

**NOTICE OF
KALAMAZOO COUNTY BOARD OF COMMISSIONERS
SPECIAL COMMITTEE OF THE WHOLE**

APRIL 14, 2015

PLEASE BE ADVISED that the Kalamazoo County Board of Commissioners has scheduled a Special Committee of the Whole meeting on **Tuesday, April 14, 2015, at 4:00 p.m.** for the purpose of: Discussing the Search Process for the County Administrator Position.

1. Review and Finalize Organizational Chart
2. Review and Finalize Administrator's Position Description
3. Identify Applicant Characteristics and Qualifications
4. Advertisement Placement
5. Identify Interview Questions
6. Finalize Calendar
7. Recruitment Brochure Discussion

The meeting will be held at 201 W. Kalamazoo Avenue, Room 207A, Kalamazoo, Michigan. Questions regarding these meetings may be addressed to the Kalamazoo County Board of Commissioners, 201 West Kalamazoo Avenue, Kalamazoo, MI 49007, Telephone: (269 384-8111).

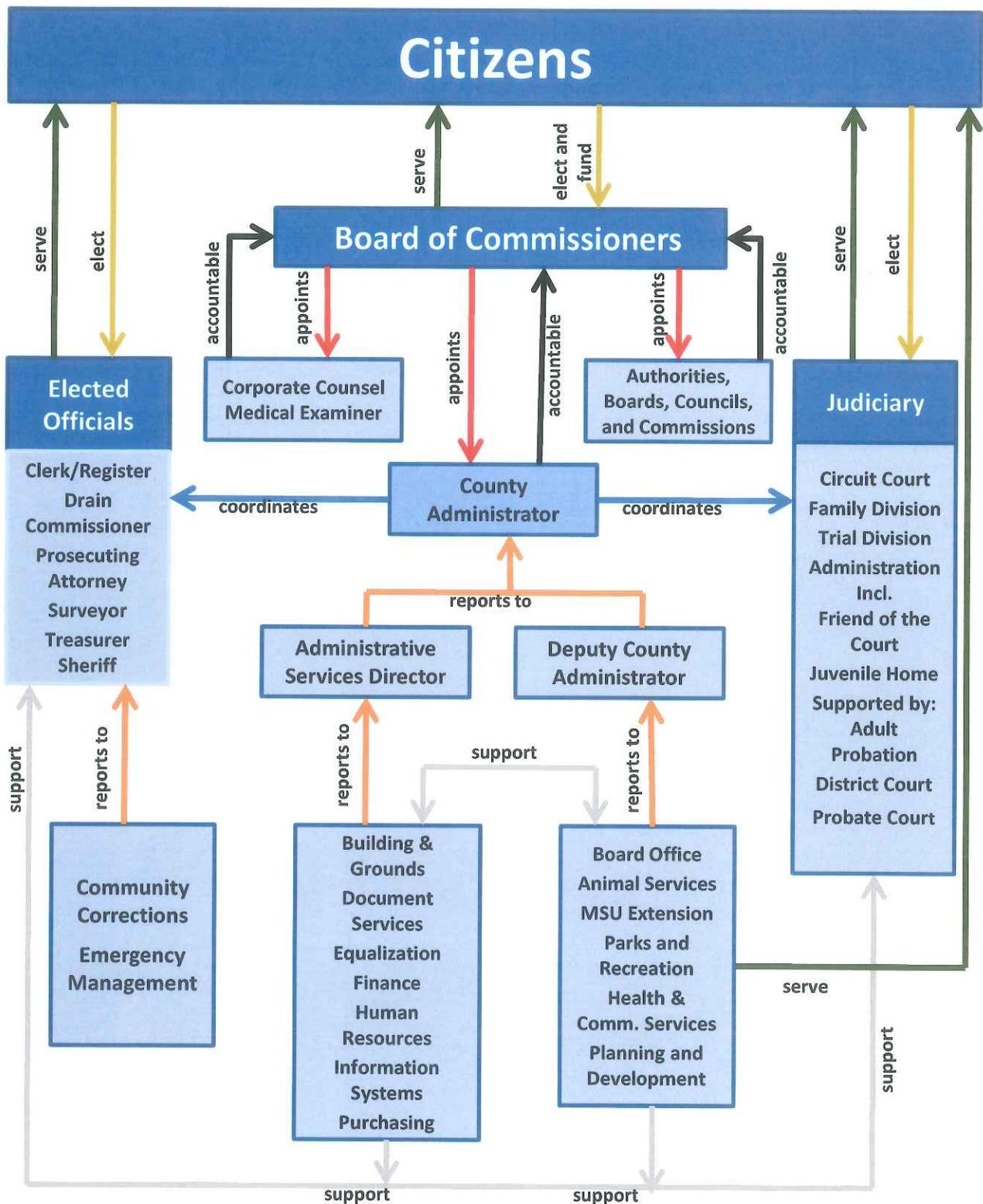
Dina Sutton

Dina Sutton
Office Manager for Administrative Services

APRIL 9, 2015

MEETINGS OF THE KALAMAZOO COUNTY BOARD OF COMMISSIONERS ARE OPEN TO ALL WITHOUT REGARD TO RACE, SEX, COLOR, AGE, NATIONAL ORIGIN, RELIGION, HEIGHT, WEIGHT, MARITAL STATUS, POLITICAL AFFILIATION, SEXUAL ORIENTATION, GENDER IDENTITY OR DISABILITY. KALAMAZOO COUNTY WILL PROVIDE NECESSARY REASONABLE AUXILIARY AIDS AND SERVICES, SUCH AS SIGNERS FOR THE HEARING IMPAIRED AND AUDIO TAPES OF PRINTED MATERIALS BEING CONSIDERED AT THE MEETING/HEARING, TO INDIVIDUALS WITH DISABILITIES AT THE MEETING/HEARING UPON FOUR (4) BUSINESS DAYS' NOTICE TO THE COUNTY. INDIVIDUALS WITH DISABILITIES REQUIRING AUXILIARY AIDS OR SERVICES SHOULD CONTACT THE COUNTY BY WRITING OR CALLING:

Dina Sutton
Office Manager for Administrative Services
KALAMAZOO COUNTY GOVERNMENT
201 West Kalamazoo Avenue
Kalamazoo, Michigan 49007
TELEPHONE: (269)384-8111



Position #: 10419
Date: July 5, 2007

POSITION DESCRIPTION

Position: County Administrator

Department: Administrative Services

Reports To: Board of Commissioners

Approved: _____
(Board of Commissioners)

(Finance)

POSITION PURPOSE:

As the Chief Administrative Officer for the County, this position provides central management, planning, supervision, and leadership for the County, and recommends management decisions and policy to the Board of Commissioners. This position is also designated as the Controller under State of Michigan law.

DIMENSIONS:

Personnel supervised: Directly -2- Indirectly -400-
Gross annual payroll of subordinate personnel: \$297,500
Annual payroll/operating expenses for directly/indirectly supervised departments: \$83,000,000

OTHER SIGNIFICANT DIMENSIONAL VALUES:

Accountable for 10 departments and to 17-member Board of Commissioners. Annual County budget and capital improvement plan.

REPORTING RELATIONSHIP:

This position reports directly to the Board of Commissioners, whose members are elected officials. The Deputy County Administrator and the Director of Finance and Administrative Services report directly to this position.

ENVIRONMENT:

This position works in a typical office environment, having regular interaction with elected officials and County senior management; also experiences significant public exposure. Some travel and evening hours are expected to attend meetings. This position is designated as an "at-will position" per Personnel Policy 8.02.

PRINCIPAL ACCOUNTABILITIES:

- 1) Present to and work with Board of Commissioners during regularly scheduled meetings, and during annual budget and capital improvement preparations, providing reports and information related to financial, capital, employee, and labor issues.
- 2) Facilitate and direct long-term, strategic planning to maintain and continuously improve economic development and services provided to the community.
- 3) Publicly represent County to news media, and liaise with other units of government, community organizations, and the public.
- 4) Provide supervision and assistance to the various departments organized under the County Administrator. Liaise with and assist elected offices and their departments.
- 5) Administer approved budget and implement County capital improvement plans.
- 6) Perform other duties as required by the Controller's Act and other laws, and as directed by the Board of Commissioners.

This is not all inclusive of the total scope of duties to be performed.

BASIC QUALIFICATIONS:

Bachelor's degree in public administration, finance, or related field and five years senior management experience; or any comparable combination of experience, education, and training. Master's degree in public administration or related and prior experience as a (Deputy) County Administrator or (Assistant) City Manager in a comparably sized or larger community is desired. Experience working with a policy-making board, and knowledge of the principles and practices of public administration. High-quality verbal and written communication and presentation skills, with a commitment to quality improvement and consensus building and the ability to strategically plan and implement complex and creative operation programs ensuring the integrity of and accountability for services provided to the community.

REQUIRED CHECKS & TRAINING:

- | | |
|---------------------------------------------------------------|--------------------------------------------------------|
| <input checked="" type="checkbox"/> Post Offer Drug Screen | <input type="checkbox"/> Post Offer Physical – Regular |
| <input checked="" type="checkbox"/> Credit Check | <input type="checkbox"/> Post Offer Physical – DOT |
| <input checked="" type="checkbox"/> Criminal Background Check | <input type="checkbox"/> Annual Physical |
| <input type="checkbox"/> Driving Record | <input checked="" type="checkbox"/> HIPAA Training |
| <input type="checkbox"/> License/Certification | <input type="checkbox"/> Bloodborne Pathogen Training |
| <input type="checkbox"/> Fingerprinting | <input checked="" type="checkbox"/> At-Will Position |



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Interview Process Options

- 1.) **Tours of Community and County Facilities**
 - Tours conducted by department heads and/or others
- 2.) **County Interviews Option**
 - Selection of location for interviews
 - One-half hour preparation – selection of questions and process
 - Questions – suggest 1 to 2 per Board member – 15-18 total - Chair to ask first and last
 - One-hour interviews
- 3.) **Citizen Panel Interviews Option**
 - One citizen appointed by each Board Member
 - Panel appointed by Board as a whole
 - One-hour interviews
 - Feedback to Board by panel
- 4.) **Department Head/Candidate Meeting Option**
 - Group meeting with each candidate
 - Feedback potential to Board by representative(s)
- 5.) **Informal Interaction Option**
 - Reception/dinner with all candidates
 - Individual meal with each candidate
- 6.) **Second Interview Option**
 - Follow up interview with 2 or 3 candidates
 - Late same day option or Invite back at future date option
- 7.) **Community Engagement Option**
 - Reception option
 - Survey Monkey responses
- 8.) **News Media Option**
 - News Conference
 - Informal meetings with press
- 9.) **Instruments**
 - Hypothetical Questions – One hour of analyzing and responding to hypotheticals
 - Thomas-Kilman Conflict Mode and Kolb Learning Styles Inventory
 - Myers Briggs Test Instrument
 - Caliper Hiring Assessment
- 10.) **Spouse Travel Expense Option**
 - First interview option
 - Tours for spouses
 - Follow up interview option



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**COUNTY OF KALAMAZOO, MICHIGAN
- COUNTY ADMINISTRATOR -
RECRUITMENT BROCHURE DISCUSSION OUTLINE**

CANDIDATE EXPERIENCE AND BACKGROUND:

- Type of Experience Required/Preferred: _____

- Necessary Skills: _____

- Management Style: _____

- Qualities and Traits: _____

INTERNAL/ORGANIZATIONAL CHALLENGES & OPPORTUNITIES

- Short Term – within the first year: _____

- Longer Term – two to five years: _____

EXTERNAL/COMMUNITY ISSUES CHALLENGES & OPPORTUNITIES

- Short Term – within the first year: _____

- Longer Term – two to five years: _____

OTHER COMMENTS

Name: _____

Phone number or email for follow up: _____

Kalamazoo County Advertisement Placement

Budget \$1,500

Total – \$1924.50

International City/County Management Association	\$445.50
National Association of Counties	\$300 – 2 weeks
Michigan Assoc. of Counties	\$75
Michigan Municipal League	\$.20/character (we usually shorten the ad to equal around \$250)
Ohio City/County Management Association	Free
Illinois Municipal League	\$20
Wisconsin City/County Management Association	\$50
Illinois City/County Management Association	Free
LinkedIn	\$199
Strategic Government Resources	\$50
NFBPA	\$350
Careers in Government.com	\$185

Kalamazoo County, Michigan - County Administrator

Recruitment Brochure

GovHRUSA, LLC is pleased to announce the recruitment and selection process for Kalamazoo County's County Administrator. This brochure provides background information on the County as well as the requirements and expected qualifications for the position. Candidates interested in applying for the position should submit their resume and cover letter, along with contact information for five work-related references by May 29, 2015 to Karl Nollenberger, Vice President, 650 Dundee Road, Suite 270, Northbrook, Michigan 60062. TEL: 847-580-4246. FAX: 866-401-3100.

Formal applications should be submitted to: www.GovHRUSA.com/current-positions

Professional Announcement - County Administrator

Kalamazoo Co, MI (pop. 256,725) **County Seat: Kalamazoo.** Progressive county with an excellent quality of life located in southwest Michigan seeks experienced local government executive to lead its organization consisting of 757 FTE employees and a \$86.8 million budget. Successful candidates will have well developed collaborative skills, a history of a team oriented management style, experience with labor relations and budgeting and finance. Candidates will be required to have a Bachelor's degree in public administration, finance or related discipline along with at least 5 years of senior management experience. Prior county experience is highly valued. Master's Degree is desired. Salary range is \$111,612 to \$150,675 DOQ. **Residency within the county is required within six months.** The County provides an excellent benefit package. Candidates should apply by May 29 with resume, cover letter and contact information for 5 work related references to www.GovHRUSA.com/current-positions/recruitment to the attention of Karl Nollenberger, 650 Dundee Road #270, Northbrook, IL 60062. Tel: 847-380-3240; Fax: 866-401-3100.

COUNTY BACKGROUND

The County of Kalamazoo (population 256,725 – 2013 Census estimate) is a historic, full service county amidst the rolling hills of scenic southwest Michigan. Kalamazoo County is part of the Kalamazoo-Portage metropolitan area which has a population of 326,589 (2010). Kalamazoo is the County seat. Kalamazoo was organized in 1830. The County is mid-point between Chicago and Detroit on I-94 about 135 miles to each. Kalamazoo is home to Western Michigan University, a large public university, and Kalamazoo College, a liberal arts school. The Kalamazoo name comes from a Potawatomi word, first found in a British report in 1772. The name, which sounds unusual to English-speaking ears, has become a metonym for exotic places, as in the phrase "from Timbuktu to Kalamazoo". Kalamazoo County Government builds the foundation for a safe and healthy community through the collaborative efforts of elected officials and dedicated individuals. Opportunities are created for all citizens to enjoy peace of mind and enhanced quality of life through the provision of needed services and programs.

Kalamazoo County includes the cities of Kalamazoo (75,548), Portage (47,523), Galesburg (2009), Parchment (1,817) and the villages of Augusta, Climax, Richland, Schoolcraft and Vicksburg. Kalamazoo has a significant number of philanthropic organizations and families. One of the most unique programs supported by the philanthropists in the community is the

Kalamazoo Promise. Every resident graduate of the Kalamazoo Public Schools is provided with a scholarship for up to 100% of tuition and mandatory fee costs for four years at any public university or community college in Michigan, starting with the class of 2006. The eligibility for the scholarship is dependent upon graduation from a Kalamazoo High School and years in the community system. The Kalamazoo Community Foundation was established in 1925 with a gift of \$1,000 from one person who had a vision of a better community. Today it is one of the oldest, most respected and successful community foundations in the country, and is supported by thousands of people from all walks of life. The Community Foundation provides essential funding to programs that ensure all children have an equal chance for success in school, nurture and prepare all young people for life beyond school, support individuals and families from all walks of life, enhance community prosperity in every corner of Kalamazoo County, and make life better for all.

Kalamazoo Quick Facts

Population: 256,725 (2013)

Square miles: 561.66 square miles

Housing Units: 109,847 (65% owner occupied) Median Home Sale Price (2013): \$136,700

Median Household Income (2013): \$45,775

COUNTY GOVERNMENT

Kalamazoo County operates under the County Board of Commissioners/Administrator form of government. The legislative powers of the County are vested with an 11 member County Board of Commissioners. Board members are elected by district to two year terms. The Chair of the County Board is selected by the other Board Members from amongst the 11 member Board. The Board meets on the first and third Tuesday of each month. Other Elected Officials in Kalamazoo County include the Clerk/Register, Drain Commissioner, Prosecuting Attorney, Surveyor, Treasurer, Sheriff and the judges in the Judiciary system.

The County Board appoints the County Administrator who serves at the pleasure of the Board. The position is also designated as the Controller under State of Michigan law. The County Administrator is responsible for the administration of all departments and functions which are under the jurisdiction of the Board. (See the Organization Chart) The Deputy County Administrator and the Director of Administrative Services are direct reports to the County Administrator. The County Administrator supervises and administers all phases of the annual budget and the capital improvement plan. With County Board approval, the Administrator appoints removes and has full administrative authority over all personnel in positions under the jurisdiction of the Board except as otherwise prescribed by State Law. Functions under the County Board include: Administrative Services (Building & Grounds, Document Services, Equalization, Finance, Human Resources, Information Systems, Purchasing) and Operations (Board Office, Animal Services, MSU Extension, Parks & Recreation, Health & Community Services, Planning & Development) In addition the County Administrator serves as the Board's representative to all departments, including those administered under elected officials and autonomous boards, for budget and labor matters. The Administrator is responsible for the human resource management in the County. The County Administrator facilitates long-term strategic planning to maintain and continuously improve economic development and services provided to the community. The Administrator represents the County to the news media and is

the liaison with other units of government, community organizations and the public. The County currently has six labor unions.

The Kalamazoo County Budget for 2015 is \$86,750,200 and the General Fund is \$58,093,600 of that total. There are 6 funds in the budget. The General Fund Balance projected at the end of the fiscal year on December 31, 2015 is \$16,723,149 million. There are 757.3625 fulltime equivalent employees in the County.

OPPORTUNITIES AND CHALLENGES

CANDIDATE QUALIFICATION CRITERIA

The County is seeking highly professional candidates who are passionate about local government and county administration. The following education, experience, management, and leadership criteria have been identified by Kalamazoo County as important skills and abilities for the candidates to possess and demonstrate. The salary range for the position is \$111,612 to \$150,675 depending on qualifications and experience. **Residency in Kalamazoo County is XXXXXXXXXXXX within six month of employment.**

Education and Experience

- Bachelor's degree in public administration, finance, or related field is required. Master's degree in public administration or related field preferred.
- Five years of senior management experience is required. Prior experience as a Deputy or Assistant County Administrator in a comparably sized community is desired.
- Experience working with a policy making board is required.
- Knowledge of the principles and practices of public administration is needed for this position.
- High quality verbal and written communication skills are needed for the position.
- A commitment to quality improvement and consensus building and the ability to strategically plan and implement creative operation programs are needed skills.
- The ability to ensure the integrity of and accountability for services provided by the County to the community.

Management Style and Personal Traits