



**RECRUITMENT PROFILE:**

# **CITY MANAGER**

**CITY OF COVINGTON, KENTUCKY**

**EXPRESS INTEREST BY MAY 12TH**

An aerial photograph of a town street, likely in Covington, Louisiana. The street is lined with multi-story brick buildings. A prominent sign for 'COVINGTON CHILI' is visible on one of the buildings. A water tower is visible in the distance on a hill. The sky is clear and blue. The text 'JOIN OUR TEAM TODAY!' is overlaid in large, white, bold letters across the top half of the image.

**JOIN OUR TEAM TODAY!**

**THE CITY OF COVINGTON EXISTS TO  
NUTURE A WELCOMING AND INNOVATIVE  
COMMUNITY WHERE PASSIONATE  
PEOPLE LOVE TO BE.**



CITY OF  
COVINGTON  
KENTUCKY

## RECRUITMENT PROFILE:

# CITY MANAGER

## CITY OF COVINGTON, KENTUCKY



Restaurants on Main Street, Covington, KY

### BACKGROUND:

With a population of 40,944, Covington has the small city charm with big city benefits - the 5th largest in Kentucky and the largest in the Northern Kentucky region. The city boasts 16 national registered historic districts, a thriving arts scene, and plenty of recreation & leisure.

Located across the Ohio River from Cincinnati, national magazines rave about all Covington has to offer.

**“Covington Among Best 50 Places to Travel in 2017”**

>> *Travel & Leisure*

**“Best NKY Park” and “Best Fitness Trail”**

>> *2016 NKY Magazine awards*

**“THE COOLEST SUBURBS IN AMERICA’S 35  
BIGGEST METRO AREAS”**

**>> THRILLIST TRAVEL**

### THE OPPORTUNITY:

The City of Covington is looking for a highly skilled, energetic, economically-savvy professional with excellent interpersonal skills who will complement the City’s desire for effective change, efficient government, and sustainable performance improvement and public relations. The City Manager must be an effective leader of the City’s senior management team, while improving the organizational culture, attracting new business and industry and retaining high-quality staff.

The City Manager serves as the Chief Administrative Officer for the City and is responsible for directing and assisting the executive authority in planning, organizing, coordinating and evaluating all activities and functions of the City in addition to implementing administrative policies and procedures to continuously improve the City’s departments and functions.

If you want to live and work in a city with a town-like feel, a sense of place, history, and a rich community, **Covington is the place.**

**“ONE OF THE FIVE INDUSTRIAL CITIES MAKING  
AMERICA’S RUST BELT SHINE AGAIN”**

**>> VOGUE MAGAZINE**

# WELCOME TO COVINGTON!



Clock Tower at Goebel Park



Covington Skyline

## HISTORY

Established in 1814, Covington is named after [General Leonard Covington](#), an American officer who trained troops in the area and was killed in the War of 1812. Beginning as a riverfront enterprise, Covington became the Town of Covington after incorporation in February 1815 by the [Kentucky General Assembly](#). By 1830 the population of Covington was only 715, but after 1830 due to a large influx of German immigrants and the town being incorporated as a city in 1834 the population increased to 2,026 by 1840.

The independent city of West Covington, which is now located on the Ohio river, was annexed in 1916, and following that the boundaries of Covington remained the same for the next 35 years which other municipalities were established in the surrounding area such as Park Hills, Fort Wright, and Lakeside Park. Apart from the annexation of a few small tracts of land in the 1950s, Covington remained roughly the same size until the 1960s when it annexed the land in Kenton County creating what is now known as South Covington.

Covington's heyday was the first two decades of the 20th Century, particularly the roaring 20s when the city was bustling with activity with numerous restaurants, department stores, shops, saloons, banks, theaters, and offices bringing swarms of people to the downtown commercial district. It was during this period that the manufacturing industry took up in Covington. One of note is the [Stewart Iron Works Company](#) which made the bars for [Alcatraz Prison](#), the Kelly-Koett Manufacturing Corp., one of the earliest manufacturers of x-ray accessories and equipment, and the [United States Motor Truck Company](#).

In decline after the Great Depression, the city made a come-back in the 70s and 80s and has moved eagerly into the 21st Century. In 2008 Corporex completed the 22-story luxury con-dominium project, [The Ascent at Roebling's Bridge](#). Designed by world-renowned architect [Daniel Libeskind](#), with help from local architect GBBN, the wedge-shaped structure won the 2008 CNBC property award for best high-rise in the Americas, and was a featured project in the AIA April 2008 newsletter.

## GEOGRAPHY

Covington is a livable city at the crossroads—literally and figuratively—of north and south, east and west, and Old World and New World. Literally the 'northernmost southern city', Covington lies across the Ohio River from Cincinnati

at the confluence of the Ohio and Licking rivers. According to the [United States Census Bureau](#), Covington has a total area of 13.7 square miles (35km<sup>2</sup>), of which 13.1 square miles (34km<sup>2</sup>) is land and 0.5 square miles (1.3km<sup>2</sup>) (3.88%) is water.

### Highway Travel

Major cities are within short driving time:

[Cincinnati \(5 min\)](#)   [Frankfort, KY \(60 min\)](#)   [Louisville, KY \(90 min\)](#)   [Indianapolis \(2 hours\)](#)  
[Detroit, MI \(4 hours\)](#)   [Chicago, IL / Pittsburgh, PA \(4.5 hours\)](#)   [St Louis, MO \(5 hours\)](#)

### Air travel

Covington is served by **Cincinnati/Northern Kentucky International Airport (CVG)** - the largest airport in the state and **7th busiest in the US**. CVG is a hub to Delta Air Lines, HQ for Delta Private Jets, and one of DHL's three super-hubs, serving destinations throughout the Americas, Europe, Africa, and Asia making CVG the 36th busiest airport in the world based on passenger and cargo operations.

## DEMOGRAPHICS

**Population** - At its peak in 1930, more than 65,000 people called Covington home. Since 1930, the city experienced a steady decline until 2010, as Millennials are finding the city's historic districts highly accessible, affordable and convenient. Once a small town of German Immigrants, Covington is now the 4th largest city in Kentucky. Since 2010, Covington's population has grown 1% after 60 years of steady population decline.

**Cost of Living** - The median house price in Covington is **\$89,300 versus \$134,700** for the entire Commonwealth of Kentucky, Ohio (\$125,700) and Indiana (\$120,300)

**Ethnic Composition** - More than 18,257 households and 10,132 families live within a population density is 3,301 people per sq/mi. Covington's ethnic makeup is 80% White, 12% African American, 4% Hispanic or Latino, 1% other races, Asian and Native American.

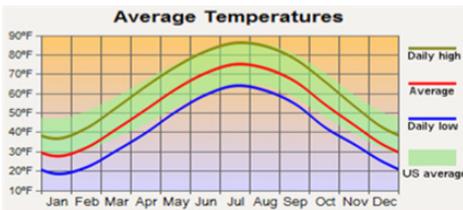
**Median Income** - In 2015, the median income for a household in the city was \$36,737. Average household income was \$49,922. 15.5% of families and 18.4% of the population were below the poverty line, including 25.0% of those under age 18 and 13.4% of those age 65 or over.

**Age Distribution** - 69% of the population falls under 25 years of age while 31% of the population is over 25 years. The median age is 33 years.

More at [City of Covington's Economic Dashboard](#)

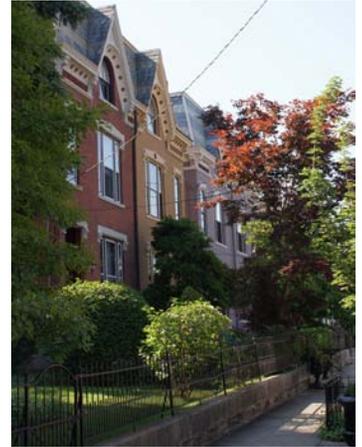
## CLIMATE

Average annual snowfall in Covington is 14 inches—well below the 26" for the average US city. Covington averages 42 inches of rain per year—above the US average of 39". Days with any measurable precipitation is 82, and an average of 176 sunny days per year. Average temperature for the year is 64.8 degrees—July's high average is 87\* and the average low in January is 24\*. Summer days tend to be hot and humid, and winters tend to be cool.



Age Group	Percentage
<5	7.8%
5-19	20.5%
20-24	7.5%
25-34	17.3%
35-44	16%
45-54	12%
65-74	6%
75+	6%

Source: U.S. Census



Mainstrasse



Devou Park



# COMMERCE

Covington is experiencing an incredible transformation in local employment. Since 2010 significant growth in the financial services sector, commercial and manufacturing facilities for overseas companies and renewal of historic districts throughout the city, the city's unemployment rate has dropped sharply from 10.95 to below 5% in 7 years.

**Largest sectors of the local economy** are: 13% *Healthcare & Social Assistance*, 11.6% *Manufacturing*, 11.3% *Retail Trade*, 10.7% *Accommodation & Food Services*.

**Occupations** by share include: *Administrative (15.7%)*, *Sales (11.6%)*, *Management (8.1%)*, *Healthcare (7.2%)*, *Food & Servicing (7.1%)*, and *Business & Financial Operations (5.3%)*.

**New Business Development** - Today, Covington is back on the map with a re-engineered and diversified economy due to comprehensive economic development, renewal and beautification strategies. Covington has once again become a solid and **diverse 21st Century city** by attracting world-wide companies as well as Millennials who are attracted to its numerous amenities, walkability and overall lifestyle.

Collaboration among regional economic development partners was successful in securing **CTI Clinical Trial and Consultant Services** to relocate 250 employees & create 500 new jobs in Covington. **Huntington Bank** decided to relocate 100 backoffice mortgage underwriters at a downtown location, and sport technology manufacturer **Road ID** is to relocate and create 73 jobs to Covington. Development of state-of-the-art urban residential and business projects recently underway or complete:

**TABLE II: TOP 10 EMPLOYERS IN COVINGTON**

Agency / Company	# FTEs
Internal Revenue Service	4,500
Fidelity Investments	3,923
Covington Independent Schools	760
Club Chef	659
Commonwealth of Kentucky	501
St. Elizabeth Healthcare	431
Rosedale Green	408
City of Covington	300
Atkins & Pearce	220
NorthKey Community Care	173

**Source:** *Covington's 2015 Annual Financial Report*



Photo courtesy of Senhauser Architects

### << Duveneck Square

A \$17 million, four-story, 110-unit apartment building with 5,000 square feet of first-floor commercial space in Phase 1. Phase 2 construction will produce a parking structure with retail, office and additional residential units.

### Hotel Covington >>

The \$21 million project converted a historic architectural gem in downtown to a modern, upscale



Photo courtesy of the Catalytic Fund

boutique-style hotel. The former department store now features 114 luxury hotel rooms, upscale restaurant, and a bar with a rooftop patio with incredible views of downtown Covington.



Photo courtesy of River City News

### << Bavarian Brewery

A planned re-use of the former Bavarian Brewing property as the Kenton County's administrative campus and the redevelopment of the county's existing building. 3 proposals are under review.

### 501 Main >>

The \$40 million River Haus breaking ground this Summer will add 189 apartments, 4,000 square feet of commercial space, and parking.



Photo courtesy of www.covingtonky.gov

**<< John R. Green** - A \$28 m, 1.43-acre redevelopment from warehouse to mixed-use development featuring 170 Class A apartment units, 5,856 square feet of commercial/retail space, and a three level 295 space parking garage.



Carew Tower Observation Deck



## FORM OF GOVERNMENT

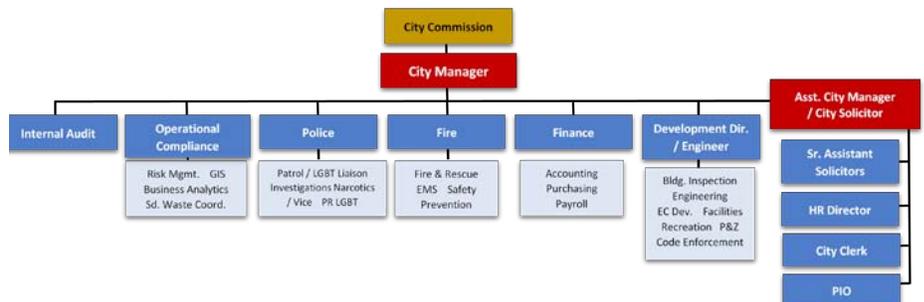
Incorporated in 1815, Covington is a **Commission – Manager government** – recognized by the International City / County Management Assc. (ICMA) in 1932, the city has long maintained this recognition with a long-established history of stable government. Covington is the oldest Commission-Manager forms of government in Kentucky.



## ORGANIZATIONAL STRUCTURE

The Board of Commissioners includes 4 members elected at-large for two-year terms and the Mayor elected at large for a four-year term. The Commission establishes policy and direction for the community. The current Commission was seated in January.

The City Manager is appointed by and reports to the 5-member Board of Commissioners in accordance with the statutes of Commonwealth of Kentucky. He / She serves as Chief Administrative Officer, is responsible for managing more than **300 FTEs in 10 departments and 12 divisions**, assisted by the Assistant City Manager who also serves as the City Solicitor.





Innovation Alley



Fire Department



Cyclocross Devou Park

## MUNICIPAL SERVICES

Covington was incorporated in 1815. In its 202 years, the City takes pride in being nearly a full-service city with a FY 2016 General Fund revenue of more than \$52,000,000, and an *ad valorem* tax rate of \$0.3130 per \$100 valuation.

As Covington is in the midst of multiple major economic and social renewal projects throughout the city, effective coordination and frequent collaboration with the following internal departments is expected:

*(Currently under direct management of the City Manager):*

**Police** - The largest law enforcement agency in Northern Kentucky, with more than **100 sworn officers** serving 19 neighborhoods with 6 divisions: *Patrol, Crime Investigations, Administrative Support, Narcotics/Vice Unit, Media & Public Relations, and LGBT Liaison Officers*. Command staff is highly experienced having served the City for more than 30 years.

**Fire** - A highly-qualified command staff, the Fire Chief and two Deputy Chiefs manages 122 firefighters (117 FT & 5 PT) in two divisions (Fire & Rescue and EMS). The department provides fire suppression, emergency medical services, hazard mitigation, fire prevention, fire education, and other emergency and non-emergency services from 6 fire stations while maintaining a class 2 ISO ranking - the top 2% of 48,000 fire departments nationally.

**Finance** - 7 full-time staff are responsible for accounts payable / receivable, asset management, purchasing, payroll, collections and loss prevention. Director position is currently being filled by a highly experienced interim with more 25 years senior management experience.

**Internal Auditor** - Provides independent, objective auditing and consulting services using internal controls to ensure compliance with policies, procedures & state law. IA develops an Annual Audit Plan based upon a citywide risk assessment which identifies, measures, and prioritizes potential types and levels of risk to the City.

**Operations Department** - 5 fulltime and 2 part time staff are responsible for contract and compliance monitoring, product and services procurement, facilities assessment and maintenance, project management, information technology, and data collection.

**Department of Development** - 56 FT staff in 3 divisions: *Public Services, Code Enforcement, Community & Economic Development*. Department provides a comprehensive range of services including: *Planning and Zoning, Historic Preservation, Code Enforcement, Engineering, Parking Services, Business Recruitment and Retention, Brownfield Redevelopment, Housing, and Parks and Recreation*. The largest department within the City is currently being evaluated to provide strategic, integrated services and to create a more inviting, improved and entrepreneurial business environment and economic development.

**Community & Economic Development** - 2 FT staff support: *Community Development, CDBG, Business Recruitment and Retention, Brownfield Redevelopment, Housing, Historic Preservation, Planning and Zoning,*



**Public Services** - Consists of 46 FT staff in 7 divisions including: *Engineering, Parks & Recreation, Facilities & Recreations Maintenance, General Maintenance, Fleet, Streets & Rights of Way, and Solid Waste Coordination.*

**Code Enforcement** - Consists of 1 FT / 5 PT employees.

*(Asst. City Manager / City Solicitor currently responsible for):*

**Legal Department** - 5 FT / 1 PT staff provide legal advice to staff, the Board of Commissioners, and other City boards and commissions, review, draft, and prepare legal instruments such as contracts, ordinances, resolutions and deeds, and represents the City in federal / state courts. Kenton County Attorney's Office and the Commonwealth's Attorney Criminal handle prosecutions.

**Human Resources** - 2 FT staff providing recruitment, hiring, salary administration, employee engagement, training, HR compliance, manages self-funded medical plan, performance management program, worker's compensation and provides HR related assistance to all departments. HR Director has been with the City for 16 years.

**City Clerk** - 1 FT staff who attends all Commissions meetings and serves as custodian of all official proceedings, ordinances, resolutions, deeds, contracts, minutes of official meetings and oaths of City employees who perform duties under bond and of members of various boards. City Clerk has been with the City for 17 years.



Garrard Street



Kids at festival



Fireworks over the Ohio River





Covington Skyline

## PREVIOUS CITY MANAGERS

Since 1930, the City has had 17 City Managers – averaging more than 5.2 years each. During the past 30 years, Covington's 6 City Managers have also served an average of 5 years. The most recent City Manager departed the City after 8 years of service.

## CURRENT OPPORTUNITIES & FUTURE CHALLENGES

A highly-qualified management team awaits the new City Manager including the Police Chief (27 years), Assistant Police Chief (20 years), Fire Chief (21 years – 5 as Chief), HR Manager (16 years), City Clerk (16 years), Senior Accountant (16 years), and AP Manager (16 years). Current vacancies (Finance Director, IT Director, Senior Accountant, and Development Manager) and the possibility of early retirements provide the incoming City Manager the opportunity to leverage experience while also building a Senior Management team as desired. Vacant positions are currently being advertised or being filled with an interim. The current environment provides a tremendous opportunity for the new City Manager to be successful:

**City Commission Relationship** - The new Commission and Mayor are dedicated to efficient, sustainable and effective public service. They have a passion for it, a clear understanding of the roles of the Commission and City Manager relationship. They are looking forward to working with a City Manager who brings professionalism and effective communication to City Hall.

**Recruitment, Selection & Retention** - Recent departures of the Development Manager, Finance Director, Senior Accountant, and IT Director will require skilled leadership to assist in recruitment and selection of high-quality, experienced and professional employees. Pending or potential retirements of the Fire Chief and other senior managers provide the opportunity to retain and build a strong senior management team.

**High Performance / Process Improvement** - While staff have made marked improvements in the past 5 years, greater opportunities to improve internal systems, tools, processes, policies, planning and procedures can be realized throughout City Hall including: Building and Business services, Asset & Financial Management, Organizational Realignment, Financial Reporting, Technology, and more.

**Apprehension** - The landscape of local government is always changing. A City Manager who can effectively serve as advisor, coach, mentor, and strategist, who values the time, inputs, efforts and lives of others will be welcome in Covington.

**Strategic Planner / Thinker** - *The City of Covington needs a Strategic Plan.* An individual who thinks strategically and who can facilitate the process of developing and implementing strategy will be highly valued. Experience in developing a vision and long-range Strategic Plans is vitally important.

# THE IDEAL CANDIDATE

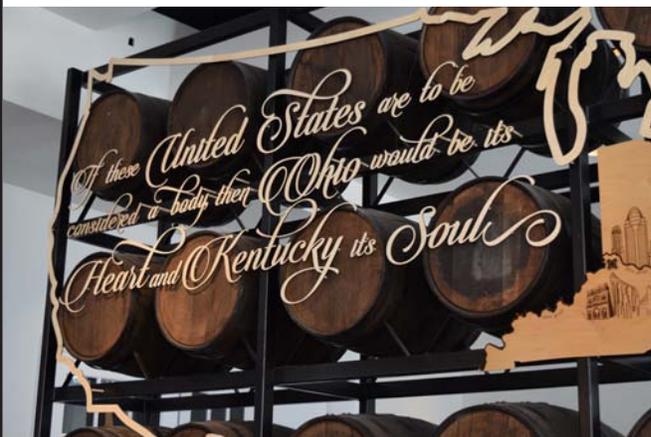
The ideal candidate will possess technical & interpersonal skills which complement the need for effective and efficient administration of this highly-visible and important position. The following attributes, skills, education and experience are desired:

**Team Builder** - An individual with a positive, infectious attitude who is willing to mentor staff, inspire those around them to follow, and instills that passion and experience with the employees he or she mentors.

**Excellent Communicator** - An individual who can communicate one-on-one with business owners, developers, employees, everyday citizens and elected officials requires a unique ability to listen to and understand opposing viewpoints. The ability to clearly articulate City policy is the key to managing difficult situations and resolving disputes and carrying the message / vision of the City.



Roebling's Bridge



Bourbon barrels and sign at the Hotel Covington made by Grainwell

**Technically Skilled, Educated & Experienced** - Someone who is highly educated and experienced performance improvement and change management. Must have a firm grasp on what makes government efficient, effective and sustainable.

**Excellent Project & Personnel Management** - A strong collaborator among department and division managers will be key to “**professionalization, stabilization and strengthening**” City Hall.

The desired *skills* and *attributes* include:

- >> Effective delegator
- >> Great communicator
- >> Operationally efficient
- >> Strong project manager
- >> Values social media
- >> Work-life balance
- >> Working “smarter”
- >> New technology
- >> Personnel manager



CITY OF  
COVINGTON  
KENTUCKY



# AMENITIES

A dramatic change from the cookie-cutter, strip-mall city, Covington is rich in history, character and tradition. Named recently as **“One of the Five Industrial Cities Making America’s Rust Belt Shine Again”** in Vogue magazine, Covington has a deep sense of place and an energy you’ll crave. With a residential downtown that’s surrounded by historic neighborhoods, it’s easy to walk to great restaurants and unique shop venues, experience the arts, live music and festivals, or walk across one of the City’s bridges to enjoy professional sporting events and attractions in neighboring downtown Cincinnati, Ohio and Newport, Kentucky, each of which are a mere 10-minute drive away. Stop by Braxton Brewing Company for a drink. Visiting the iconic **clock tower in Mainstrasse**. Enjoy the scenery at Devou Park. **Covington has something for everyone!**



NFL Cincinnati Bengals

Top 10 things to do around Covington / Cincinnati:

- >> Devou Park
- >> **Smale Riverfront Park**
- >> Queen City Underground
- >> John A. Roebling Suspension Bridge
- >> **Coney Island**
- >> Newport on the Levee
- >> **Kentucky Symphony Orchestra**
- >> Carew Tower Observation Deck
- >> Yelp’s Summer Bucket List Bash on B.B. Riverboats
- >> **Totter’s Otterville**

Covington honors its rich heritage and architectural gems, expanding upon its charm and encouraging modern growth. Covington has 16 national registered historic districts, a thriving arts scene, and plenty of recreation and leisure. The City has 16 parks, three swimming pools, two golf courses, and extensive nature trails promoting healthy initiatives for its residents and visitors alike. Covington is striving to provide greater access to both rivers and is investing in more community gathering spaces, parks, better roads and sidewalks through projects such as the Riverfront Development and the Licking River Greenway Trails.

For art lovers, Covington has a thriving art scene and features numerous murals created by local and international artists, such as Covington’s BLDG and The London Police. Covington is creating a great environment for startups, entrepreneurs and established businesses to prosper. The City has numerous neighborhood groups and organizations, such as the Center for Great Neighborhoods, Keep Covington Beautiful, and Covington Partners, all working towards the betterment and beautification of the City.



Coney Island

5 Useful Websites

- >> [City of Covington](#)
- >> [County Government](#)
- >> [Chamber of Commerce](#)
- >> [School District](#)
- >> [Economic Development Agency](#)



NCAA Division I Basketball (3 teams)

**It matters where you choose to invest  
your time and career. Join our team.  
Choose Covington.**



KY Symphony Orchestra at Devou Park

## APPLICATION DETAILS

**Education & Experience** - The ideal candidate will possess the following *education & experience*:

- >> **Bachelor's Degree** in Business, Public Administration, Urban & Regional Planning, or related field from an accredited four-year college or university. A Master's Degree is *preferred*, but not required.
- >> **Five (5) years** (or more) as a City Manager / City Administrator of a city with a population greater than 20,000... Or... **seven (7) or more years** as an Asst. City Manager / Asst. City Administrator of a similarly sized or larger city.
- >> Knowledge of Kentucky government (*preferred, not required*).

### Residency

Residency within the city limits is not required. Living within a 30-minute drive is preferred.

### Compensation

- >> \$112,008 to \$150,000 / year salary (DOQ) with the following benefits:
- >> Life Insurance + Medical, Dental, Vision – 100%
- >> Retirement – County Employee Retirement System (CERS), ICMA-RC or other as negotiated
- >> Professional Development & Memberships

### Confidentiality

Per Kentucky Law, public records of a personal nature may be kept confidential until the selection of City Manager is made. Finalist background and reference checks require disclosure.

### Equal Opportunity

The City of Covington is an Equal Opportunity Employer. The City values public service, equal opportunity and the importance of diversity in the workplace. Veterans, all genders and all ethnicities are encouraged to apply.



## How to Apply

E-mail a Coverletter & Resume to:

[CovingtonCM@MunicipalSolutions.org](mailto:CovingtonCM@MunicipalSolutions.org)

Responses will be considered until May 12th.

Direct questions to David Evertsen or Stephen Cleveland at above email or by calling (623) 207-1309.



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