



***OUTSTANDING OPPORTUNITY TO
SERVE THE CITIZENS OF
FRANKFORT, KENTUCKY
AS THEIR NEXT
CITY MANAGER***



The Community

Frankfort is the capital city of Kentucky and the seat of Franklin County. Based on population, it is the fifth-smallest state capital in the United States. It is a home rule city under Kentucky Code. The current resident population is approximately 27,000 which swells to about 40,000 during the business day. Frankfort is nestled between Louisville and Lexington along the Kentucky River in the heart of Kentucky's scenic bourbon, horse and wine country. The City has the ambiance and complexity of a much larger community. It boasts a plethora of historical sites, eclectic shops and restaurants, extensive parks and trails and a full selection of cultural and arts amenities. Frankfort is a welcoming place known for its southern hospitality and its Kentucky River heritage. Citizens are warm, friendly and caring. They have pride in their community and generally support local government.

Economy

According the U. S. Census Bureau in 2015, 62% residents of Frankfort above the age of 16 were employed. Not surprisingly in the state capital, public administration was the City's largest industry, accounting for 28 percent of the



City's employed workforce. Education, health, and social services ranked in second place at 15.5 percent, with manufacturing (12.4 percent) and retail trade (10.5 percent) completing the list of industries with 10 percent or more of the employed workforce.

Education

As is typical in Kentucky, city and county schools operate under separate school boards. The Frankfort Independent School District operates Second Street School (primary and middle grades), Frankfort High School (home of the Panthers), and the Wilkinson Street School (an alternative school), all near Frankfort's downtown area.

Franklin County Public Schools operates six elementary schools, two middle schools, and two high schools (Franklin County High School and Western Hills High School, homes of the Flyers and the Wolverines, respectively).

Several private schools are also located in Frankfort including Capital Day School, Frankfort Christian Academy and Good Shepherd Church School.

Kentucky State University, or "KSU", is located in Frankfort. Kentucky's historically black university, KSU was integrated in the 1950s and received university designation in 1972. KSU today has approximately 2,000 students, including both undergraduates and graduate students. As an 1890 land-grant institution, KSU has a commitment to research, service, and teaching in the food and agricultural sciences, and is particularly noted for its Aquaculture Research Center.

Frankfort is also in close proximity to a number of other public and private colleges and universities, with the University of Kentucky within 25 miles and University of Louisville within 50 miles. The Bluegrass Community & Technical College has campuses in Lexington and Lawrenceburg. Many private colleges are within a relatively short drive of

Frankfort, including Georgetown College, Centre College, Midway College, and Transylvania University.

FRANKFORT MAYOR AND CITY COMMISSIONERS

William I. May, Jr.	Mayor
Tommy Haynes	Mayor Pro-Tem
John Sower	Commissioner
Robert Roach	Commissioner
Lynn Bowers	Commissioner

The City Government

The City of Frankfort operates under a City Manager form of government. Accordingly, the Mayor is directly elected and serves, participates and votes as a member of the City Commission. Four Commissioners are also elected at-large and with the Mayor constitute the Board of Commissioners. The Mayor serves for four years. The four Commission members serve two-year concurrent terms. All are elected on a nonpartisan basis. The Board of Commissioners appoints a City Manager who acts as the chief administrative officer for the City. This individual is a professional who is employed to run the operational affairs of the City on a day-to-day basis.



The City of Frankfort provides a full array of municipal services. The 2016 City budget totals approximately \$33,200,000. There are 290 full-time employees and 70 to 300 seasonal or part-time employees depending upon the time of the year. Visit Frankfort on the web at <http://www.frankfort.ky.gov>.

The City Manager (from Frankfort Municipal Code)

§ 31.38 CITY MANAGER

- (A) The Board of Commissioners shall select and employ the City Manager. He or she shall be selected solely on the basis of his or her executive and administrative qualifications. The choice shall not be limited to inhabitants of the city or state. His or her compensation shall be fixed by the Board of Commissioners.
- (B) The City Manager shall be removed at will by a majority of the Board of Commissioners.
- (C) The City Manager shall perform the duties as prescribed in KRS 83A.150 (7).
- (D) The City Manager shall be the executive agent of the Mayor and Board of Commissioners. He or she shall be responsible to the Board of Commissioners to perform the following duties:

(1) See that all laws and ordinances are enforced;

(2) Recommend to the Board of Commissioners for the appointment of all directors or heads of departments, and all subordinate employees of the City, but the Board shall be the appointing authority (he or she may, however, fill vacancies pending the appointment by the Board and may employ personnel for temporary positions);

(3) Attend all regular meetings of the Board of Commissioners, with the right to take part in their discussion (he or she shall be entitled to notice of all special meetings);

(4) Recommend to the Board of Commissioners for adoption the measures as he or she may deem necessary or expe-

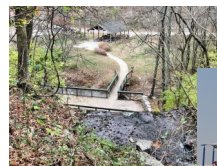
dent;

(5) Perform all other duties as may be prescribed by law or that may be required of him or her by ordinance or resolution of the Board of Commissioners.

(‘70 Code, § 2.15.010)

Issues, Opportunities and Challenges (not prioritized)

- There is a need to attract more housing (and residents) to Downtown Frankfort.
- Franklin has a rich history and has largely untapped opportunity to greatly enhance its downtown and tourism opportunities.
- Although there are successful programs in place to rehab vacant and under-utilized downtown properties, the need is greater than currently available resources can address.
- Protection and preservation of the City’s historic buildings is an important community value.
- Frankfort needs to encourage quality growth and with it more higher paying private sector jobs (both commercial and industrial).
- Frankfort should increase recreational and commercial activities along its river and river front.
- Infrastructure needs include sidewalk repair.
- Need to change organizational culture to lesson the feeling of entitlement and create a more customer-friendly environment.
- Concern over ongoing interest in consolidating Frankfort City and Franklin County governments. (Twice recently defeated by voters).
- Frankfort is under a consent decree to separate its storm water and sanitary sewer systems.
- Staffing levels and staff utilization should be analyzed Citywide.
- By State Law, Police and Fire employees are protected by Civil Service.



COMMISSIONERS' GOALS & OBJECTIVES

(From City of Frankfort Annual Operating Budget Fiscal Year 2016 - 2017)

- ◆ Maintaining a structurally balanced budget -1
(Receipts equal to Expenditures)
- ◆ Utilize bonding to finance larger projects - 1 to 1.4
(Bond issuance is included to support financing the Aquatic Center Project - \$4.6M)
- ◆ Improve work climate for the Employees
- ◆ Meeting and improving efficiency standards -1
(Budget includes reduction of 4 People — Impact \$285K)
- ◆ Reduce overall personnel cost as a percentage of the budget 1%/year or more for the next 4 years (2014-15 Budget Personnel % -70.0% vs 2015-16 Budget Personnel %-69.6%.)
- ◆ Other Commission Goals and Objectives included in the Overhead Expenditures (expenditures up .9% from 2014-15) such as:
 - 1) Continue to Pursue Collections - City Manager Overhead Account
 - 2) Parking and Way Finding Signage - Planning (will need to amend budget)
 - 3) Enhance the beauty and cleanliness of the downtown retail district - Parks
 - 4) Enhance the City's Historic Grant Project - Planning (Budget Carry Over)
 - 5) Support riverfront development by increasing boating docking stations - Parks
 - 6) Continue to fund social service agencies - Commission overhead account
 - 7) Require Subsidy recipients to submit most recent audit and or IRS form 990 - Finance
 - 8) Address potholes, manhole, and street repairs - PW
 - 9) Add sidewalks to needed areas of Frankfort - PW
 - 10) Add bicycle lanes where feasible - PW
 - 11) Provide a comprehensive listing of City Services - City Manager Overhead Account
 - 12) Study proposal for an onsite health clinic - HR/City Manager
 - 13) Continue supporting Cove Spring Park for clean waterways, green spaces, and emphasizing walkability and bicycling - Parks
 - 14) Pay for Storm Water from General Fund or Reserves - Included in the General Fund Budget
 - 15) Leverage Technology to decrease crime through Smart Phones and Social Media - Police, IT
 - 16) Seek Grant to fund protective clothing for Police, Fire and EMS Departments - Police, Fire & EMS
 - 17) Hire summer interns to create and update documentation - HR, all Departments
 - 18) Explore and implement technology improvements - IT and related Departments
 - 19) Allocate money for City of Frankfort Branding - City Commission contribution budget

Position Requirements

Education and Experience

Requires a combination of education and experience equivalent to a Bachelor's degree in Public Administration (Masters preferred) and at least 7 years of increasingly responsible local government management experience gained in a community with similar complexity to Frankfort.

The successful candidate will be politically astute, have exceptional interpersonal skills and enjoy community involvement. He or she will clearly possess and apply superior management and leadership abilities.

Some Characteristics of the Ideal Candidate

Important Knowledge, Skills and Abilities

- Strong in finance and budget, including bond financing
- Redevelopment (downtown and residential)
- Intergovernmental and community relations
- Economic development including downtown and neighborhood redevelopment - - knowledgeable of tools such as tax abatement, TIF, etc.
- Has working knowledge and appreciation of IT
- Working knowledge of Grantsmanship
- Knows state legislative process
- Knows, understands Public Safety
- Skilled in time management
- Problem solving
- Developing partnerships

Style with the Mayor and City Commission:

- Available and accessible to all Commission members
- Views his or herself as a technical and professional resource and advisor the City Commission
- Listens
- Provides informative weekly updates
- Independent; treats all elected officials fairly and equally and is not swayed by individual political pressure and avoids even the perception of favoritism
- Diplomatically persuasive
- Follows Commission policy direction
- Respects the City resolution established "chain of command" - - between the City Mayor, Commissions, City Manager and department heads; however, allows for direct information exchange between elected officials and senior staff.

With Staff

- Establishes and maintains friendly and professional but not social relationships with staff
- Provides clear directions and expectations and manages for successful outcomes

- Motivates and supports employees so that they can perform at their highest potential
- Easily accessible - in fact encourages employees to come to him or her - open door policy
- Listens and is open to new ideas
- Is fair, evenhanded and consistent
- Coach and mentor; encourages and supports individual professional development.

With the Community

- Engaged; attends civic and community meetings
- Visible; attends community events
- Tactful and persuasive

With Other Governments including County, State and Schools

- Active and collaborative involvement
- An effective advocate for the City

Compensation and Benefits

The salary for the position is negotiable based on qualifications and experience. Residency within the City of Frankfort is strongly preferred. The City will provide relocation assistance.

Application and Selection Process

The deadline for receipt of application materials is December 6, 2016 and review of résumés will start immediately. To apply, please send a letter of application, detailed résumé, and current salary to:

Robert E. Slavin or David Krings

SLAVIN MANAGEMENT CONSULTANTS

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Phone: (770) 449-4656

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e-mail: slavin@bellsouth.net

www.slavinweb.com

Electronic submissions are preferred



The City of Frankfort, Kentucky is an Equal Opportunity Employer and Values Diversity Throughout the Government

CITY OF FRANKFORT, KENTUCKY

Organizational Chart

