal year.

Economy and Economic Development

The City is home to several major employers in the region. King's Daughter Medical Center employs between 3,000-4,000 employees at any given time and is a major healthcare center in the region. Just outside City limits are Bellefonte Hospital and AK Steel, both of which employ nearly 1,000 workers and have an economic influence on the City.

Overall, economic development has been solid with more than \$500 million in new construction over the past ten years, but the City does hope to do much more in the future. This effort will need to be one of the primary focuses of the next City Manager. Entities that have recently opened businesses within City limits include service-oriented businesses (such as ACTC Child Care, Community Hospice, and WLGC Studio/Offices), merchandise-oriented businesses (such as J.C. Penny's and Bill Cole and Don Hall auto dealerships), and several restaurants. There are also over \$25 million in new construction projects that are currently in progress such as the Melody Mountain Mall and development along the riverfront area of the City. Most of the riverfront work has already been done due to a \$10.2 million grant, but the City does hope to attract a floating restaurant to the riverfront and is in talks to do so. The City also has some public sector construction underway such as an expansion to the middle school and upgrades to the water and sewer infrastructure. Finally, there are also several large private sector projects are still in negotiation, but close to finalization and potential announcement.

Several challenges face the next City Manager, and the primary challenge will be economic. Ashland has a relatively sound economic base, but the City wants to diversify and expand in order to provide quality employment opportunities for its citizens. While the unemployment rate is low at 6.0% as of April 2013, most





of the jobs are not high wage jobs and it can be difficult many to support a family on one income. As such, the City wants to focus on bringing in quality employment so that succeeding generations will not need to go elsewhere in order to provide for those they care about. In another related item, the Affordable Care Act has caused a great deal of uncertainty in the local medical community about the future of the healthcare industry. As such, diversifying the economic base and attracting new businesses will need to be one of the highest priorities for the next City Manager.

Second, partially related to the lack of high-quality employment opportunities in the area, Ashland has seen a slight decline in population over the course of the last several years, especially among young people. The City wishes to reverse this trend so that young people will stay and settle down in Ashland, and so the City can maintain its status as a great place to live, work, and raise a family.

Third, much of the City's infrastructure is aging and will need to be replaced and/ or upgraded in upcoming years. Water main ruptures are unfortunately frequent, and strategic planning initiatives must take place so the City can become more proactive instead of reactive in this area.

Fourth, key positions in the City have or will become vacant in the near future due to retirement, creating turnover in essential City functions. The Human Resource Director, City Attorney, and Battalion Chief in the Fire Department are all among the expected positions that the next City Manager will need to fill. This is a challenge but also an opportunity, as the next Manager will be able to handpick the team that surrounds him or her.

Fifth, Ashland wants not simply to survive, but to thrive. One of the greatest challenges will be finding the balance between day-to-day operations while also creating a strategic direction and proactive vision for the City. The Commission wants to develop Ashland's own unique identity - its signature, so to speak - that it can market to residents and businesses to help develop the City. The next Manager will be charged with developing this vision in conjunction with the City Commission.

Finally, perhaps Ashland's greatest challenge is also its greatest strength: its sense of community. Many Ashland residents have long family lineages in the City. They were born here, raised here, raised their children here, and plan on growing old here. The next City Manager candidate will need to win over the residents and establish themselves as part of the community, a part of Ashland's way of life.

The Ideal Candidate

Ashland desires that the next City Manager have several critical characteristics. First and foremost, the next Manager must be able to develop passion for the City and make Ashland his or her home. The Commission is not interested in a candidate who is simply looking to climb a ladder and move on in several years. The City Manager position has traditionally been very stable in the City, and the Commission is looking for someone who is willing to make a long-term commitment, put down roots, and make a personal investment in the City.

Second, the next Manager needs to have excellent people skills. With regards to the City Commission, the next Manager needs to have the "velvet touch," the ability to work with people of diverse backgrounds and personalities and help them to know that their voices are heard and their concerns addressed. The next Manager cannot play favorites on the Commission and will need to work with all Commissioners. With regards to staff, the next Manager will need to mentor and inspire staff to reach their potential. He or she should not be a micromanager, but rather one who teaches staff how to succeed and gives them the freedom to do so. Speaking of the everyday citizen, the next Manager will need to have a customer service-oriented mentality and be comfortable out in the community getting to know people. Spending his or her time behind a desk all day will not do.

Third, the next Manager needs to be an idea person. She or he needs to be creative, innovative, and able to think outside the box in order to achieve extraordinary results. Simply maintaining the status quo is not something the Commission is interested in.

On the practical and competencies side, a strong financial background is a must as budgeting is always a priority. Skills in the economic development aspect of government are also absolutely critical and necessary, as they will be one of the next City Manager's most important keys to success. Finally, experience with unions is important as negotiations between the City and unions can become intense at times.

In terms of the necessary experience and qualifications, the candidate will have had high-level, relevant management and leadership experience in progressively responsible positions. She or he will have a track record of achievement and excellence in operating in the municipal government framework that is indicative of future success. As such, the ideal candidate will have at least five years' experience as a City Manager, Deputy City Manager, or Assistant City Manager. The individual is expected to have at least a Bachelor's degree in business administration, public administration, urban planning or a related field, though a Master's is preferable. Individuals with other particularly strong credentials will be considered. Experience in Kentucky in particular is a plus.

Residency

Though not written into the city charter, the next City Manager is required to live within the City's boundaries.

The Past City Manager

The most recent City Manager retired after 13 years with the City. He started as a Public Works Director and was promoted to City Manager in 2006.

Compensation

The starting salary will be between \$110,000 and \$130,000. Benefits are excellent.

Confidentiality

Per Kentucky Law, public records of a personal nature may be kept confidential. As such, if a candidate so requests, the City may keep their application confidential up until the selection of the next Manager is made.

How To Apply

E-mail your resume to Recruit28@cb-asso.com by August 30th. Faxed and mailed resumes will not be considered. Questions should be directed to Sean Baenziger of Colin Baenziger and Associates at (561) 351-9350.

Schedule

Candidates will be screened between September 2nd and September 30th. Interviews will likely occur on October 17th and 18th with a selection made shortly thereafter.

Other Important Information

The City of Ashland is an Equal Opportunity Employer and strongly encourages minorities and women to apply. It is also a drug-free workplace.



