The Charter Township of Kalamazoo, Michigan, seeks an energetic and collaborative leader to be its first....

Township Manager

THE COMMUNITY

The Charter Township of Kalamazoo, Michigan, (pop. 21,918) is a vibrant community with easy access to urban amenities and rural activities. Located in the northwest portion of Kalamazoo County, the Township encompasses nearly 12 square miles, wrapping around three sides of the City of Kalamazoo and sharing a border with the City of Parchment. The Kalamazoo River, a tributary to Lake Michigan, runs through the Township; Western Michigan University is adjacent to its corporate limits.

The Township enjoys convenient access to Interstate 94 and U.S. Highway 131, and is approximately a two-hour drive or ride via Amtrak to either Detroit or Chicago. The community is served by the nearby Kalamazoo/Battle Creek International Airport, serving the Kalamazoo—Battle Creek—Portage Combined Metropolitan Area with a population of over half a million.

The Township is made up of four distinctive and diverse neighborhoods, each with a strong sense of community and history. Kalamazoo Township features a broad range of housing stock and thriving locally-owned businesses as well as commercial and industrial areas available for development. Major employers located in the Township include Borgess Medical Center, Kalsec, an international leader in the development of natural spice and herb flavor extracts, and the manufacturing firms of Borroughs Corp. and Mall City Containers.

Trails and walkability are important to the Township, as highlighted by the Kalamazoo River Valley Trailway (KRVT), which runs through the Township. Kalamazoo Township offers seven parks and a golf course; it is also home to the Kalamazoo County Expo Center.

Families in the township have access to several quality school choices, including Kalamazoo Public Schools and the nationally known Kalamazoo Promise Scholarship. The primary and secondary educational needs of the residents of the Township are served by three public school districts: Kalamazoo, Parchment, and Comstock School Districts. Higher educational opportunities are available at Western Michigan University and Kalamazoo College.
Effective November 20, 2016, the Township will transition from an elected Supervisor who serves as the chief executive and administrative officer to an appointed Township Manager. The new organizational structure reflects the Board’s commitment to establishing professional management responsible for supporting Board policy-making, carrying out Board policies and directives, and overseeing and directing Township operations. The new Township Manager position will provide continuity from election to election, assure efficient Township administration, and professionally address the complexity and sophistication of urban Township operations.

The Township is governed by a seven-member Board of Trustees, comprised of three, part-time elected officials—a Supervisor, a Clerk, and a Treasurer—and four Trustees. The Board of Trustees governs township administration through the adoption of policies and procedures. Board policies and procedures define what the Township is to accomplish, through the adoption of a mission statement, strategic plan, and other adopted policies and procedures, in compliance with applicable laws.

The Township’s 2016 General Fund budget is $8.3 million. The Township has 59 full-time and 17 part-time employees and 65 paid-on-call firefighters. The public safety functions account for the largest number of employees with 41 full-time employees assigned to the Police Department and six full-time employees in the Fire Department. There is one bargaining unit that represents the sworn police officers and dispatcher employees, except for command staff.

Currently, the Township is organized into seven departments: Assessing, Clerk, Fire, Planning and Zoning, Police, Supervisor, and Treasurer. The Township works in partnership on many issues with other local units of government. Building inspections are administered and enforced by the Kalamazoo Area Building Authority, which is a joint venture of the Charter Townships of Comstock, Kalamazoo, Oshtemo, and Cooper. Road maintenance is provided by the Road Commission of Kalamazoo County. Water and wastewater systems are provided by the Township through the City of Kalamazoo.

The Manager is responsible for preparing and administering the Township budget, preparing Board of Trustees agendas and supporting materials, administering the Township’s personnel and administrative policies, overseeing public services, including planning and development, and providing customer service and facilitating positive community relations. The Township Manager is also responsible for implementing Township Board policies and directives.

Major responsibilities of the Township Manager include:

- Coordinates Township Board activities including agenda preparation, analysis of issues, and providing options and recommendations;
- Keeps the Board of Trustees fully informed of proposed actions and initiatives;
- Ensures the implementation and enforcement of all laws, Township ordinances, policies and directives;
- Manages and supervises all public improvements, works, and related Township projects; provides for the maintenance and repair of Township buildings, facilities and infrastructure;
- Reports to the Board of Trustees on the status and progress of strategic initiatives and goals under the 2015 Strategic Plan and conducts and facilitates periodic update discussions;
- Provides for efficient operations by establishing and monitoring department goals and objectives; assigns work and delegates appropriate authority and responsibility to staff;
- Sets the organizational culture; continuously develops the organization’s effectiveness and recommends changes in the organizational structure as appropriate;
- Manages and administers human resource activities, including compensation, labor/employee relations, contract negotiations, staff recruitment and performance management;
- Prepares, presents, and administers the annual operating and capital improvement Township budgets and keeps the Board fully advised at all times of the Township’s financial condition and needs; and
- Provides for customer service and proper public relations by following up with all departments to ensure the efficient delivery of services and effective handling of concerns and complaints.
LEADERSHIP OPPORTUNITIES

- **Provide a smooth transition.** The new Township Manager will work closely with the Board of Trustees to define and operationalize the role of this newly created position. The Board has a strong commitment to developing an effective relationship with the Township Manager and providing meaningful feedback to facilitate the Manager’s success. The Township Manager will assure department heads and others that the Manager is an ally and partner who can collaborate with them and serve as an important resource. The Township Manager will also ensure and oversee implementation of organization-wide administrative and human resource policies.

- **Hire a Finance Director.** The Township established a Finance Director position as part of its new organizational structure. The Township Manager will review the duties to be assigned to this position and establish a job description for the Board’s consideration, conduct the recruitment and selection process for the new Finance Director position and make a hiring recommendation to the Board.

- **Promote economic development.** The Township is interested in promoting economic development. The Township Manager will meet with developers and respond to their inquiries and work with them to achieve necessary approvals.

- **Staff development.** The Township Manager will provide leadership in staff development by recognizing and developing staff talent. The Township Manager will also take an active role in ensuring that the Township’s workforce reflects the diversity of the Township’s population.

- **Implement the facilities plan.** The Township’s facilities plan calls for renovating the Township Hall and building a new fire station. The Township is in the process of issuing a Request for Proposals for architectural services for the Township Hall project. The Township Manager will oversee and coordinate the renovation of these facilities improvements.

- **Annual strategic planning.** The Board of Trustees conducts an annual strategic planning process, which provides the framework for Township initiatives throughout the year. The Township Manager will be an active participant in the annual strategic planning process and will also be responsible for coordinating and reporting on its implementation.

- **Intergovernmental collaboration.** Kalamazoo Township is involved in many partnerships with other local governments. The Township Manager will establish and maintain effective relationships with officials in neighboring local governments to ensure productive collaborations and identify new partnership opportunities.

- **Comprehensive Master Plan.** The Township will soon be embarking on the development of a new Comprehensive Plan. This initiative will provide an opportunity for the Township Manager to meet residents and to listen to their input on the future of the Township.

- **Continue the road improvement program.** In 2015, the Township issued $9.75 million for a three-year road improvement program. The program will be completed in 2017. The Township Administrator will coordinate improvements with the Road Commission and administer construction contracts.
CANDIDATE PROFILE

- Focused, confident and self-assured; prepared to assist the Township as it transitions to a new organizational structure
- Adaptable and open to new ideas, does not get too comfortable with the way things are done;
- Professional demeanor, demonstrates the highest level of ethics and integrity;
- Personable and approachable, easily connects with and respects residents of all backgrounds;
- Committed to providing excellent customer services and attentive to diverse service needs;
- Builds credibility and earns respect; honors commitments and serves as a resource to others;
- Thinks strategically, is attuned to emerging issues and threats that could impact the Township;
- Seeks and respects the opinions of others while challenging them to explore new options for solving problems;
- Keeps the Board of Trustees informed and engages them in policy discussions; demonstrates respect for the role of elected officials;
- Recognizes the expertise of Township department heads and holds them accountable for managing their assigned operations;
- Takes pride in the Township and sets a work climate that is positive and inclusive; builds an effective employee team;
- Collaborative, builds relationships and works effectively with other townships and units of local government;
- Reinforces organization values, accountability, and transparency;
- Coaches and mentors employees; identifies individual employee strengths and takes a genuine interest in the professional development of Township staff;
- Interested in making a long-term commitment to the Township.

APPLICATION PROCESS

Qualified candidates submit your cover letter and resume online at https://waters-company.recruitmenthome.com/. This position is open until filled; however, interested applicants are strongly encouraged to apply no later than June 17, 2016. For more information please contact Sharon Klumpp at sklumpp@waters-company.com or by calling 651.223.3053.

The Charter Township of Kalamazoo, Michigan, is an Equal Opportunity Employer.