



# Welcome to the City of Fairborn, Ohio

City Manager Position Available - Apply by January 10, 2017



Fairborn, Ohio, is a picturesque town that captures everything that is truly American. The City is characterized by small-town charm, home town pride, strong Midwestern values and an outstanding work ethic. It is a tight-knit, patriotic community that is a wonderful place for families and their children. Not only is it immediately adjacent to Dayton and Wright-Patterson Air Force Base, the City is home to Wright State University. Fairborn and the surrounding area have much to offer in the way of education, activities, scenery, and entertainment. Better yet, it is a progressive city that has managed its resources wisely and is literally on the cusp – a city poised for an extremely bright future!

The residents of Fairborn love their city because it is the quintessential small-town American community steeped in tradition with easy large city access. The people are genuinely friendly and welcoming. The community is diverse with people from all over the world living and visiting here. Some of the reasons are many foreign nationals are assigned to Wright Patterson AFB,



because neighbors help their neighbors and because volunteerism is high. Some of the local businesses, such as Foys Variety Store, have been here for generations.

The most widely attended local events and festivals include the annual Easter Egg Hunt, the July 3rd block party and the July 4th parade and fireworks. Additional events are the Sweet Corn Festival, the Fall Festival, the Spooktacular Parade, Halloween Festival, December tree lighting and Holiday Parade. Also, do not miss the annual fishing derby, farmer's market, the jazz festival, the USAF 5K Run or the Marathon!

The parks are amazing! The City maintains over 710 acres spread across 20 parks. Another 20 state parks are within 100 miles. Within the City, you will find a nature preserve, a historical home, an amphitheater, and Frisbee golf course. Summer programs for children are excellent and range from sports and camping to the arts.

The City's downtown has character and the "streetscape" was recently redone. It is a traditional, historic area with more than 80 locally owned shops, businesses, and restaurants. They offer the community food, shopping, and entertainment. Businesses tend to close early though so you will not find a great deal of night life here. A regional mall is next door in Beavercreek.

Housing options in Fairborn are excellent and varied. Prices range from \$75,000 to \$350,000 for a newly constructed home. Here you can get three times the house for what you would spend in the east or west coasts. That is one of the reasons many of the older residents are retirees. They often served in the military and/or as contractors, lived around the world and chosen to return – it is just a great place to live. Much of the older housing is smaller and very affordable. But Fairborn is growing and newer, more spacious homes are available. The median home value is about \$188,000.



Crime has steadily declined based on the aggressive efforts of the Police Department. The rate has declined steadily as the Police Department is very aggressive in keeping it under control. Health care in the area is excellent. Soin Medical Center in neighboring Beavercreek and Greene Memorial Hospital in Xenia are nearby. They are both part of the Kettering Health Network. Premier Health Partners also plays a large role in the area's health care. Nearby Columbus has some of the best heart care facilities in the country. Community clubs such as Rotary, the Lions, the American Legion, the Artists Association - are active. Churches play a prominent role in the community and support the schools- feeding 500 students a week. Another great feature of the community is that, by urban standards, traffic congestion is minimal.

One of Fairborn's strongest points is its schools. Residents place a priority on education and recently passed a referendum with over 60% of the vote to replace two elementary schools. The teachers here are extremely good - now they are getting the facilities to match their skills. Fairborn recently received the "Momentum Award" from the Ohio Department of Education, an award that recognizes schools for exceeding expectations in student growth, as well as the "Auditor of State" award for stellar accounting practices. The high school offers programs for advanced placement, honors programs, and college credits, as well as specialized courses in engineering and biomedical sciences. Wright State University offers an excellent education and has 18,000 students. It is known in particular for its Boonshoft School of Medicine, engineering programs, College of Nursing and Health, and School of Professional Psychology. It also has a Division I Men's basketball program.

Twelve miles to the southwest is downtown Dayton, the sixth largest city in Ohio and the birthplace of Orville Wright. Fairborn has deep roots in aviation, and the National Museum of the United States Air Force is nearby, displaying more than 360 aircraft and missiles, as well as the National Aviation Hall of Fame. The museum is in fact the largest tourist attraction in Ohio.

One of the best things about Fairborn is its location. Nearby Dayton is ranked in the top 10% in the nation in arts and

culture. The Benjamin and Marian Schuster Performing Arts Center is the home venue of the Dayton Philharmonic Orchestra, Dayton Opera, and Dayton Ballet. The historic Victoria Theatre and the Loft Theatre are both located in downtown Dayton, and the Dayton Art Institute was rated as one of the ten best museums in the country for children- displaying more than 20,000 objects that span 5,000 years of history.

Just over an hour to the south is Cincinnati. Once known as the "Paris of America," it is home of the Cincinnati Zoo and Botanical Garden (the second oldest zoo in America) as well as the Cincinnati Museum Center, the 1878 Music Hall, the Cincinnati Art Museum, and the Taft Museum of Art. Another gem is the Irwin M. Krohn Conservatory, which has over 3,500 plant species from all over the globe. Its themed houses include a desert, a tropical forest, and various waterfalls. Sports fans can find their way to the Great American Ball Park for the Cincinnati Reds or the Paul Brown Stadium for the Bengals.

Columbus, the state capital, sits 75 minutes east. It offers the COSI Columbus (the Center of Science and Industry), the Franklin Park Observatory, the Columbus Museum of Art, and the Columbus Zoo and Aquarium. Many esteemed performing art institutions were born in Columbus, such as its Symphony Orchestra. Columbus is also home to the Ohio State Fair - one of the largest state fairs in the country. Last year, over 900,000 people attended.

If you want to travel, a number of options are close by. Dayton International Airport is only 20 minutes away. Cincinnati/Northern Kentucky International Airport is 75 minutes south and Columbus International is 75 minutes to the east.

There are many reasons to fall in love with Fairborn - the people, the parks, the history and the American hometown feeling. Whatever your heart fancies, you will find it here.

## HISTORY

The original settlers of European origin arrived to stay around 1800. They were pioneers, moving west from Kentucky and Virginia. The village of Fairfield was founded



in 1816. Its sister village, Osborn, was founded in 1850 and grew in prominence and population after allowing the railroad to be built through it – something Fairfield refused to do. In 1921 with the construction of the Huffman Dam on the Mad River, Osborn and its buildings were moved two miles east. It was then immediately adjacent to Fairfield. In 1950, the two villages did the sensible thing and merged becoming the city of Fairborn.

Much of area’s more recent history is rooted in aviation. After their first successful flight at Kitty Hawk, the Wright Brothers focused their efforts on 84 acres of pasture outside of Fairfield known as Huffman Prairie. They built and tested hundreds of planes which led to training more than a hundred pilots at the Wright Flying School. The area eventually became home to the Wright-Patterson Air Force Base.

The Base led to Fairborn’s population boom. From 1950 to 1970, the population grew to six times its former size due

to the jobs created by the Base. Another factor in Fairborn’s steady growth was Wright State University. It became independent in 1967 and now hosts over 18,000 students.

Today, Fairborn is a quiet town on the move. Many of its residents work for (or are retired from) Wright State University or the Base.

DEMOGRAPHICS

See Table 1 (lower left) for Fairborn Demographics.

CLIMATE

Fairborn is characterized by warm, muggy summers and cold, dry winters. From time to time, the City does get snow. Summer temperatures normally fall in the 70s or 80s, though the highest temperature ever recorded was 108°F. Winter temperatures sometimes drop below zero.

Fairborn is subject to weather conditions typical of the Midwestern United States. Although rare, tornados are possible for most of the year, and floods, blizzards, and severe thunderstorms occur occasionally.

GEOGRAPHY

Fairborn has a total area of 13.17 square miles, almost all of which is land. The City borders Dayton and is an hour north of Cincinnati, 75 minutes west of Columbus, two hours east of Indianapolis, about three hours south of Detroit and a little over three hours southwest of Cleveland. Wright-Patterson Air Force Base lies between Fairborn and the Mad River. The City also sits atop one of the biggest and best aquifers in the world.

COMMERCE

The largest employer in Fairborn is Wright-Patterson Air Force Base. It is home to the 88th Air Base Wing, the headquarters of the Air Force Material Command, a major USAF Medical Center (hospital), the Air Force Institute of Technology, and the National Museum of the United States Air Force.

Table 1: Fairborn Demographics

2015 Estimated Population: 33, 452			
Distribution by Race		Distribution by Age	
Caucasian	82.3%	0 to 15	18.1%
African American	8.6%	15 to 25	18.6%
Asian	4.1%	25 to 45	27.8%
Other	5.0%	45 to 65	21.9%
Total	100%	65 to 85	12.1%
		Over 85	1.5%

Other Statistics		Median Age	
Hispanic (all races)	3.2%	Fairborn	32.5
Poverty Rate	25%	U.S.	37.4

Educational Achievement (over age 25)	
High School or Higher	87.1%
Bachelor’s Degree or Higher	24.7%

Source: U.S. Census

Table 2: Principal Employers, Fairborn, OH

Employer	Industry	Employees
Wright-Patterson AFB	Military	27,500
Wright State University	Education	3,750
Fairborn City Schools	Education	617
Teleperformance USA Inc.	Technology	500
Morris Home Furniture Co.	Manufacturing	443
Peerless	Technology	300
Ali Industries	Manufacturing	282
City of Fairborn	Government	267
Kroger	Retail	206
I-Supply	Distribution	173

Source: City of Fairborn, OH, 2015 CAFR

Education plays an important role in the local economy as do small businesses. The community is not without industry, however. Ali Industries produces, among other things, much of the sandpaper sold in the United States. The City Council is not afraid to invest and recently lured a manufacturer who is an innovator in commercial additive manufacturing (metal 3D printing) to the City. Other companies are actively interested in Fairborn.

## THE GOVERNMENT

The City of Fairborn operates under a Council/City Manager form of government. The Mayor is elected at-large and serves a two-year term. The Council members are also elected at-large and serve four year terms. Elected officials are limited to serving a maximum of eight consecutive years in office. Its members are professional and treat each other with respect. They work well together—they characterize themselves as “no drama”—and have a great deal of respect for city staff.

The City Council sets policy and hires the City Manager who in turn hires all Directors. The Manager is the City’s Chief Executive Officer and is responsible for executing the policies and programs adopted by the City Council.

Fairborn offers all the standard city functions including Code Enforcement, Community and Economic Development, Engineering, Fire, Human Services, Libraries, Parks and Recreation, Police, Public Works, Utilities and the standard support functions (Budget, Finance, Human Resources, Information Technology and so on).

## BUDGET/FINANCE

The City has a general fund budget of \$18.1 million and a total budget of \$78.3 million.

Its elected officials are fiscally conservative yet progressive. They have managed the City’s resources and spent wisely. The result is Fairborn has a very strong fund balance, is fiscally strong, and has excellent fiscal projections for the future. That said, the Council is not afraid to spend money to better the community. It has, for example, recently redone the downtown as well as purchased failing properties so they can be put to better use. The elected officials are particularly interested in improving the community through economic development.

## STAFFING

The City of Fairborn has a staff of over 250 employees. Employees are represented by three unions: the International Association of Firefighters, the Fraternal Order of Police and the American Federation of State, County and Municipal Employees.

## THE CHALLENGES AND OPPORTUNITIES

Fairborn does not have any major issues that will keep an elected official or manager up at night. However, there are many challenges and opportunities!

First and foremost, when the interstates came through the area, they made it feasible for people to live further away

from the City and commute to work. They also enticed many of the downtown business out to the regional mall. It was not so much that the City declined as it simply did not keep pace with the growth in the areas to the south and west, closer to Dayton. With the recent renovation of the downtown and the advent of millennials, that is expected to change. It is, however, a bit of a chicken and egg problem – how to build on the existing restaurants, entertainment and businesses to generate the kind of activity to make the downtown a destination – all the while maintaining the small town ambience that makes Fairborn special. It must be noted there are several significant economic development initiatives on the very near horizon to address these issues. Fairborn is truly a “City in Motion”.



The City is eager to improve its image. The simple fact of the matter is that perception has lagged behind reality and a strong effort needs to be made to get people to realize what a great community Fairborn is and how bright its future is. Not only has its downtown been redone but new housing is being slowly developed as new areas on its eastern boundary are annexed into the City. The schools are on the rebound with new facilities. Again, Fairborn is a city on the move and people need to be brought to that realization.



The City does have some vacant, blighted properties and it has been active in addressing them. It has, for example, purchased a number of commercial properties for repurposing and spent over \$500,000 removing dilapidated residential structures. Homelessness is a bit of an issue as is the drug epidemic that is common, throughout the country.

## THE IDEAL CANDIDATE

Fairborn is on the cusp of significant growth and looking for a City Manager who will take the City to the next level. The individual will



have strong leadership qualities while being an excellent manager. He/she will work closely with a united City Council as a partner and trusted advisor. At the same time the selected candidate will recognize whom he/she works for and be willing take direction. No surprises will be a guiding principle while recognizing the elected officials' desire to be informed. As such, the individual will not be a roadblock but will encourage the elected officials to ask questions of staff. At the same time, he/she will ensure that all direction to staff will come from the City Manager's office and not directly from an elected official.

The next Manager will be energetic, inspirational and visionary while being extremely ethical and possessing a high degree of integrity. The individual's top priority will be doing what is best for Fairborn's residents and businesses. He/she will view the City as "our city" and encourage inclusion. The individual will value transparency while recognizing it has some limits. He/she will have an open door policy. The ideal candidate will be very customer service oriented and insist that ethos run throughout the organization. Fairborn is a small town that values human dignity and treating everyone with respect. Residents are not always right but they deserve an honest effort to solve their problems. When that cannot be done, they at the very least deserve an explanation of why the City cannot help.

The City is looking for someone who is cheerful, approachable, and relentlessly positive – someone with a sense of humor. The ideal candidate will be firm but fair and set high, attainable standards and goals. He/she will work with the staff to establish operational objectives and then step back to let the staff accomplish them. The next manager will not be a micro manager but will listen to staff, rely on their expertise and let them do their jobs. At the same time the individual will expect to be kept informed and hold the staff accountable. Trust but verify will be the Manager's motto. He/she will be a mentor and focus on staff development. The Manager will think outside the box and encourage creativity while realizing that not every good idea has a positive result. Consequently, an honest effort to improve the City will not be penalized.

The next Manager must be business friendly and encourage development. Outstanding people and communication

skills will be extremely important. That means not only the ability to speak and write effectively but also the ability to listen carefully to everyone – residents, businesses, staff, elected officials - and hear what is said. As a Council Member mentioned, we all have two ears and one mouth and they should be used in that proportion. The ideal candidate will encourage collaboration, discussion and debate so the City can reach a thoroughly vetted decision. He/she will realize no one has a monopoly on knowledge and that great ideas often come from those who are actually doing the job or impacted by the decision. At the same time, when the time arrives, the next Manager will be comfortable making a recommendation for action to the City Council or the decision itself when it falls within his/her authority.

The ideal candidate will like a challenge and have strong analytical and problem solving skills. The individual will always be looking for ways to make the City's operations more efficient and effective. He/she will ask many questions about why. "We have always done it this way," will not be an acceptable answer. It may be the best way but the underlying rationale should be understood. Familiarity with the appropriate application of information technologies will be a plus.

The position requires a Bachelor's degree in Business Administration, Public Administration or a subject related to successfully operating a city. A Master's degree is preferred as is being certified as an ICMA Credentialed City Manager or coursework towards certification. The ideal candidate will have ten years of progressively more responsible experience in local government and five years' experience as a City Manager/Assistant or equivalent. The individual will have a strong background in strategic planning (and thinking), economic development and finance.

## COMPENSATION

The salary range is \$120,000 to \$160,000 and the salary will depend on qualifications and experience. Benefits are excellent. The City Manager will be part of the Ohio Public Employee Retirement System.

## RESIDENCY

Residency is not required by law but strongly preferred.

## THE PRIOR CITY MANAGER

The last City Manager served as Manager for nine years. She recently accepted a similar position in New York to be closer to family.

## INTERNAL CANDIDATES

One or more internal candidates may apply but the Council is committed to a level playing field. No one will start with a leg up.

## HOW TO APPLY

E-mail your resume to [Recruit22@cb-asso.com](mailto:Recruit22@cb-asso.com) by January 10, 2017. Faxed and mailed resumes will not be considered. Questions should be directed to Colin Baenziger at (561) 707-3537 or David Collier at (772) 260-1858.

## CONFIDENTIALITY

Applications will be held in the strictest of confidence and no names will be released without the candidate's prior permission. That said, once the candidate's resume and other materials are forwarded to the City, they are a public record and subject to disclosure.

## THE PROCESS

Applications will be screened between January 10th and February 12th. Finalists will be selected on February 13th. A reception and interviews will be held on February 23rd and 24th. A selection will be made shortly thereafter.

## OTHER IMPORTANT INFORMATION

The City of Fairborn is an Equal Opportunity Employer and encourages women, minorities and veterans to apply.

## ADDITIONAL INFORMATION

For additional information about the city visit:

<http://www.ci.fairborn.oh.us/>

<https://www.fairborndevelopment.org/>

<https://www.facebook.com/FairbornOhio>

<https://twitter.com/CityofFairborn>

<http://www.fairborn.k12.oh.us/>

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