



 **KETTERING**  
*is home to*

Excellent Volunteers

Hometown Heroes

Summer's Best Music

Thriving Businesses

Exceptional Schools

Beautiful Neighborhoods



RECRUITMENT ANNOUNCEMENT  
**CITY MANAGER**  
CITY OF KETTERING, OHIO

## COMMUNITY BACKGROUND



### KETTERING IS HOME

Kettering, Ohio, is a progressive, innovative city known for its outstanding amenities. Kettering is home to beautiful neighborhoods and green spaces, as well as flourishing businesses. The city is perfectly situated near metropolitan Dayton.

Approximately 18.7 square miles and home to 57,862 people, Kettering is the second-largest city in Montgomery County. Residents enjoy world-class performers at Kettering's very own Frazee Pavilion each summer, along with 21 parks and countless community-engaging events throughout the year. Kettering has been recognized regionally as a "Best Place in the Dayton Area to Raise a Family" and nationally as one of Money Magazine's "Best Places to Live in America."

Kettering offers its residents a strong quality of life, friendly neighborhoods and world renowned cultural arts opportunities in a safe and peaceful environment. Residents are proud to call Kettering home and are extremely supportive of the school system and local government. The City is also known as the "City of Volunteers". The City utilizes more than 1,000 volunteers who serve the City in nationally recognized programs such as "Cities of Service" and "Make a Difference Day." The City's Volunteer program received national recognition with the 2013 USA Magazine "Make a Difference Day" award. Kettering is a known leader in municipal innovations, including redevelopment, fiber ring development and Wi-Fi deployment.

Kettering has long been recognized as a premier community and bears the name of the progressive inventor Charles F. Kettering, who held more than 185 patents. Kettering Health is the community's largest

employer and provides concierge care resources for every stage of life and need. The city is home to incredibly diverse businesses including health care, manufacturing and worldwide distribution.

The City of Kettering does all that it can to bolster local economic development including phenomenal redevelopment projects. The Kettering Business Park is a prime example as City officials transformed a dated military base into a beautiful, innovative business park complete with modern communications, utilities and new roadways. Miami Valley Research Park and Governor's Place are also shining examples of the City's ingenuity and desire to offer exceptional opportunities for new and existing businesses. Kettering's diverse and sound economic base provides the foundation for the present and future stability of the city. The city's continued economic vitality is the result of quality development, strategic planning and aggressive efforts to attract and retain high-quality commercial development.

Kettering offers a successful mixture of commercial and residential development; and, in many instances, the two work in tandem to create a vibrant community. Businesses range from small locally-owned shops and award-winning restaurants to large corporations such as Amazon, Kodak, Reynolds and Reynolds, and Limited Brands. Kettering is also home to a number of progressive companies including Community Tissue Services, Life Connection of Ohio and Alternate Health Solutions. Nearby Wright-Patterson Air Force Base employs more than 20,000 professionals, making it one of the largest U.S. Air Force bases in the country and one of the region's leading employers.

Kettering is also well known for its quality school system offering a diverse range of academic and extracurricular opportunities. Kettering Fairmont High School is an *International Baccalaureate World School*, joining an elite group of only four schools in southwest Ohio to share in this distinction. Kettering Fairmont High School also offers students the option of taking 17 Advanced Placement (AP) courses, and more than 200 offerings in honors, college-prep, general education and career tech education courses. Fairmont High School and Kettering and Van Buren middle schools are also home to the Project Lead the Way Engineering (PLTW) Program.

Eight neighborhood elementary schools provide families the opportunity to enjoy close knit relationships with school personnel as well as with other families. Youth receive outstanding education and establish strong personal relationships in their formative learning years.



# RECRUITMENT — CITY MANAGER

The district also provides two middle schools, Van Buren Middle School and Kettering Middle School.

One of several public STEM (Science, Technology, Engineering and Math) schools across Ohio, the Dayton Regional STEM School is located in Kettering, Ohio. The STEM School offers students a relevant real-world educational experience which will prepare them for college and opportunities in the work world.

Kettering is also home to four private elementary schools and a private high school.

Kettering's success reflects the cooperative efforts of private citizens, civic leaders, government officials and business representatives. Such widespread commitment to the community ensures that Kettering will remain one of the most desirable suburbs to call home.



*Kettering offers residents 21 parks, 2 fitness centers, a music venue, a water park and splash pad, ice arena, an arts center and much more.*

## HISTORY

The earliest settler in what is now Kettering was John Patterson, a farmer who built the area's first log cabin in 1798. In 1841 an expanding population forced the creation of Van Buren Township, a name that would remain for more than 100 years.

In November 1952 voters of Van Buren Township approved the incorporation of the Village of Kettering, named for its most outstanding citizen, the famous philanthropist and inventor of the automobile self-starter, Charles F. Kettering. In his career, Kettering formed Delco Products, served as vice president for General Motors' Research Division, and established the Sloan-Kettering Institute for Cancer Research in New York City.

A special census conducted in 1955 found the village population to be 38,118, qualifying it for city status. The Secretary of State of Ohio proclaimed Kettering a city on June 24, 1955. Voters approved adoption of a Home Rule Charter and Council-Manager form of government which went into effect on January 1, 1956.

The community is located in a region known as an innovation hub and the birthplace of aviation pioneers Orville and Wilbur Wright. Along with the Wrights and Charles Kettering, the region was home to John Patterson, founder of National Cash Register and Colonel Edward Deeds, a well-respected businessman whose personal estate was the site for his own private airstrip.

## CITY GOVERNMENT

The City of Kettering operates under the Council-Manager form of government. Under this plan, the administrative responsibility of the City is centralized in an appointed professional City Manager. Seven Council representatives are elected to four-year terms on a non-partisan basis, one from each of the four districts and two at-large, and the Mayor who serves at-large. The Mayor presides over Council meetings and votes as a member of City Council but does not have veto authority. The Mayor also functions as the official head of the Council for all ceremonial purposes. Members of City Council elect the Vice Mayor biennially. The Mayor and City Council are responsible for creating city laws and setting the policy direction of the local government.

Once the Mayor and City Council create a policy or approve a course of action for the city, the City Manager is responsible for executing and implementing the policy, as well as the day-to-day operations of the City Government.

The City of Kettering is a leader in the region in the areas of planning, growth management and municipal services.

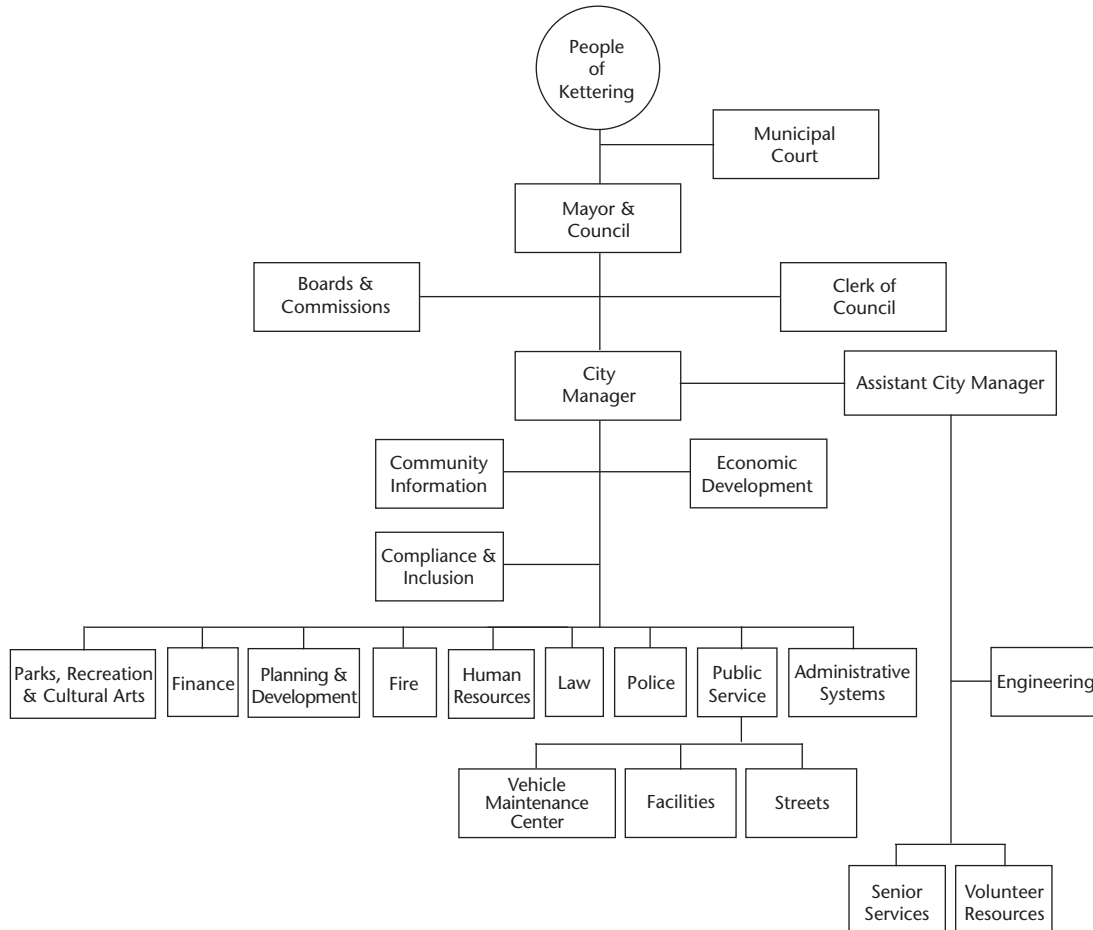
The City Council strongly supports the traditional authority of the City Manager under the Council/Manager Plan. The City Charter also makes clear the City Manager's authority to manage, hire, and remove administrative staff while cautioning Council members to, except for the purpose of inquiry, deal with administrative service solely through the City Manager.

## THE CITY MANAGER

The City Manager is appointed by Council and serves as the chief executive officer of the City. The Manager also holds the position of Public Safety Director. The Manager is responsible for the effective operation of the City government under the policy direction of the Mayor and City Council. It is also the responsibility of the Manager to propose policy measures and initiatives for Council consideration.

# CITY OF KETTERING, OHIO

## CITY OF KETTERING 2022 ORGANIZATIONAL CHART



## CITY DEPARTMENTS

Kettering offers exceptional core services to its residents, business owners and patrons. Quality of life is important to the residents, and Kettering's public safety, public service, as well as parks, recreation and cultural arts caters to the changing needs of the community.

The Kettering Police Department is a committed partner with the community. The department is dedicated to providing fair and equitable law enforcement services to all. The Kettering Police Department was among the first 50 departments in the nation to become a nationally-accredited agency and is one of only a few of its size to hold three concurrent awards of accreditation-law enforcement, jail and communications. Ethics, courage and excellence are the values which lead the



*"Ohio's Finest" Police Department provides 24-hour protection, educational programs and engagement with the community.*



# RECRUITMENT — CITY MANAGER



*Kettering Government Center*

department into the future. The outstanding men and women who make up the Kettering Police Department are the department's most valuable asset as they serve to maintain the reputation of "Ohio's Finest." It is their dedication which makes Kettering a safe community.

The Kettering Fire Department provides state-of-the-art and reliable fire, paramedic and emergency services to the community. The Kettering Fire Department proudly responded to more than 9,000 calls for emergency service in 2021. Certainly the most significant recent projects related to public safety services are our four new fire stations. The new stations are a tribute to the careful planning of City Council, administrators and residents to ensure that the facilities reflect the standards of our community. The new state-of-the-art Kettering fire stations were the result of a strategic planning process which began in 2006 and led to a comprehensive modernization strategy for all aspects of the Kettering Fire Department. With an average age of 42 years, Kettering's fire stations lacked the physical space or available land to properly allow for the improvements necessary to upgrade to current standards.

The City of Kettering Parks, Recreation and Cultural Arts Department is a three-time Gold Medal Award winner recognizing the very best agencies in the country and is one of seven departments in the state of Ohio to be fully accredited. Kettering is fortunate to have 21 parks throughout the City, and nearly all Kettering residents live within 1.5 miles of an exceptionally-maintained park. Kettering has been a Tree City for more than 30 years running, with green space and parks being integral factors in the quality of life. Kettering offers two very affordable fitness centers as well as an outdoor water park, ice arena and senior center. Both residents and those who work within the City enjoy a desirable rate for membership, programs and classes.

The City of Kettering supports Cultural Arts initiatives by operating a well-respected fine arts center. The Gallery at Rosewood Arts Center has hosted shows by artists from all over the country and commissions work with international talent. Public art pieces can be enjoyed all over the community and the art center offers an impressive array of classes for art enthusiasts at every age and talent level.

The Frazee Pavilion recently celebrated over 25 years of offering "The Summer's Best Music" in Kettering. Consistently ranked in the top 50 outdoor amphitheaters worldwide, artists like Sheryl Crow, James Taylor, Ringo Starr, Harry Connick Jr. and Vince Gill have graced the Frazee stage. The Frazee also hosts a variety of free festivals throughout the summer in idyllic Lincoln Park.

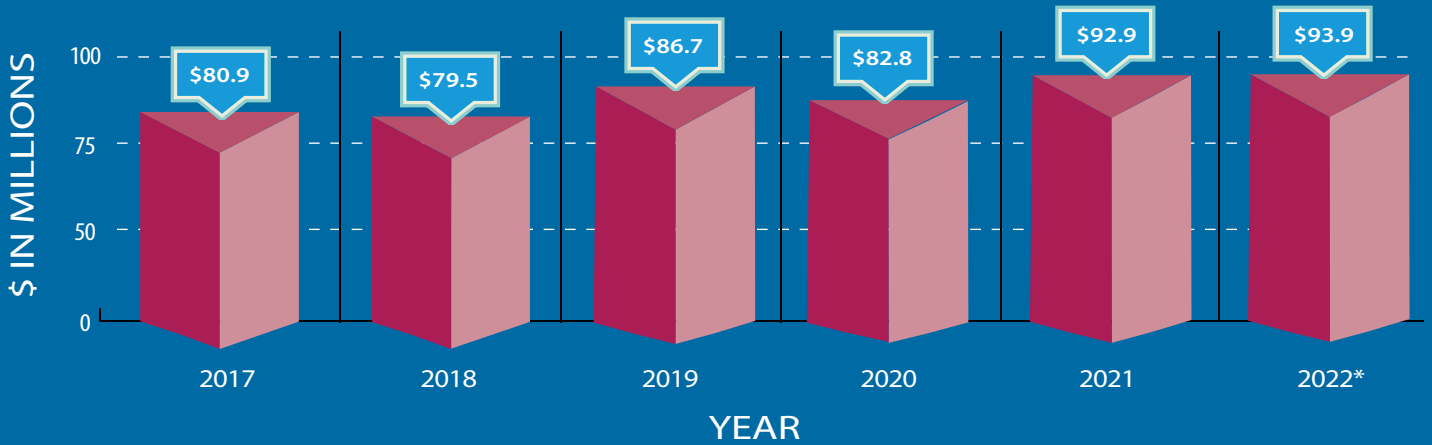
Public Service supports city streets maintenance, leaf collection, vehicle maintenance for the City's fleet, mulch and compost preparation and a yard debris drop-off center.



*Polen Farm, a 19th century farmhouse and barn situated on 15 picturesque acres in Kettering*

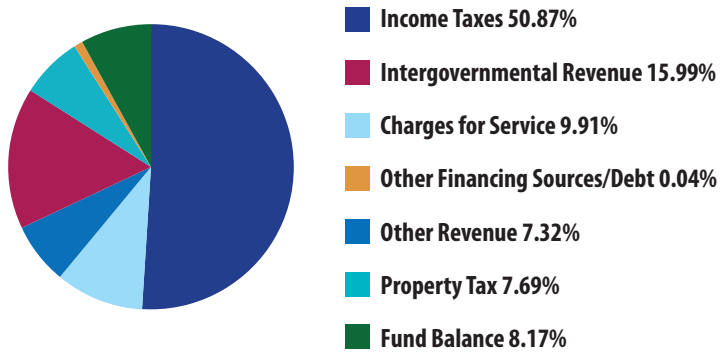
# CITY OF KETTERING FINANCIALS

## REVENUE \$ IN MILLIONS

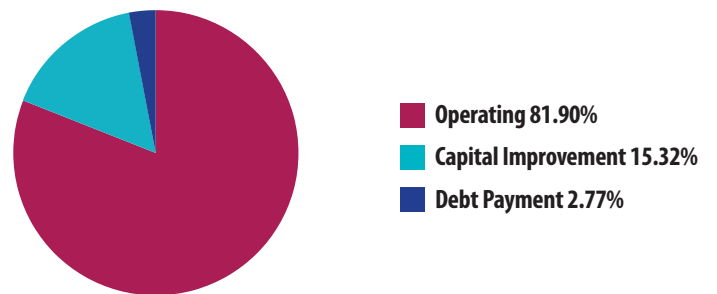


\*2022 Budgeted Revenue of \$93.9 million

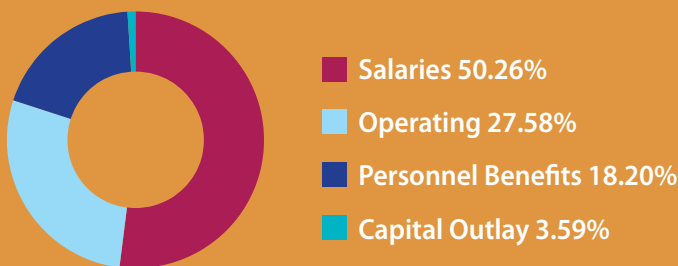
RESOURCES USED TO FUND BUDGETED  
2022 TOTAL EXPENDITURES OF \$102.3 MILLION



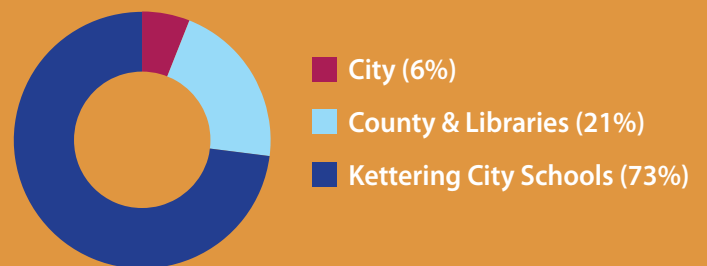
APPROVED TOTAL 2022 EXPENDITURE BUDGET



DISTRIBUTION OF APPROVED 2022 OPERATING  
EXPENDITURES OF \$83.8 MILLION



PROPERTY TAX DISTRIBUTION



# CITY OF KETTERING ANNUAL OPERATING EXPENDITURES

## \$83.8 million

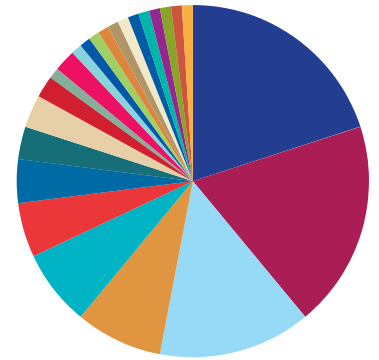
APPROVED 2022 TOTAL OPERATING EXPENDITURES

Kettering recently implemented a local preference policy that is applicable to commodities and equipment costing \$200,000 or less. This policy allows a local vendor as defined in the City's Codified Ordinances to match the low price if the local vendor's pricing is within 5% of the low non-local vendor pricing.

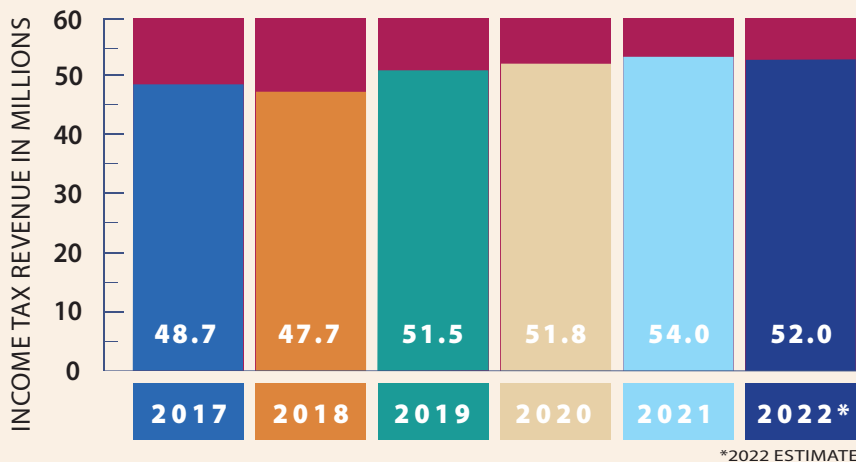


## PERCENTAGE OF 2022 TOTAL OPERATING EXPENDITURES ALLOCATED BY CITY DEPARTMENT

Police Department	\$18,621,700	22.2%	Human Resource Department	\$1,215,300	1.5%
Fire Department	\$16,169,400	19.3%	Law Department	\$1,180,300	1.4%
Parks, Recreation & Cultural Arts	\$12,343,000	14.7%	Administrative Support Division	\$948,900	1.1%
Street Division	\$6,957,600	8.3%	CDBG	\$575,000	0.7%
Fraze Pavilion Operations	\$6,010,000	7.2%	Office of the City Manager	\$795,600	0.9%
American Rescue Plan Act	\$4,099,000	4.9%	Other Cost Centers	\$712,600	0.9%
Finance Department	\$3,053,300	3.6%	Street Lighting	\$441,000	0.5%
Engineering Department	\$2,839,200	3.4%	Special Grants and Programs	\$342,000	0.4%
Planning & Development Dept.	\$2,757,600	3.3%	Community Information	\$272,400	0.3%
Municipal Court	\$1,734,750	2.1%	Mayor and Council	\$261,300	0.3%
Economic Development	\$998,200	1.2%	DESC	\$149,000	0.2%
Clerk of Courts	\$1,251,900	1.5%	Debt Service	\$57,000	0.1%



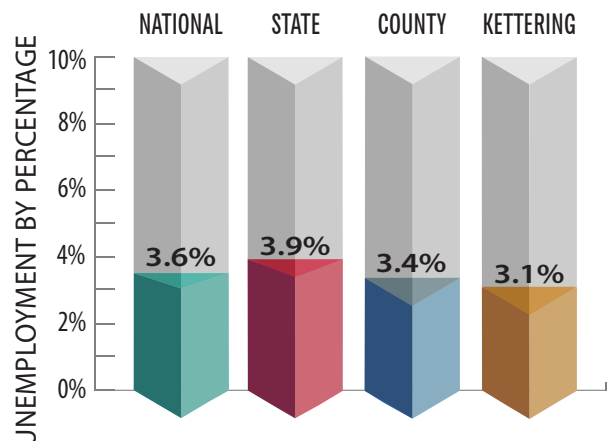
## CITY OF KETTERING INCOME TAX REVENUE



THE KETTERING INCOME TAX BASE IS STRONG, A SIGN THAT RESIDENTS AND THOSE WORKING IN OUR COMMUNITY ARE EARNING MORE.

## CITY OF KETTERING UNEMPLOYMENT RATE

COMPARED TO COUNTY, STATE AND NATIONAL UNEMPLOYMENT RATES



## POSITION REQUIREMENTS

### EDUCATION AND EXPERIENCE

Graduation from an accredited four-year college or university and a combination of education and experience equivalent to attainment of an MPA or MBA and at least seven years of increasingly responsible local government management experience gained in a community or other public agency with similar complexity to Kettering.

### SOME CHARACTERISTICS OF THE IDEAL CANDIDATE

#### *Important Knowledge, Skills and Abilities*

The successful candidate will:

- be politically astute;
- have exceptional interpersonal skills and enjoy community involvement;
- clearly possess and apply superior management and leadership abilities;
- be a visionary who can see Kettering ten years out and is willing to take risks to set and meet objectives;
- be calm under pressure;
- understand the need for a healthy work/life balance both personally and for staff;
- develop relationships based on integrity and trust;
- exhibit strength in finance and budget expertise to maintain a balanced budget with adequate reserves;
- strive to remain current in the profession through active membership in professional associations or by other means;
- be a strong collaborator among residents, policy makers and staff;
- serve as an ambassador to and from residents having local government concerns;
- be comfortable working in a first tier, midwestern, bedroom community with a diversifying population;
- understand, implement and maintain a consistent performance management system;
- understand that economic development includes both large projects and the rejuvenation of vacant storefronts through provision of assistance of small businesses; and
- demonstrate a listen, learn, lead approach to professional life.



*City of Kettering Mayor and Council*

#### *Style with the Mayor and Council*

The successful candidate will:

- be available and accessible to all City Council members;
- view the City Manager position as a technical and professional resource and advisor to the City Council;
- project a management style that facilitates collaboration among staff and City Council;
- provide informative weekly updates regarding emerging issues and progress toward meeting goals set by the Mayor and Council;
- have an independent, professional approach to elected officials by treating all fairly and equally in a nonpartisan manner;
- be humble and understanding when immediate answers are unavailable and acknowledge mistakes; and
- demonstrate creativity in assisting City Council in setting and meeting goals.



# RECRUITMENT — CITY MANAGER

## ***Style with Staff***

The successful candidate will:

- be a true servant leader who is inclusive in the approach to city management;
- function as an effective bridge to the elected policy makers;
- provide clear directions and expectations and manage for successful outcomes;
- demonstrate trust in the staff without micromanaging and support employees so that they can perform at their highest potential;
- be easily accessible, offer a management style that encourages employees to feel comfortable with the manager's open-door policy;
- be a good listener who is open to new ideas;
- be fair, evenhanded and consistent; and
- function as a coach and mentor who encourages, supports, and recognizes individual professional development and achievement.

## ***Style with the Community***

The successful candidate will:

- Be community minded, taking time to be visible and integrated with the community to develop strong relationships with residents;
- understand that all neighborhoods have legitimate demands for service and will strive to equitably serve all sectors;
- be tactful and persuasive;
- be engaged with community by attending civic and community meetings; and
- be visible and attend community events.

## ***Style with Other Governments including County, State and Schools***

The successful candidate will:

- have knowledge of the state legislature's approach to home rule, local government tax policy, economic development and other state laws; and
- be an effective advocate for the city.



*Path construction at Pondview Park*



*Art on the Commons—Annual Fine Arts and Crafts Festival at Lincoln Park Civic Commons*

## ISSUES, OPPORTUNITIES AND CHALLENGES

- Kettering's largest source of funding is earnings tax revenue, which is allocated to the General Fund and is approximately 79 percent of general fund revenue. Kettering's healthy tax base provides the resources necessary to keep pace with the city's growth and underwrite the quality of life enjoyed by Kettering's businesses and residents. The City's 2022 total budget is \$102 million. The December 31, 2021 General Fund balance was \$58 million. Annual General Fund expenditures are approximately \$70 million.
- Kettering's Capital Improvement Plan establishes a fiscally-sound plan for the city's future investment in capital infrastructure and provides financial guidelines that identify available revenue sources, debt capacity and policy for projecting revenues and designating reserves to be maintained. Kettering's fiscally sound stewardship has earned the City the highest distinctions, as well as the confidence from residents and property owners.
- In the past, the Ohio Estate Tax provided significant revenue to Ohio municipalities. The State legislature abolished the tax in 2013. Kettering was fortunate to have received roughly \$44 million from the tax as it expired. Since then the City has allocated roughly \$3 million annually to supplement Capital Improvement Program funding. It is anticipated that this funding will be fully expended by 2028.
- As of the most recent election, four of the City Council members, including the Mayor who returned after years in the Ohio Senate, are new to the City Council. Two of the remaining City Council members will be term limited at the end of 2023.
- There is uncertainty regarding the future of "work from home" and the impact it will have on the local earnings tax.
- The current Strategic Plan is dated and a new plan will be developed in 2023/2024.
- The population is becoming more diversified.

## COMPENSATION AND BENEFITS

The compensation for the position is negotiable based on qualifications and experience. Residency within the City is preferred. The City is offering a competitive salary commensurate with experience and a comprehensive benefits package. Relocation assistance is available.

## APPLICATION AND SELECTION PROCESS

The recruitment will remain open until the position is filled. The first review of applications is scheduled for August 15, 2022. To apply, please send a letter of application and detailed resume to:

Robert E. Slavin, President or  
David Krings, Midwest Regional Manager.

### **SLAVIN MANAGEMENT CONSULTANTS**

3040 Holcomb Bridge Road, Suite A-1

Norcross, Georgia 30071

Phone: (770) 449-4656

Fax: (770) 416-0848

e-mail: [slavin@bellsouth.net](mailto:slavin@bellsouth.net)

[www.slavinweb.com](http://www.slavinweb.com)

David Krings Phone: (513) 200-4222

**Electronic submissions are preferred.**

**The City of Kettering is an Equal Opportunity Employer.**