

Kalamazoo County, Michigan

Deputy County Administrator

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.

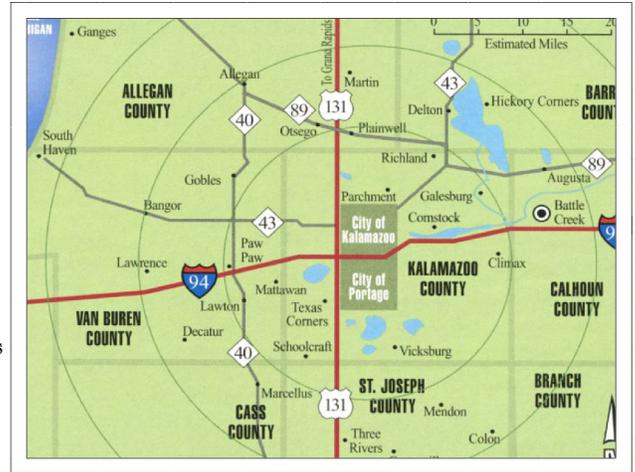
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Living in Kalamazoo County

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

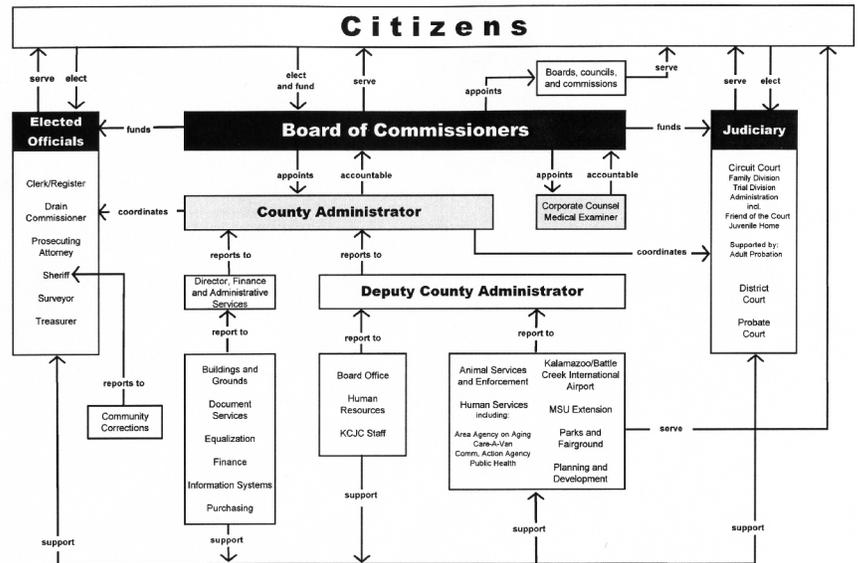
Kalamazoo County is an ICMA recognized government with 1,000 employees and a current budget of \$83M, and triple A bond ratings by Moody's and S&P. The annual budget serves as the foundation for the County's financial planning and control.

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



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Version 4.2 - January 2005
County Organization Chart.sla

The Deputy County Administrator

The Deputy County Administrator (DCA) reports to and serves at the pleasure of the County Administrator. The DCA has direct and indirect authority over approximately 330 employees with assignments to the following units: Human Resources, Animal Services & Enforcement, Health and Community Services, Parks and Fairground, Planning & Development, Manager-Administrative Services and the MSU Extension Office. The DCA serves as second in command to the County Administrator and is one of four key advisors to the 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 Deputy County Administrator include:

- Present to and work with the Board of Commissioners during regularly scheduled meetings providing reports and information related to employee and labor issues.
- Assist with long-term, strategic planning to maintain and continuously improve economic development and services provided to the community.
- Publicly represent County to news media, and liaise with other units of government, community organizations, and the public.
- Provide supervision and direction to Administrative Services and other departments directly reporting. Liaise with and assist Courts and elected officers and their departments.



The Deputy County Administrator (cont)

- Assist County Administrator in the development of the general operating budget and capital improvement plans.
- Represent County during collective bargaining process to negotiate labor union agreements. Also, act as EEO Compliance Officer to facilitate the Grievance Procedure set forth in Personnel Policy 9.00.
- Perform other duties as delegated by the County Administrator or assume County Administrator responsibilities in his/her absence.

The Deputy County Administrator is responsible for the effective, efficient and successful service delivery of most County functions.

These include:

- The Administrative Office
- Human Resources
- Veteran's Affairs Department
- Animal Services and Enforcement
- Human Services, the County's largest department which includes the Area Agency on Aging, Veteran's Affairs Department, the Community Action Agency and local Health Department
- Kalamazoo/Battle Creek International Airport
- Michigan State University Extension



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 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 Deputy County Administrator

Under general direction from the County Administrator, the Deputy County Administrator (DCA) is expected to form true partnerships with the County's Executive Team, elected and appointed County department heads 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 DCA must use a collaborative and collegial approach and have a strong commitment to the overall success of the entire County organization. It is also important that he or she take the initiative to become accessible to the community and to interact effectively with a wide spectrum of stakeholders. These include, but are not limited to, community business partners, a wide array of community-based leaders, federal, state and other local governments, schools, service recipient organizations and the media.

The ideal Deputy County Administrator (DCA) candidate is an experienced governmental manager with a strong, proven record of accomplishments, a strong professional commitment, unquestionable integrity, and outstanding interpersonal skills. Must have a Bachelor's degree in public administration or related field and five years of experience as a local government chief executive or full assistant or a comparable combination of education, training, and experience. Prefer specific interest, skill and knowledge of human resources. Also, prefer an MPA. Must be adept at working with a policy-making board and have knowledge of county government administration. Needs ability to analyze and interpret technical information and superior verbal and written communication (including presentation) skills. Must be a problem-solver with a commitment to quality improvement.

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 cutting edge business acumen and be highly adept at managing the delivery of high quality public services in an efficient manner.
- Must be apolitical but politically savvy with the ability to engage the community and elected officials to garner support for County programs.
- Must be accessible and visible to, and serve as an inspiration to employees.
- Must understand the external environment and be capable of both influencing its change and adjusting the organization to accommodate external change - must be flexible.
- 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 but not stifle performance through micro management.
- Must be an effective spokesperson for the County and capable of handling even the most difficult communications.

To Apply:

Please send cover letter and current resume with salary expectations and history by Monday, May 5, 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**