

Kalamazoo County, Michigan

Director of Finance and Administrative Services

March 2008



Why Kalamazoo County ...

- Stable, results oriented government.
- Exceptional professional work environment.
- Center of business and industry for southwestern Michigan.
- Triple "A" bond rating.
- Kalamazoo is an arts and cultural destination in its own right.
- Residents earn college tuition credits through the nationally recognized "Kalamazoo Promise" scholarship program.
- Kalamazoo was ranked one of the top 12 midsize Midwest cities for entrepreneurs.

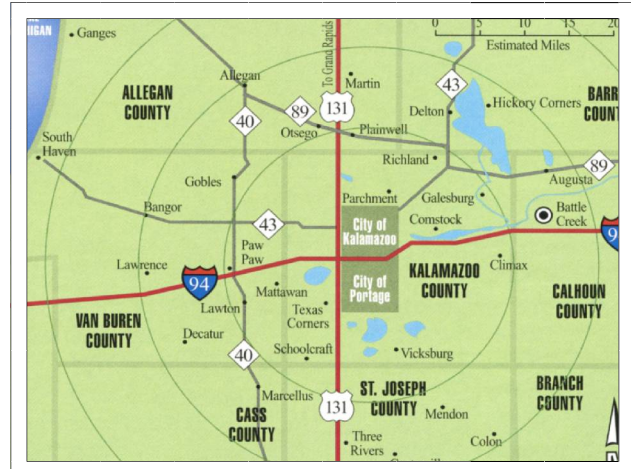
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Living in Kalamazoo County

Kalamazoo County is located on the banks of the Kalamazoo River in southwestern Michigan. It covers 576 square miles and has a year 2000 census population of 238,603. The County is well-served by major transportation routes, including Interstate 94, U.S. Highway 131 and state highways M-43 and M-96. Kalamazoo is a 2.5-hour drive or a 30-minute flight from Chicago and Detroit. Battle Creek, Grand Rapids and Lake Michigan are within an hour's drive. Indianapolis, Cleveland and Milwaukee can be reached by highway in four hours, and Toronto is just a 6.5-hour drive away.



Kalamazoo-Battle Creek International Airport offers one-stop commercial passenger and air freight services to major international destinations. Amtrak provides service from Kalamazoo to Chicago, Detroit, Pontiac, Port Huron and Toronto. Greyhound and Indian Trails bus lines serve the area, and Metro Transit is the commuter transportation service for Kalamazoo, Portage and surrounding townships. Taxi, limousine, shuttle and rental car services are also available.

Kalamazoo County began as a fur trading post in the late 1700s. By the late 1800s, it was a stop on the Territorial Railroad, which traversed from Detroit to Lake Michigan. Paper and cardboard mills and celery farming were two of Kalamazoo's earliest industries. First grown in Kalamazoo in the 1850s, celery was for many years the County's trademark crop, earning Kalamazoo the nickname "Celery City." In more recent years, Checker taxicabs, Gibson guitars, Kalamazoo stoves, Shakespeare fishing rods and reels, and Roamer automobiles were all manufactured in Kalamazoo. The Upjohn Pill Granule Company — now a part of Pfizer Inc., a Fortune 500 pharmaceutical company — began in Kalamazoo. Celery farming declined as paper production and other manufacturers became a larger part of the local economy. After World War II, land devoted to celery steadily gave way to the cultivation of bedding plants.

The Kalamazoo County area offers an impressive blend of heritage and unique style. From Kalamazoo Mall to the Air Zoo, Western Michigan University to Midlink Business Park, the community is embracing the new millennium while celebrating its rich past. From snowboarding and ice boating during sparkling winters, to enjoying Michigan's rare and delicate spring wildflowers, to windsurfing in summer, to viewing the region's brilliant fall foliage, Kalamazoo offers four seasons of natural riches.

There is also an exciting arts scene, varied festivals throughout the year, recreation opportunities, including many fine and affordable golf courses, for all ages and abilities, and an ethnic diversity that is expressed throughout the area's culture, shops and restaurants. The Kalamazoo Wings, a minor league hockey team, the Kalamazoo Kings, a Frontier League baseball team and the Kalamazoo X-Plosion, an arena football team, complement WMU athletics program in offering spectator sports enthusiasts a wide variety of opportunities.

Kalamazoo County Government

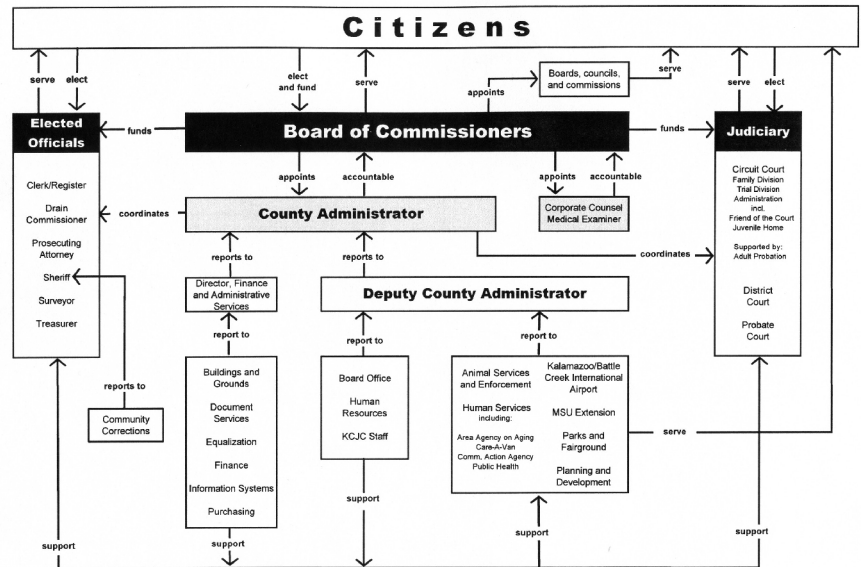
Kalamazoo County is an ICMA recognized government with 1,000 employees and a current budget of \$83M, and triple A bond ratings by Moody's and S&P. The annual budget serves as the foundation for the County's financial planning and control.

The Government Finance Officer's Association (GFOA) has awarded its Certificate of Achievement for Excellence in Financial Reporting to Kalamazoo County every year since 1997.

Kalamazoo County is empowered by the state to levy a property tax on real and personal properties located within the County. The County consists of fifteen townships, five villages, and four cities. The County seat is located in the city of Kalamazoo, which is the largest municipality in the County.

In contrast to other parts of Michigan, Kalamazoo County has experienced a favorable local economic environment for a number of years. The region has a diversified employment base which provides strength to the local economy. In the last several years, the unemployment rate has reported more positive results than the state or the national rates. Major employers in the area are found in the pharmaceutical, banking, health, and education sectors. The County has recently seen a substantive increase in taxable value for property, including increases of \$424,821,140 (5.96%) in 2005-2006 and \$364,384,318 (5.39%) in 2004-2005. This has enabled the County to accumulate idle funds to achieve maximum investment efficiency and to enhance accountability.

Kalamazoo County Government Organization Chart



© 1999-2004 Kalamazoo County Government
Version 4.2 - January 2005
County Organization Chart.xls

The Director of Finance and Administrative Services

The Director of Finance and Administrative Services (Finance Director) reports to and serves at the pleasure of the County Administrator. The Finance Director is utilized by the County Administrator much like an assistant county administrator. He or she is a crucial member of the County's executive management team and heavily relied upon for strategic financial and administrative planning.

The Finance Director also holds the support of the County Commission and key staff members. This position is assigned direct and indirect authority over approximately 61 employees assigned to the following functional units: Buildings and Grounds, Document Services, Finance, Equalization, Information Systems and Purchasing. This is one of four key advisors to the County Administrator and serves as Acting County Administrator in the absence of the County Administrator and Deputy County Administrator. He or she also provides staff support to standing committees of the County Board and various commissions and committees.

Typical duties of the Director of Finance and Administrative Services include:

- Present to and work with the Board of Commissioners during regularly scheduled meetings providing reports and information related to budgetary issues.
- Assist with long-term, strategic planning to maintain and continuously improve economic development and services provided to the community.

Continued on Page 3



The Director of Finance and Administrative Services (cont)

- Maintain accounting systems and records including asset management of the retirement system and facilitation of annual or other special purpose audits.
- Provide supervision and direction to Finance and other departments directly reporting. Liaise with and assist Courts and elected officers and their departments.
- Assist County Administrator in the development of the general operating budget, in accordance with Act 621, and capital improvement and cost allocation plans.
- Assist in representing the County during collective bargaining process to negotiate labor union agreements.
- Perform other duties as delegated by the County Administrator or assume leadership responsibilities in the absence of both the County Administrator and Deputy County Administrator.

The Finance Director is responsible for the effective, efficient and successful service delivery of a wide breadth of County functions including:

- Buildings and Grounds
- Document Services
- Equalization
- Finance
- Information Systems
- Purchasing



Human Services Department Building



Kalamazoo/Battle Creek International Airport.

Opportunities and Challenges

- Kalamazoo County, with its reasonable cost of living, its variety of desirable neighborhoods, its accessibility to high quality education, its wide array of first class cultural, recreational and sports amenities is a truly wonderful place to live.
- Although the Michigan economy is facing serious challenges, the Kalamazoo County Government is stable, well run and financially strong and solvent. It sees many exciting opportunities with no major problems in its foreseeable future.
- Partial capital funding is available to fund a new County jail; however, the County needs to find a funding source to staff the new facility.
- The County is thin on administrative staff and is facing a variety of human resources issues at this time.
- Kalamazoo is situated along the I-94 NAFTA Corridor and Amtrak has prioritized the community for high-speed rail service.



Characteristics of the Ideal Candidates for Director of Finance and Administrative Services

The Director of Finance and Administrative Services reports to the County Administrator and is responsible to effectively and efficiently manage a variety of critical County functions for this complex County Government.

Under the general oversight of the County Administrator, the Director of Finance and Administrative Services is expected to form true partnerships with the County's Executive Team, all County department heads (appointed and elected) and the Board of County Commissioners. He or she must be a "genuine" team player who is open and inclusive in his or her interpersonal relationships with everyone regardless of status. The Finance Director must have a strong commitment to the overall success of the entire County organization and use a collaborative and solution driven style. He or she must provide accurate, timely and appropriate financial information, advice and guidance and, when appropriate, be able to say "no" without regard for possible personal consequences.

The ideal candidate will have the equivalent of a Bachelor's degree in accounting or related field and at least five years of senior management experience. A Master's degree in finance or related field, and/or a Certified Public Accountant license are preferred. Should have experience working with an elected policy-making board and knowledge of county government accounting and auditing principles. Must have the ability to analyze and interpret technical information and demonstrate high-quality verbal and written communication and presentation skills. Must possess problem-solving skills with a commitment to quality improvement and the ability to establish and maintain effective working relationships with employees, elected officials, and the public.

Special Strengths

- Must be both a strong manager and an effective leader who has the ability to develop, identify, motivate and properly direct staff talent.
- Must have a thorough understanding of local governmental finance and be highly skilled at financial management and fiscal stewardship.
- Must be apolitical but politically savvy with the ability to engage elected officials and garner support for financial and budgetary recommendations and advice.
- Must be accessible and visible to and serve as an mentor to employees.
- Must understand the state, federal and private financial environments and be a forceful advocate with these entities for Kalamazoo County.
- Must be a strategist who is able to set priorities, establish clear (and high) expectations, effectively delegate both responsibility and authority, evaluate performance and hold staff accountable without stifling performance through micro management.
- Must be an effective spokesperson capable of handling media communications concerning County finances.

To Apply:

Please send cover letter and current resume with salary expectations and history by Monday, May 19, 2008 to:

Robert E. Slavin, President

SLAVIN MANAGEMENT CONSULTANTS

3040 Holcomb Bridge Road, Suite A-1; Norcross, Georgia 30071

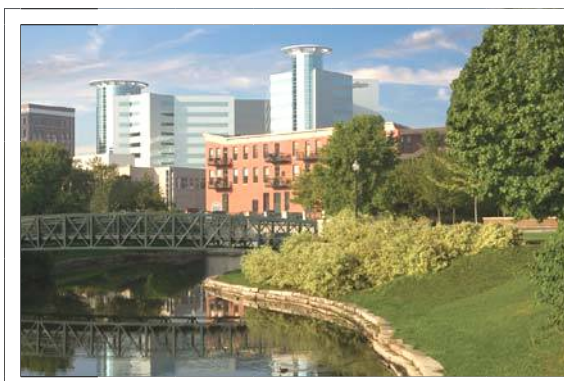
Phone: (770) 449-4656 Fax: (770) 416-0848

E-mail: slavin@bellsouth.net

www.slavinweb.com

Compensation: A highly competitive beginning salary combined with an exceptional benefit program is provided

Kalamazoo County is an Equal Opportunity Employer and values diversity at all levels of the work force



Downtown Kalamazoo

Visit Kalamazoo
County on the Web at
www.kalcounty.com