



Aiken, SC

OUTSTANDING OPPORTUNITY TO SERVE THE CITIZENS OF

AIKEN, SOUTH CAROLINA

AS THEIR NEXT

CITY MANAGER



Introduction

Slavin Management Consultants has been retained by the City Council of Aiken, South Carolina to assist in the recruitment, hiring, and orientation of a new City Manager. This profile has been developed after consultation with the Mayor and City Council. The City Council is unified in its objective to hire a highly-qualified professional based on the interpersonal and professional qualities and skills desired for the position.

The Community

Aiken is...the Perfect Getaway

An hour's drive from Columbia, South Carolina's state capital, lies a city of about 30,000 residents, steeped in equine tradition, green spaces and rich history. Unique locally owned shops and restaurants, quaint bed and breakfasts, historical museums, and golf courses are only part of its allure. Aiken, offers just the combination for a perfect getaway. From Steeplechase and Lobster Races to music and arts festivals, there is something for everyone to enjoy when choosing Aiken.

Upon arrival in Aiken, you will notice a thriving downtown that has much to offer. Fountains and flowers grace the intersections with rich color while lush parkways divide the streets. The qualities of a *Community of Character* are proudly displayed on lampposts. Shops and restaurants line the sidewalks as people on every corner are ready to welcome you to Aiken. If you time your visit just right, you may find a street fair taking place in *The Alley* or on *Newberry Street*.

After a long day of exploring, fine dining awaits you at one of the City's unique restaurants. You will enjoy exquisite cuisine and delicious desserts. For the less adventurous person, there are plenty of well-known eateries to fulfill your dining needs. There are many options for breakfast and lunch as well.

When choosing your accommodations, you will find more

common hotels along as well as award-winning inns and bed and breakfasts. You may decide to stay downtown in the heart of Aiken or near one of the golf courses. Either way, you will find a home away from home and experience Southern hospitality at its best. Each hotel has something different to offer.

In historic, downtown Aiken, you will find locally owned shops including clothing boutiques, gift shops, equine shops, craft shops and antique stores. There are also chef-owned restaurants and cafes and a theater with home-grown talent. Art is important to Aiken. Live performances (local and nationally acclaimed ones) are scheduled most weekends in Aiken. And, the Aiken Art Center, located in the heart of the downtown district, is another fun place to visit!

The Aiken Visitors Center and Train Museum is the perfect place to begin your trip to Aiken. Or, start your exploration before you even leave home by visiting the City's website (www.VisitAikenSC.com).



The Organization

Aiken functions under a Council-Manager form of government. The City Council is composed of a directly elected Mayor and six Council Members elected by single member districts. The Council performs legislative and policy functions, sets the overall policy in matters concerning the operation of the City's affairs and appoints the City Manager to oversee the day-to-day operations of the organization. The City Manager coordinates the City's municipal services and business affairs; carries out the policies established by the City Council; and sees that all City department duties are performed efficiently and economically. Departments include City Manager's Office, Building Inspection, Legal Services, Municipal Court, Information Technology and Neighborhood Development, Finance, Planning, Human Resources, Public Services, Public Safety, Engineering and Utilities, and Parks, Recreation and Tourism. The City's current operating budget is approximately \$49 M plus a capital improvement program. There are approximately 350 full-time employees.

The Mayor and City Council Members



Mayor Fred Cavanaugh



Councilmember Gail Driggs—District 1



Councilmember Lessie Price—District 2



Councilmember Dick Dewar—District 3



Councilmember Reggie Ebner—District 4

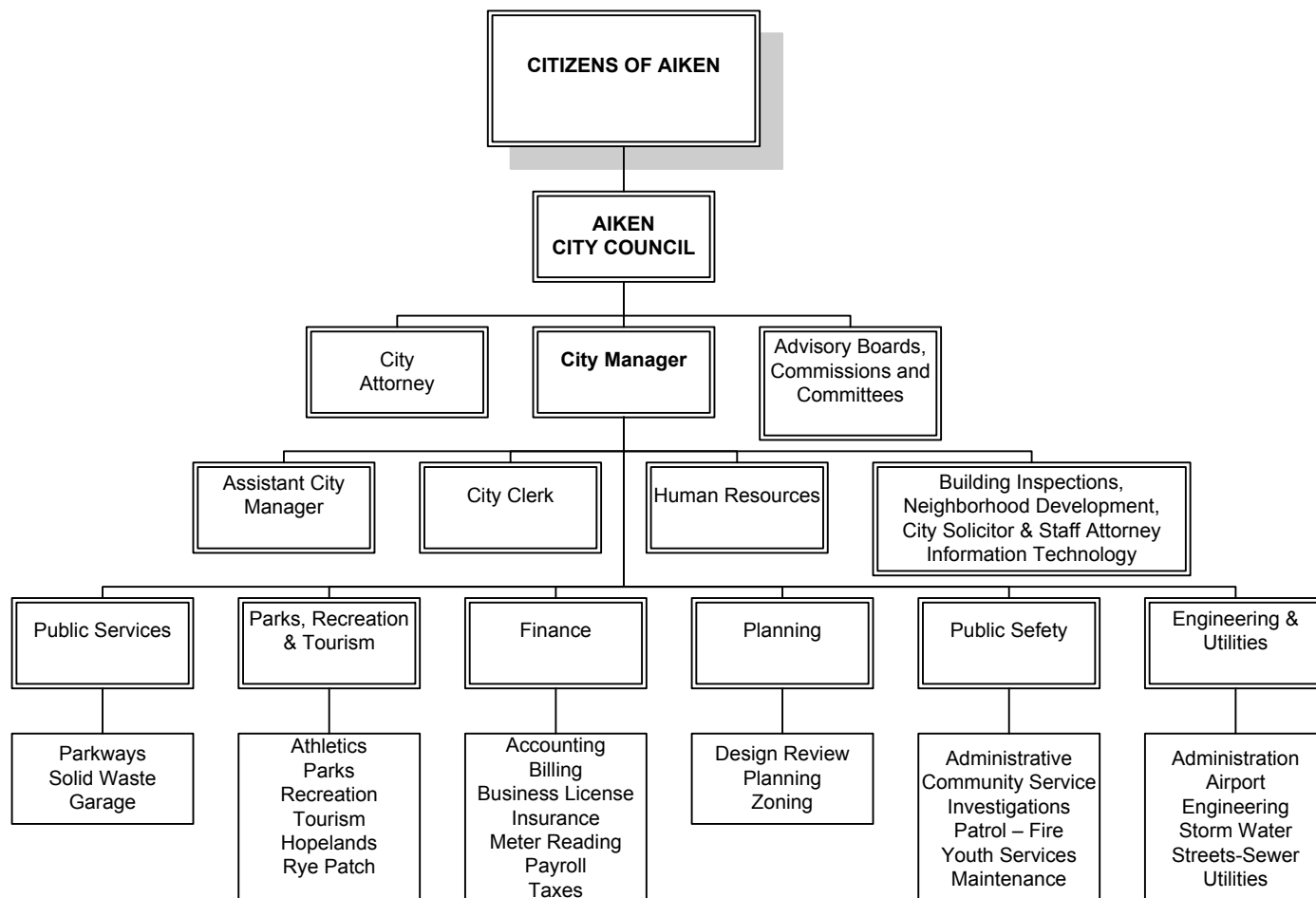


Councilmember Steve Homoke—District 5



Councilmember Philip Merry—District 6

City of Aiken Organizational Chart



The City Manager

Under Aiken's Council-Manager form of government, the City Council performs legislative and policy functions, sets the overall policy in matters concerning the operation of the City's affairs, and appoints the City Manager to oversee the day-to-day operations of the organization. The City Manager administers the City's operating and capital budgets.

As Aiken's chief administrative officer, the City Manager coordinates all of the City's municipal services and business affairs; carries out the policies established by the City Council and sees that all City department duties are performed efficiently and economically.

The City Manager makes, or initiates, studies on a multitude of issues. He/she presents to the City Council thoroughly researched recommendations with alternative solutions. Aiken is known for being an active and innovative community and the City Manager is expected to take an active role in community affairs.

The City Council is seeking a talented City Manager with unquestionable sense of integrity and professionalism who has the ability to build consensus and forge strategic partnerships, both internally and externally.

The ideal candidate will be:

- firm, fair, open, and honest,
- willing to challenge the status quo,
- able to make the hard decision when necessary,
- apolitical,
- fiscally conservative,
- capable of communicating with the City Council frankly and honestly,
- not overly affected by criticism or fear of failure while facilitating the City Council direction through the decision-making process.

Requirements Include:

A Bachelor's degree in business or public administration or closely related field from an accredited college or university (a master's degree is preferred); and at least 5 years of experience as a City/County Manager or Assistant City/County Manager. Must be a strong, proactive and fully experienced leader with a proven record of success; have a comprehensive understanding and full appreciation for the council/manager form of government; have keen analytical skills and a thorough knowledge and

understanding of modern finance and budgeting. Must display excellent interpersonal skills.

Issues, Challenges and Opportunities

(Not necessarily in priority order)

- Aiken's current millage rate is 62 mills and has not been raised in more than 25 years. However, the City has no general obligation debt and as of 12/14 will be entirely debt free.
- The City provides water, sewer and recreation services to a population of about 60,000 and charges higher fees to non-residents.
- Aiken has a fully combined and cross-trained Public Safety Department; the City has an enviable Class "2" ISO rating.
- Aiken is actively planning to build a new Senior/Youth Center and an additional Regional Recreation Center.
- Revenue, budget and overall financial management is an issue. Mostly as a result of the recent national recession, for the last few years Aiken has relied on reserves to balance its budget.
- The City needs a more reliable funding source to fund the repair and maintenance of the City's infrastructure - the State is keeping more gas tax revenue to fund State projects and is reluctant to raise the gas tax for this purpose.
- With federal cutbacks, Aiken has lost many of its well-paying *Savannah River Site* jobs - leaving the community increasingly less able to retain existing and attract new young professionals.
- Employees have faced multiple years of minimal salary increases. Some are feeling undervalued and morale has suffered.
- Aiken needs a visionary business-friendly economic development strategy supported by strong leadership necessary to implement it.
- The City is in need of a Citywide performance evaluation system through which employees at all levels are evaluated at least annually.
- Several department heads are approaching retirement. Therefore, *succession planning* is important. Right now two major department head positions are vacant - the Director of Parks, Recreation and Tourism and the Planning Director. Both are now filled with interim personnel.



To Apply

Apply by Monday, December 29, 2014 with cover letter, resume and present salary to:

Robert E. Slavin

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Norcross, GA 30071

TEL 770/449-4656

FAX 770/416-0848

Email: slavin@bellsouth.net



A competitive starting salary and excellent benefits are negotiable depending upon qualifications and experience. City residency is required subsequent to appointment.

The City of Aiken is an Equal Opportunity Employer



