Agenda
Executive Transition Committee
West Olive Administration Building – Board Room and YouTube
12220 Fillmore Street, West Olive, Michigan 49460
Resuming Meeting From: Monday, September 30, 2024
12:00 PM

Public Comment

Approval of Agenda

Consent Resolutions: None

Agenda and Action Requests:

1. Election of Committee Vice Chair
   Suggested Motion:
   To elect _____ as Vice Chairperson of the Executive Transition Committee for 2024

2. Talent and Recruiting Discussion

Committee Reports:

Public Comment

Adjournment at Call of the Chairperson

October 3, 2024

Dear Chairperson Moss and Board of Commissioners,

I humbly submit my resume to you for consideration for the position of County Administrator. In doing so, I hope to collaborate with you in enhancing a community equipped to confront and take advantage of the complexities evident in the 21st century.

I am very proud of my work up to this point equipping and leading teams to operate effectively and efficiently for our citizens. In my current context, I have the challenge and reward of engaging in a socially, economic, ethnically, and racially diverse city. The emergent record of increasingly equitable delivery of City services is a true point of pride that the city leaders and I have been able to achieve during my tenure.

I have found genuine joy and fulfillment in my career in local government. The ability to touch the lives of every resident, in every neighborhood, is an opportunity I do not take for granted. I have been blessed to work with amazing and talented people that brought real solutions for the challenges our local communities have faced. As I look to make an investment in a new community, I do so with a long-term commitment in mind given my growing family. The effort I put in is not only for myself, but also for my two daughter's generation, that will be either positively or negatively impacted by the choices that we make now.

Together, working with you, community stakeholders, neighborhood groups, non-profits, and the private sector, we can further Ottawa's trajectory of moving in the right direction for every resident, both now and into the future.

On a personal note, my wife and I truly want to be a part of the Ottawa County community because we believe it's an excellent place to live and raise our two daughters. We believe that the community can provide them with opportunities and a culture that will help them reach their fullest potential.

Sincerely,

James R. Freed
City Manager
Chief Administrative Officer

James R. Freed

[redacted]

Objective: County Administrator, Chief Administrative Officer

Summary:

- Current City Manager, Chief Administrative Officer
- Previously managed two separate municipalities simultaneously
- Shared City Manager, Chief Administrative Officer
- Shared Village Manager, Chief Administrative Officer
- Assistant to the City Manager (Practicum)

Experience:

City Manager, Chief Administrative Officer, June 2014-Present
City of Port Huron, Michigan

- Developed annual $124 million operating budget and strategic six-year Capital Improvement Plan with multi-year budget forecasting
- Managed operational funds including $35 million in utility enterprise funds
- Provided water and sewer services to 55k users and oversight of water and wastewater plants
- Provided leadership to all department directors and a staff of more than 544 employees
- Pro-growth policies implemented facilitated more than $440 million in community investment, creating more than 2,000 new jobs, reduced the poverty rate by more than 6% and reduced the unemployment rate from 17% to 4.3%
- Implemented one of the state's largest restructurings of unfunded liabilities, resulting in the savings of more than $114 million, increased of pension funding levels from 46% to 90%, increased of OPEB funding levels from 28% to 78%
- Developed and implemented deficit reduction plan and fiscal fitness plan. Reduced the size and cost of General Fund government by more than $3 million, while protecting core services
- Successfully passed a Public Safety Millage (3mill) and Parks and Recreation Millage (1mill) with more than 62% yes vote
- International border community, home to the Bluewater Bridges International Crossing
- Worked closely with our federal and international partners on security and trade

- Spearheaded neighbor revitalization efforts including blight elimination and housing redevelopment focusing on affordable housing.
- Full-service City: Finance, Police, Fire, Parks & Recreation, Planning & Community Development, Information Technology, Human Resources, Public Works and the McMorran Arena and Civic Theatre

City Manager, Chief Administrative Officer, Feb 2011-June 2014
City of Stanton, Michigan

- Prepared annual budget and developed strategic six-year Capital Improvement Plan with budget projections
- Managed six operational funds including two utility enterprise funds
- Provided leadership to all department directors and staff
- Worked with Commission and Mayor to completely redevelop the Department of Public Works operations and delivery of services
- Oversight of numerous departments including Finance, Police, and Public Works
- Managed numerous streets, water, sewer, bond projects, and other infrastructure projects
- Worked with bond counsel, state and federal agencies to develop municipal bond funding for infrastructure projects

Village Manager, Chief Administrative Officer, June 2008-June 2014
Village of Lakeview, Michigan

- Prepared annual budget and developed strategic Six-Year Capital Improvement Plan with budget projections
- Managed seven operational funds including two utility enterprise funds
- Provided leadership to all department directors and staff
- Worked with community and business leaders to develop a comprehensive economic and community development plan, and facilitated implementation
- Oversight of numerous departments including Finance, Police, and Public Works
- Served as Downtown Development Authority (DDA) Director
- Managed numerous streets, water, sewer, and other infrastructure projects

- Oversight of municipal airport and Airport Development Plan (AIP) while serving as Airport Manager
- Responsible for refinancing of municipal bonds and other financial restructuring to save taxpayer money

Assistant to the City Manager (Practicum), May 2007-July 2007
City of Walled Lake, Michigan

- Required experience for undergraduate degree
- Worked on matters of economic and community development
- Participated in DDA, Urban Planning, City Council meetings, and various collective bargaining negotiations
- Developed working relationships with Police, Fire, and Public Works Departments
- Spearheaded Citizen Satisfaction Survey

Education:

Masters of Business Administration
Northwood University DeVos Graduate School, Midland, Michigan

Bachelor of Science, Political Science
Indiana Wesleyan University, Marion, Indiana

Professional Service:

Michigan Municipal Executives Association

- Former Ethics Committee Member

St Clair County Economic Development Alliance

- Executive Board Member
- Board Secretary
- Represented the City of Port Huron at county and state level regarding keynote economic development projects

Michigan Municipal League

- Served as voting delegate for League on behalf of the City of Port Huron
- Past member of the Energy and Technology Committee
- Past member of the Legislative Governance Committee

Awards:

Michigan Municipal Executives (MME), Community Leadership Award (2022)

- This award recognizes MME professionals that have helped guide their community through a significant event that resulted in a favorable outcome. The event should have been a significant concern for the majority of the citizens and the solution a clear beneficial outcome to the community.

Outstanding Young Michigander of the Year for the Michigan Chamber Foundation & JCI (2018)

- The Michigan Jaycee Outstanding Young Michigander program was started in 1955 to recognize outstanding community leaders age 21 and 40 years old from around the State

Crain's Detroit Business 40 Under 40 (2016)

- Recognition of leadership in business and government on a regional and state level.

Port Huron NACCP Martin Luther King Honorable Mention Award (2017)

- For leadership and outreach efforts bridging and adhering to all dimensions of diversity and inclusion in role as City Manager

References:

Pauline Repp
Mayor
City of Port Huron
[redacted]

Eric Cecava
Chief Executive Officer
McLaren Health Port Huron
[redacted]

Monica Tissue
Mayor
City of Stanton
[redacted]

Edwin Winter
Village President
Village of Lakeview
[redacted]

Randy Maiers
CEO & President
St Clair County Community Foundation
[redacted]

Kevin Watkins
President
Port Huron NAACP
[redacted]

Brian Brasser
Chief Executive Officer
Spectrum Health Kelsey Hospital
[redacted]

Jamie Cain
Superintendent
Port Huron Area Schools
[redacted]

Kris Pence
Former Associate Professor
Indiana Wesleyan University
[redacted]

Jerry Walker
Village Manager
Village of Holly (Former City of Walled Lake City Manager)
[redacted]

Kyle Hamlin
Superintendent
Lakeview Community Schools
[redacted]

Eric Ceci

[redacted] LinkedIn: linkedin.com/in/eric-ceci-450ba979

Summary

Experienced government agency administrator with expertise in strategic management, organizational leadership, and disaster planning. Over 10 years in local government, specializing in emergency management and public health preparedness. Proven ability to lead multi-disciplinary teams, manage budgets, and build cross-agency partnerships to achieve public service objectives.

Passionate about public service and community wellbeing. Committed to enhancing community well-being and eager to apply my skills in a role that fosters regional growth and supports the public good.

Professional Experience

Public Health Administrator

Iroquois County Public Health Department | January 2023 – Present

- Oversee department operations and staff management across public health initiatives.
- Implement strategies to improve public health outcomes in the county.
- Ensure compliance with state and federal health regulations.
- Collaborate with community organizations to enhance public health services.

Director

Iroquois County Emergency Management Agency | May 2014 – July 2023

- Managed all emergency preparedness, response, recovery, and mitigation efforts.
- Led coordination efforts during major disasters, including floods and hazardous material spills.
- Developed and implemented strategic disaster response plans for the county.
- Liaised with local, state, and federal agencies to enhance emergency preparedness.

Public Health Emergency Preparedness Director

Iroquois County Public Health Department | May 2014 – July 2023

- Directed emergency health preparedness initiatives across the county.
- Secured and managed federal and state grant funding for emergency preparedness programs.
- Led public health response during multiple health crises and natural disasters.

Education

Carthage College | Kenosha, WI

Bachelor of Arts in Political Science – American Politics Emphasis | September 2009 – January 2013

- Commencement Speaker, Class of 2013
- Early Graduate
- Minor in Philosophy
- Minor in Music

Skills

- **Staff Management**: Led and developed teams of full-time, part-time employees, and volunteers. Conducted performance reviews, staff training, and disciplinary actions.
- **Program Management**: Oversaw and executed multiple concurrent programs, consistently meeting and exceeding goals.
- **Cross-Agency Coordination**: Built coalitions with diverse organizations to achieve common public health and safety objectives.
- **Budgeting & Fiscal Responsibility**: Managed budgets for two county departments, consistently ending under budget. Secured and reported on grants.
- **Disaster Management**: Commanded the Emergency Operations Center during numerous disasters. Directed disaster protection, prevention, response, recovery, and mitigation phases.
- **Public Relations**: Ensured clear and effective communication with the public and media outlets by leading public service announcements, handling media inquiries on disaster response, emergency preparedness, and budget matters. https://www.newsbug.info/iroquois_countys_times-republic/iroquois-county-extends-its-disaster-declaration-indefinitely/article_b93dc1c7-f43f-539a-a794-cc5a0d054551.html

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Soft Skills

- Leadership
- Problem-Solving
- Team Collaboration
- Adaptability
- Emotional Intelligence
- Conflict Resolution
- Time Management
- Decision-Making
- Public Speaking
- Public Opinion Intuition and Assessment

Certifications & Awards

- **IESMA O.D. Troutman Outstanding Service to Emergency Management Award** (2022)
- **Licensed Illinois Lead Risk Assessor** (2018)
- **Illinois Professional Emergency Manager Certificate** (2017)
- **Student of the Year**, Donovan High School (2009)

Volunteer & Community Service

- **Council Member**, St. Peter's Lutheran Church (2023 – Present)
- **Volunteer**, Martinton Community Food Pantry (2014 – 2020)

Erica Sullins

[redacted]

EXPERIENCE

Goodwill , Elias Rd,49444 — *Retail*

January 1-19-2022 March 3-4-2022 - PRESENT

Priced clothing and made sure the quality was good

Customer Service cash register check people out

Maintained the floor and kept it clean among vacuuming,cleaning rest rooms and more.

Samaritas , Pearl st,49601 — *Dietary CLerk*

August 8-15-2021 - December 12-20-2021

Check messages for all departments making sure its nothing In my department that needs attention.
Talked to new Admits and got their likes and dislikes of food and allergies and more.
Helped prepare meals and make sure they are okay.

Fedex, Caribou Trail,49601 — *Package Handler*

August 8-18-2022 - October 10-18-2022

Loaded boxes on the belt to go up to the next station

Scanned the packages and made sure the right address name and ect appeared on the package

Worked in the tower pushing boxes to the appropriate tunnels.

EDUCATION

Muskegon Heights Academy School System, 2441 SAnford St,49444

August 8-1-2014 to June 6-6-2014

General Studies and attended Career Tech Center

Ferris State University, 1201 S State, 49307 — Social Work

June 2014- May 2018

SKILLS

Outgoing Driven, Passionate

Caring

AWARDS

ROTC-ferris state national guard training

Sergeant at arms- Gerald R Ford Job Corps

LANGUAGES

Spanish- Small amount

ASHLIE KRELL

Passionate about putting my master's degree in criminal justice with a focus on public management and leadership to use. It is my desire to be a part of the solution. Seeking a position where I can utilize my educational background and leadership experience.

WORK EXPERIENCE

McBride (Isabella County Non-Secure Detention Home) — Assistant Home Manager (promoted from Previous Position

09/2022 to Present, Shepherd MI

- Responsible for all the same duties as the below McBride direct care worker position, additionally responsible for conducting in-facility job interviews and assisting with the hiring process.
- Responsible for new employee orientation and training.
- In Responsible for training CMU University interns.
- Responsible for the organization and upkeep of all staff files, and training logs.
- Responsible for working closely with probation officers and court staff to ensure the implementation of program structure, track schoolwork progress, fulfill medication refill requests, and schedule in-facility appointments such as virtual therapy and court appearances.

- Responsible for managing youth files and logs, sending out-of-county resident paperwork to the courts at the end of the month, maintaining a log of all facility incident reports, and sending the monthly Star of the Month paperwork to HR.
- Responsible for the monthly grocery budget, creating the monthly menu for the residents, and ordering and putting away groceries.
- Responsible for conducting staff meetings.
- Responsible for keeping an updated log of all in-facility items such as office, hygiene, and cleaning supplies, as well as keeping a log of residents' uniform inventory.
- Responsible for maintaining excellent communication with the program director regarding the facility's status.
- Responsible for keeping track of all in-facility maintenance requests and communicating these requests to the program director.
- Responsible for updating the program director on all active communications within the facility so that all parties are informed.

McBride (Isabella County Non-Secure Detention Home) — Direct Care Worker

06/2022 to 09/2022, Shepherd MI

- Responsible for providing safety, security, and well-being for the youths placed in the facility. Oversaw the implementation of a program for juveniles and worked closely with the courts and their probation officers.
- Closely supervised, and guided youth through daily activities within the program structure.
- Completed daily shift room checks, medication count and pass.
- Organized and directed participation in schoolwork, hygiene, and sometimes indoor and outdoor activities.
- Documented resident behaviors and actions daily using shift notes, incident reports when necessary, and assisted with the organization of resident files.
- Cleaned the facility, cooked, and prepared all meals for the youth:
- Provided warnings and consequences when necessary for behavior.

Russell Cellular — Wireless Sales Representative

07/2019 to 01/2020, Mount Pleasant MI

- Greeted customers, recommended personalized solutions to customers, handled all customer service issues, achieved all monthly sales goals, helped troubleshoot customers' wireless devices, helped set up new devices, and supported positive customer relationships.

Stuart Wilson — Direct Care Worker

06/2018 to 02/2019, Lake Mi

- Administered medication, maintained housekeeping duties, provided in-home personal care help, aided with bathing and dressing needs, prepared and distributed meals, and documented services provided.

EDUCATION

Walden University — Master of Science in Criminal Justice

04/2024 to 07/2024

- Graduated with a 4.0 GPA.

Walden University — Bachelor of Science in Criminal Justice

06/2023 to 11/2023

- Graduated with a 3.9 GPA (summa cum laude).

Mid Michigan College — Associate in Arts: Criminal Justice Law Enforcement Transfer

09/2016 to 12/2022

- Graduated with a 4.0 GPA.
- A member of the Phi Theta Kappa Honor Society.

Farwell High School — High School Diploma

09/2010 to 05/2014

SKILLS

Skills

I have essential experience in working with youth, as well as the position of management. I carry the skills of great attention to detail, punctuality, leadership, communication, time management, adaptability, critical thinking, and the ability to problem solve.

TRAINING

CPR Certification

Received June 2024

Jeffrey R. DeGroot

[redacted]
Linkedin.com/in/jr-degroot-55979615

PROFESSIONAL SUMMARY

An experienced operational and financial leader with over 30 years of leadership roles in various for-profit and non-profit industries who has demonstrated adaptability and courage to cast and implement strategic change and vision, mastery in producing mission-focused results and compassion in leading staff mentorship and team development.

CORE COMPETENCIES

• Budgeting and Forecasting • Financial Review and Analysis • Board of Directors Analysis • Accounting Management	• Enneagram 1 Perfectionist • Fix Operational and Financial Messes • Facility Management	• IT Management and Upgrades • Metrics and Analytics • Financial and Operational Process Improvements

EXPERIENCE

11/2016 – Present **Vice President – Operations and Finance** *Crossroads Prison Ministries Grand Rapids, MI*
11/2015 – 11/2016 **Director – Operations and Finance** *Crossroads Prison Ministries Grand Rapids, MI*

Ministry Operations

- *Lead operations team of 7 staff and 150 volunteers to facilitate delivery of 150,000 outgoing and 120,000 incoming Bible study lessons from incarcerated men and women in US prisons and jails.*
- *Increase ministry efficiency through business process review and changes as well as technology improvements*
- *Defined and implemented ministry metrics and dashboards to measure activity and progress to strategic objectives.*

Accounting and Finance

- *Responsible for financial integrity at all levels of the organization and developing best practices within the ministry.*
- *Manage and support the strategic planning and budget process.*
- *Manage all ministry financial transactions to include accounts payable, donor contributions, payroll, and general ledger transactions*
- *Prepare monthly statements, analysis and communications on financial matters for management, CEO and Board of Directors.*
- *Evaluate, recommend and implement internal accounting systems, financial policies and procedures, spending practices, vendors and ongoing development opportunities*
- *Manage and coordinate the annual audit process*
- *Analyze income and expense trends to make projections for future ministry planning, ensuring financial resources are maximized in accomplishing ministry goals.*
- *Implemented new chart of accounts and department structure to align with ministry operations and organizational structure.*
- *Led application for and forgiveness of PPP loan.*

Human Resources

- *Promote a healthy work culture for all staff. Coordinate team building activities and regularly scheduled staff training times.*
- *Analyze staffing needs, implement improvements in structure in line with budget and organizational needs.*
- *Manage the recruitment of new staff members (advertising, conduct initial interviews, reference checks, scheduling additional interviews with appropriate people, conducting new hire orientation)*
- *Support supervisors in the management, support and development of staff (hiring, training, performance, discipline, and termination)*

- *Coordinate evaluation process (distribution, collecting, review of contents, action steps, update of position descriptions, wage increases, etc.) as well as the reporting and compliance with federal and state regulations and law*
- *Manage, evaluate and administer employee benefit plans including annual enrollments, plan changes, and other details.*
- *Researched and implemented enterprise HRIS system to improve payroll, time off, benefit tracking and effective management of ministry staff.*
- *Led the ministry effort to research and implement online onboarding and offboarding of ministry staff.*
- *Led the ministry effort to research and implement online benefit management system.*

Information Technology

- *Provides oversight of information technology to ensure that information is secure, portable, accessible across all staffing levels.*
- *Ensures that key support structures are in place for member database, accounting, file storage and other technology needs. Oversees the ongoing evaluation and planning for future IT needs.*
- *Coordinates the training of staff and volunteers to maximize use of the IT systems put into place*
- *Led the upgrade of network infrastructure including servers and installation of VPN for secure remote staff.*
- *Led the upgrade of telecom network including design and implementation of IVR system for efficient routing of inbound calls.*
- *Manage the relationship between ministry and contract IT support firm. Negotiate and implement managed service agreement to ensure network integrity and ministry uptime.*
- *Led the upgrade of legacy Microsoft Access ministry operating system to Microsoft Dynamics CRM. Worked closely with CRM partner to assess business process and implement efficient system to manage all ministry operations including student and mentor management and donor tracking and management.*

Property and Legal

- *Oversee Crossroads building and property to ensure that great work environments are created for volunteers and staff.*
- *Ensure the ministry has appropriate insurance coverage for property, casualty and general liability*
- *Work with staff and volunteers in the master planning for ministry properties. Negotiates and manages all contracts with tenants and or perspective tenants.*
- *Coordinate all aspects of building oversight and maintenance.*
- *Reviews legal issues of Crossroads and consults with counsel as necessary*
- *Serves as the main contact for legal matters, contracts and other agreements*
- *Led facility project improvement projects including replacement of roof, parking lot and multi-building chiller unit.*
- *Manage relationship with building tenant including lease negotiation and common area expense management.*
- *Manage relationships with neighboring properties. Coordinate shared services and improvements to overall neighborhood.*
- *Build and manage relationships with vendor partners to ensure safe and efficient building operations*

2012 – 2015 ***Director of Finance – Reentry Services Division*** *BI Incorporated/The GEO Group Boca Raton, FL*

Provided financial leadership to Reentry Services Division with 80 community corrections facilities across the US

- *Provided financial and operational guidance to Divisional Vice President*
- *Directed staff of 3 Senior Business Managers to ensure facility operational effectiveness and profitability*
- *Directed divisional contract function*
- *Created detailed financial models for new business opportunities.*

1998 – 2012 ***Senior Business Manager*** *BI Incorporated Boulder, CO*

Provided financial leadership for manufacturing and service business units.

Budgeting and Forecasting

- *Led the budgeting process for 75 cost of goods and operating department budgets. Integrated all department budgets into master business unit model.*
- *Integrated the business unit budget into the corporate roll-up to ensure financial targets match the corporation's annual financial objectives.*
- *Led the rolling forecast process each quarter. Developed a dynamic, forward looking forecast by integrating actual operating results and trends with budget assumptions.*

Monthly Reviews and Financial Analysis

- *Managed business unit financial reporting specialist in monthly accounting and analysis activities.*

- *Interpreted monthly financial results for corporate officers and departmental management. Reviewed significant drivers impacting the financial performance of the business unit.*
- *Implemented corrective action with business unit management to ensure attainment of financial targets.*

Expense Controls

- *Managed business unit financial reporting specialist in monthly accounting and analysis activities.*

1996 – 1998 ***Business Manager*** *BI Incorporated Boulder, CO*

Managed all customer financial services including sales order control, order entry, invoicing, contract management and proposal response.

Customer Business Services

- *Managed the customer invoicing process. Responsible for the accurate invoicing of $50 million per year.*
- *Managed conversion of customer processes into new ERP system.*
- *Led ISO 9001 implementation of detailed work instructions and procedures for all customer transactions. Detailed process documentation resulted in more accurate customer transactions and increased customer satisfaction.*
- *Directed program responsible for effective management and utilization of field monitoring equipment across the US. Inventory included 30,000 pieces of equipment with a value of over $6 million.*

Contract Management

- *Managed a professional paralegal staff responsible for all customer contract transactions.*
- *Implemented customer contracts database for tracking of all customer contract terms.*
- *Generated additional revenue for the company by reviewing contracts for operational compliance.*

Proposal Response Team

- *Managed proposal response process for all potential new business.*
- *Ensured all tender responses accurately reflected the operational capabilities of the business unit.*
- *Led ISO 9001 implementation effort to ensure that all departmental processes were adequately documented.*

1992 – 1996 ***Assistant Controller*** *BI Incorporated Boulder, CO*

Managed all corporate accounting functions.

- *Implemented enterprise accounting processes throughout the service segment of the business.*
- *Eliminated all manual invoicing processes.*
- *Developed metrics for emerging service business. Implemented cost tracking system around key performance measures.*
- *Led the development and implementation of client self-pay system. Collection of receivables improved with implementation of the system.*

1991 ***Controller*** *Mesa Oil Inc. Golden, CO*

Provide financial leadership to used oil recycling service provider

- *Managed all corporate accounting functions including general ledger, accounts payable, accounts receivable, inventory, order entry and payroll.*
- *Converted non-integrated accounting system into a fully integrated general ledger driven accounting system.*
- *Designed and implemented spreadsheet-based management reporting system.*
- *Designed, programmed and implemented routing system to improve the efficiency of trucking fleet.*
- *Improved corporate cash flow by implementing an aggressive accounts receivable collection program.*

1987-1991 ***Controller/Operations Director*** *Approved Oil Service, Inc. Commerce City, CO*

Provide financial leadership to used oil recycling service provider

- *Directed daily operations of $2 million used oil recycling operation.*
- *Designed and implemented management reports to monitor corporate financial and production goals.*
- *Administered corporate insurance portfolio including health, life, fire, worker's compensation, fleet and general liability.*
- *Ensured corporate compliance with all financial and environmental regulations.*

1985-1987 ***Senior Financial Analyst*** *Great West Life Assurance Englewood, CO*

Provide financial analysis for group insurance division.

- *Produced and analyzed detailed financial information to assist senior management in profitable management of the group insurance division.*

- *Designed quarterly divisional reports and analyzed results for corporate management.*
- *Downloaded financial data from mainframe accounting systems and built financial models for use in corporate budgets and forecasts.*
- *Supervised staff of 3 analysts.*

1984-1985 ***Internal Auditor*** *Great West Life Assurance Englewood, CO*

Performed internal audits for insurance company.

- *Performed operational and financial audits of corporate departments.*
- *Analyzed departmental procedures and recommended actions to improve productivity and accuracy.*
- *Audited financial processes to ensure accuracy and protect corporate resources.*
- *Assisted in preparation of annual corporate tax return.*

EDUCATION

Calvin University *Grand Rapids, MI*

Bachelor of Arts in Business and Accounting

BRENDAN MILLIGAN

[redacted]

PROFESSIONAL SUMMARY

Seek to empower the organization at every level through commitment, quality, and customer care. Competitive self-starter who is adaptive to change, disciplined, and goal-oriented. Welcomes challenges and creatively solves problems. A team player who works well with people of diverse backgrounds and has coherent verbal and written communication.

WORK EXPERIENCE

Insurance Producer, **Farmers/AAA Insurance**, Mar 2023 - Current, Muskegon, MI

- Educated clients on the importance of various types of insurance coverage. Within my first 3 months averaged around $20-30K monthly in premiums.
- Conducted 30-40 cold calls, while conducting scheduled meetings with current and potential clients.
- Negotiated terms with insurance underwriters on behalf of clients. Set up workflows with each new business lead with an effort of closing 7 each month. This was followed with a date workflow using Agency MVP and DYL.
- Monitored and supported insurance claims to ensure they were processed efficiently within each department.

Sales and Marketing Consultant, **Renewal By Anderson**, Jun 2021 - Mar 2023, Muskegon, MI

- Awarded to be a part of the Star's Club 2021' for the company's top scoring new employees for exceptional sales skills, product knowledge, yelp reviews, and leadership skills.
- Liaison between local businesses for cross selling at events.
- Met and exceeded different monthly sales targets through effective customer engagement, upselling with active listening and product knowledge.
- I won a corporate competition out of 75 stores for selling the most of a certain line of windows promo in 2022. I achieved this by promptly responding to sales inquiries via email, phone, or in person, customer referrals!

Car Sales Executive, **Infinity**, Jun 2019 - Jun 2021, Grand Rapids, MI

- Collaborated with the marketing team to showcase in-store promotions effectively.
- Had the honor of responsibility for representing our local division in Arizona. At this retreat I learned new sales and marketing training to teach my team back in Michigan.
- Met monthly quota with an average of 10 sales a month.
- Daily offering recommendations to customers by enhancing their shopping experience through social media, email promotions, cold calls, corporate leads, etc. While networking with other car dealerships near and wide to close a deal with a car of customer's dream!!

EDUCATION

Associates , Business Administration And Management — Apr 2021

Grand Rapids Community College - Grand Rapids, MI

GED May 2019

Lowell Senior High School - Lowell, MI

SKILLS

- Policy Changes
- Presentation Skills
- Relationship Building
- Customer Referrals

ASHLEY ARANDA

Aug 2013
Present

CORRECTIONS DEPUTY
Kent County Sheriff's Office
| Grand Rapids, MI

Nov 2002
Jun 2013

BUSINESS MANAGER
West Michigan Bail Bonds
| Grand Rapids, MI

Apr 2011
Nov 2014

CITY COUNCIL MEMBER
City of Cedar Springs | Cedar Springs, MI

Jan 2023
Dec 2024

MASTERS OF BUSINESS ADMINISTRATION
Grand Valley State University
| Allendale, MI

Jan 2010
Jan 2013

BACHELOR'S DEGREE IN CRIMINAL JUSTICE
Everest University Brandon Campus
| Tampa, FL

Sep 2002
Apr 2004

ASSOCIATE'S DEGREE IN CRIMINAL JUSTICE, POLICE ACADEMY
Grand Rapids Community College
| Grand Rapids, MI

Strategically Managing Business, Public Affairs and Policy- The Washington Campus, Washington, D.C.

First Responder CPR/AED/First Aid Certified- American Red Cross

Leading Without Rank

First Line Supervisor Training

OBJECTIVE

Detail-oriented professional with experience in public office, policy and law. Experience with communication and working with people of diverse backgrounds. Passionate about rules, compliance, and enforcing the laws and the constitution. Dedicated professional with strong communication skills, strategic mindset, adept at overseeing operations, and attention to detail. Seasoned leader with the ability to train, set an example and be a positive influence.

SKILLS

- Problem-solving
- Communication
- Organization
- Detail-oriented
- Time management
- Multitasking
- Inventory control

LANGUAGES

- English | Native
- Spanish | Elementary

Apr 2010
Apr 2011

PLANNING COMMISSION

City of Cedar Springs

Cedar Springs, MI

Sept 2011
Dec 2015

HOA TREASURER

The Pines of Cedar

Cedar Springs, MI

Contact

www.linkedin.com/in/johncarterobriencicea (LinkedIn)

Top Skills

Tax Compliance
Income Tax
Tax Preparation

Languages

English (Native or Bilingual)
Hangul (Limited Working)
Español (Elementary)
Latin (Elementary)

JOHN C OBRIEN EA

IRS Enrolled Agent

Summary

Happily self employed.

Experience

O'Brien Tax Service
Tax Accountant
April 2008 - Present (16 years 7 months)

City of Hudsonville
8 years 1 month

Mayor Pro Tem
December 2013 - November 2015 (2 years)

Changes were made in committee assignments with 1 newly appointed and 2 elected commissioners.
Mayor Pro Tem Larry Brandsen a 24 year commissioner, chose to step down from the position. I was elected to serve this term in this capacity. I stepped down from the finance committee and will now serve on the Library Committee and remain on the Tax Abatement Committee.

Elected to serve until November 2015.

City Commissioner
November 2007 - November 2015 (8 years 1 month)

City Commissioner Ward 1
Finance Committee
Sec 198 Committee -Reviews & Recommend Property Tax Abatement Requests to City Council

Serving on the Michigan Municipal League Legislative Committee.

Seaway Investment Company Inc member NASD

Chief Operating Officer & Compliance Officer
March 1990 - March 1992 (2 years 1 month)

Started selling mutual funds in 1989. After 1990 NASD audit I was made COO & Compliance Officer. I set up mutual fund broker/dealer operations wrote compliance manual and put policies and procedures in place to meet NASD rules. Resigned because I left sister company Cloetingh -Seaway.

Cloetingh-Seaway General Agency Inc
Agent
March 1989 - March 1992 (3 years 1 month)

Sold commercial insurance to dry cleaners, Michigan United Conservation Club Limited Liability Pool and liquor liability.
Left due to conflict between owner and the dry cleaning association.

Financial Collection Agency
Collection Agent
August 1983 - September 1984 (1 year 2 months)

started collecting personal gas accounts ended in commercial collections. FCA has a policy if you do not hit your target the month you take paid vacation you are done and that is why I left.

Wendy's of Michigan
Assistant Manager then Co-Manager
November 1982 - August 1983 (10 months)

direct organize supervise and control restaurant operations.

Pizza Hut Inc
Manager
October 1981 - August 1982 (11 months)

When reviewing my college transcripts, Please look at my full time employment as a super internship. Studying Economics and practicing managerial skills of hiring, directing, training, organizing, supervising of employees, payroll reporting, physical inventory weekly and monthly, cash reconciliation, deposits, balancing weekly and monthly reporting to corporate P & L statements. My accuracy exceeded corporate goals.
I was armed robbed personally twice on the job affecting my ability to retain quality staff after the 3rd robbery with no argument from me I was terminated. The next manager was physically attacked within 2 months of my leaving the

location. Pizza Hut in the 1980's unlike banks had no program set up to help their employees after such an incident.

Michigan Pizza Hut Inc
Cook - Manager
January 1977 - January 1979 (2 years 1 month)

Started as a cook and moved to Manager over 6 months.

Swanson Pickle Company
Agriculture laborer
June 1975 - August 1976 (1 year 3 months)

cleared fields of rocks, hoed weeds from around pickle plants, sorted pickles from nubs and damaged, cleaned storage tanks

ANDREW BOOHER

Cell: [redacted]

EDUCATION:

Bachelor of Science, Agribusiness Management **May 2022**

- Michigan State University, East Lansing, MI

Associates Degree and Certificate, Livestock Industries **August 2017-May 2019**

- Michigan State University, East Lansing, MI

EXPIERENCE:

BOOHER FARMS LLC – HERD MANAGER **January 2013-Present**

- Operating registered Hereford Cow Calf operation.
- Developed a record keeping plan for Herd Management with tools such as CattleMax.
- Learned responsibilities of taking care of the animals such as feed and water management.
- Gained experience running equipment in order to produce hay for cow feed.

MASON-LAKE CONSERVATION DISTRICT – MAEAP TECHINICIAN **February 2023-Present**

- Gained experience working with farmers in two-and a half counties on risk assessments
- Obtained technical assistance knowledge from staff and resources about agriculture and natural resources
- Organized and delivered public presentations for the program
- Developed team building skills with an exceptional office staff

MORGAN COMPOSTING INC. – SUMMER INTERN **Summer 2020- Spring 2022**

- Developed a key understanding of customer service.
- Gained quality knowledge in liquid fertilizers and their uses.
- Assigned tasks with heavy equipment to satisfy needs of farm.

EAGLE VILLAGE – SUMMER HELP **June 2019-August 2019**

- Assigned to daily checks on meals and serving times.
- Learned kitchen tasks I have never used before such as minor cooking and cleaning.
- Developed a knowledge of kitchen accessories and how to be organized.

LAKE CITY AGBIO RESEARCH CENTER – SUMMER INTERN **May 2018-August 2018**

- Gained problem solving skills by fixing broken fences and equipment.
- Supervised the beef cattle on the farm as a daily routine.
- Developed a key understanding of a sustainable beef cattle operation.
- Learned time management to get cows moved in timely manner.
- Had to be accountable in making sure all cattle were healthy and active.

ACHIEVEMENTS

- Treasurer of the MSU Block and Bridle Club **Spring 2019-Spring 2020**

- Brotherhood and Intramural Sports Chair of MSU's FarmHouse Fraternity **Fall 2018-Spring 2022**
- Member of the Osceola County's Farm Bureau Young Farmers Association **Summer 2020-Present**
- Certified Property and Casualty Insurance Agent **Winter 2023**
- Organized three events for the MAEAP program **Spring 2023-Spring 2024**

[redacted]

PAUL SACHS

home: [redacted]
mobile: [redacted]

PROFESSIONAL EXPERIENCE

County of Ottawa – West Olive, Michigan
Department of Strategic Impact
www.miottawa.org

Director (May 2016 – Present)
Assistant Director (July 2009 – May 2016)
Research/Management Analyst (June 2004 – July 2009)
Planning Specialist (March 2002 – June 2004)

Develops and implements collaborative, multi-jurisdictional planning solutions with local units of government and community stakeholders. Conducts strategic planning and statistical evaluations of community-based programs to ensure the cost-effective, outcome-based delivery of meaningful services administered by the County as well as external non-profits partners, as requested. Demonstrates an exceptional ability to communicate effectively with local leaders and all members of the community. Passion about the pursuit of strategic, forward-thinking endeavors that help to ensure the betterment of the County as a whole. Experienced in successfully managing a range of high-profile county initiatives including, but not limited to, groundwater sustainability, brownfield redevelopment, farmland preservation, multi-modal transportation planning, urban smart growth projects, affordable housing, and countywide broadband expansion, among others.

Key Responsibilities

- Directs the development and implementation of the County's Proactive Groundwater Sustainability Index, in collaboration with the County Groundwater Board, to ensure access to abundant, fresh water for all residents of the county into the future
- Implements a robust Digital Inclusion Strategy for the County to address unacceptable gaps in reliable, affordable broadband access among all residents countywide
- Administers the County's Housing Commission which serves to create more affordable housing units in the County
- Oversees statistical evaluations of county programs and services to ensure cost-effective, outcome-based results
- Advises the County's Farmland Preservation Program and Agricultural Preservation Board to ensure Ottawa County remains one of the top agricultural producing counties nationwide while simultaneously being the fastest growing county in terms of population statewide
- Advises the County's Brownfield Redevelopment Program that strategically puts previously vacant and/or contaminated properties back into productive use and on local tax rolls through clean-up and redevelopment efforts
- Develops the County's Future Land Use Vision that is designed to maintain and enhance quality of life for all residents and businesses into the future in collaboration with all 24 local units of government
- Creates and implements a comprehensive countywide Non-Motorized Facilities Network to enhance mobility options
- Supports all County Departments, Elected Officials, Courts, and Law Enforcement as needed with strategic planning
- Manages a dynamic Department comprised of nine professional staff (8 full-time and 1 part-time)

Michigan State University Extension – West Olive, Michigan.
www.msue.anr.msu.edu/county/info/Ottawa

Groundwater Specialist (November 2001 – March 2002)

This AmeriCorps Program position provided a unique opportunity to educate students and landowners about ground and surface water mechanics, as well as an opportunity to return home to Michigan. After three months of service, Extension Director recommended employment with Ottawa County in order to better utilize my professional abilities and expertise.

Key Responsibilities

- Provided public educational seminars on ground and surface water mechanics
- Conducted storm-water management, liquid fuel storage, and abandoned well closure workshops
- Developed and maintained partnerships with local, regional and state environmental organizations

PROFESSIONAL EXPERIENCE (continued)

Michael Baker Jr. Engineering, Inc. – Alexandria, Virginia
www.mbakercorp.com

Assistant Planner II (June 2000 – November 2001)
Assistant Planner I (March 1999 – June 2000)

Developed community floodplain maps for the Federal Emergency Management Agency (FEMA) as part of the National Flood Insurance Program. Initial work involved quality assurance and quality control of non-digital (i.e. hard-copy) floodplain studies. Promoted to digital mapping division within one year. Recruited to provide Geographic Information Systems (GIS) technical support for the FEMA Mapping Analysis Center in Washington D.C. during national disasters.

Key Responsibilities

- Performed quality assurance review of hydraulic and hydrologic floodplain data
- Produced flood frequency profiles and technical Flood Insurance Study reports
- Direct supervision of three mapping division employees
- Provided 24-hour on-call GIS support for the Federal Emergency Management Agency
- Created mapping products for White House and Senate Officials during national disasters

EDUCATION

Western Michigan University – Kalamazoo, Michigan
Bachelor of Science – Concentration in Earth Sciences (1998)

COMMITTEES & AFFILIATIONS

Materials Management Committee Member (2024 – present)
Ottawa County, Michigan

County Emergency Operations - Tier Two Representative (2024 – present)
Ottawa County Administration

Parks Commissioner (2023 – present)
Ottawa County Parks and Recreation

HousingNext Regional Advisory Council Member (2020 – present)
Grand Rapids Chamber of Commerce

Lakeshore Leadership Council Member (2020 – present)
Outdoor Discovery Network

Regional Planning Commissioner (2016 – present)
West Michigan Regional Planning Commission

Member and President Emeritus, Board of Directors (2011 – present)
Michigan Association for Evaluation

Member (since 2010)
Michigan Planning Association

Member (since 2005)
American Evaluation Association

MATTHEW NAWROT

[redacted]
• Cell: [redacted]

SUMMARY

Well-rounded professional, who has experience purchasing production consumables, machinery, tools and equipment and spare parts with a strong emphasis on cost savings. Additional experience includes forecasting to maintain inventory levels and sourced items with the perfect balance between price and quality.

I currently maintain vendor and customer relations on large government contracts and manage two seven figure projects with the VA and one eight figure project with the Bureau of Prisons in a dynamic team setting. Additionally, I perform tasks such as quoting, performing technical reviews, operations duties, reviewing solicitations and approving large awards for acceptance.

"Determination gives you the resolve to keep going in spite of the roadblocks that lay before you." —Denis Waitley

SKILLS

Supplier and Customer Relationship Management · Customer Requirements · Operations · Contracts · Workload Prioritization · Expediting · Project Management · Quoting · Data Analysis · Customer Service · Order Processing · Supplier Negotiation · Accounts Payable · Manufacturing · MRO · Part sourcing · Leadership · Skilled Multi-tasker

EXPERIENCE

FOUR POINTS TECHNOLOGY
CHANTILLY, VA (REMOTE)

06/2022 – CURRENT

SALES SUPPORT (VA MEDICAL TEAM):

- Managed three large dynamic projects that totaled $15M in sales.
- After only 1 year, I was responsible for handling our most time-sensitive quotes/orders and became the person newer reps turned to for assistance.
- Facilitated communications between suppliers and customers.
- Reviewed complex contractual requirements from solicitations and communicated them to suppliers.
- Approved large awards for processing and ensured contractual requirements were fulfilled.
- Assisted in kick-off meetings.
- Performed daily quoting, operations, expediting, technical reviews, and order processing duties amongst other things.

LG ENERGY SOLUTION
HOLLAND, MI

06/2021 - 06/2022

PURCHASING ANALYST:

- My largest accomplishment was forecasting and negotiating the cost of a $10M five-year blanket PO including horns, anvils and other production related necessities.
- Managed all spare parts purchases and fabrication material at LG Energy Solution of Holland, Michigan.
- Negotiated costs with suppliers to meet cost savings standards of daily purchases.
- Ensured the purchasing process was upheld company-wide and assisted in leading large training courses to ensure material managers knew how to submit purchasing requisitions on SAP.
- Collected raw data to formulate reports for headquarters.

- Led meetings with suppliers at LG and at suppliers' locations for cost savings and topics related to LGs best interest.
- Expedited large complex orders to keep the lines running in line down emergencies.

MOR- VALUE PARTS
GRAND RAPIDS, MI

06/2011 - 06/2021

INTERNATIONAL ACCOUNT SPECIALIST:

- Upheld the needs of international customers and built strong relationships.
- Created international documents like proformas and commercial invoices, resolving discrepancies with customers and freight carriers.
- Handled order consolidation, approvals, payments, part lookups, quoting, and order processing efficiently.

PURCHASER:

- Processed, stock, manufacturing, and special-order purchase orders.
- Trained new purchasers.
- Sourced parts
- Managed inventory levels
- Analyzed reports to streamline international orders.
- Upheld JIT
- Expedited
- Ensured the Purchased orders matched the invoice.
- AP duties
- Visited Suppliers

SHIPPING OPERATIONS LEAD:

- Led a team in the stock, order pulling, packing, and shipping process.
- Trained new staff.
- Presented ideas at weekly meetings to improve accuracy and productivity.
- Multitasked effectively with a heavy workload.

EDUCATION

BBA: BUSINESS ADMINISTRATION
Southern New Hampshire University, Hooksett, NH

- 3.8 GPA
- Made Presidents list in my last three semesters.
- Graduated with honors.

CHRISTOPHER L. ESTES, CCE

[redacted]

C: [redacted] • [redacted]

Executive with proven leadership experience in financial services, operations, relationship management, and P&L.
Expertise includes process improvement and culture development in merger, startup, and turnaround environments.

Innovative leader who leverages business knowledge and financial acumen to deliver results.

- Launched new subsidiary that generated $5+ million annual revenue.
- Led failing organization to prosperity through swift, comprehensive, & strategic change including HQ relocation.
- Oversaw two mergers and one acquisition.

Operations strategist who quickly executes process improvements that reduce costs.

- Saved $1+ million in annual processing costs; managed seamless conversion of 850K accounts to new system.
- Identified new equipment that cut waste 15%, downtime 5%+, and costs 40%; initiated weight verification, saving $60K.
- Turned around inherited $8 million project to build new corporate headquarters; completed on time and under budget.

PROFESSIONAL PROFILE

Change agent whose success transcends industry lines. Consistently recruited to launch startups and turn a round struggling operations. Excellent communicator adept at building consensus and uniting cross-functional teams.

MBA. Richard DeVos Graduate School of Management, Northwood University, Midland, MI
BBA. Finance, Grand Valley State University, Grand Rapids, MI

CAREER HISTORY

President & CEO, SECURITY CREDIT UNION, Grand Blanc, MI, 2011 – 2024

- Led community credit union ($635 Million in assets) with 15 offices in MI & OH; implemented comprehensive strategic plan.
- Substantially turned around the credit union restoring it to sound profitability after 4 years of substantial losses and improved its significantly weak regulatory status to that of substantial strength. Within two years, achieved record profitability that continued throughout my time at the organization.
- Introduced culture of communication and collaboration. Reduced staff turnover from over 40% annually to an average of 10%.
- Expanded Field of Membership from 3 counties to statewide and NW Ohio and added successful branch locations.

Vice President/COO, DOW CHEMICAL EMPLOYEES' CREDIT UNION, Midland, MI, 2002 - 2011

- Directed sales, service, & operations for a top U.S. credit union ($1.4 billion in assets); key in developing 5-yr. strategic plan.
- Responsible for cultural transformation increasing service levels, member satisfaction, and employee satisfaction.
- Led disaster recovery planning/testing and created system from ground up; garnered recognition for industry-leading efforts.
- Realigned resources, expanded service, and improved customer satisfaction with zero increase in staff/overhead expenses.

Senior Director, Operations, CLIENTLOGIC, Nashville, TN, 2001 - 2002

- Managed $12 million P&L for Dover, DE, facility of international fulfillment firm; clients included Philip Morris and Microsoft.
- Successfully led division through rapid-growth phase from 400 to 1200 employees while maintaining 50%+ margins.
- Responsible for diverse cross-functional areas including HR, finance, account management, and operations.

Vice President, Illinois Operations, OLD KENT FINANCIAL CORPORATION, Grand Rapids, MI, 2000 - 2001

- Recruited to lead process improvement initiative for operations division of $6 billion entity with 90+ branches.
- Saved $300K annually by bringing off-site operations in-house; improved management control, quality, and communications.

Vice President/COO, BB&T BANKCARD CORPORATION, Columbus, GA, 1998 - 2000
Vice President, Client Services, BB&T, Wilson, NC, 1995 - 2000

- Led conversion of bank's state of issuance; initiative was key in generating $5+ million in annual revenue.
- Managed legal and regulatory requirements to establish *de novo* institution; reduced annual tax liability $100K.
- Key in $1+ million reduction in processing fees; member of management team responsible for vendor evaluation/selection.

Banking Officer & Credit Manager (promoted 2x), OLD KENT BANK, Grand Rapids, MI, 1993 - 1995

- Led startup of department and grew to 20 staff. Managed strategic planning, financial analysis, credit review, and project planning. Handled consumer and commercial secured/unsecured credit. Pivotal in developing new commercial products.
- Built/managed 30-person call center, improved response time 25%, and decreased overhead 20%.

PHILIP NELSON BAREHAM

[redacted]

Objective

To serve elected Ottawa County Commissioners as the County Administrator.

Summary of Qualifications

Twenty years of comprehensive county, state and federal government policy, operations, and training experience. Coordination of extensive management projects specific to Michigan's 83 counties.

Professional Experience

City Rescue Mission, *Lansing, Michigan*
Operations Coordinator Men's Shelter

- A 119-year-old private organization serving the homeless community nightly; housing over 128 men, including military veteran, college age teens; citizens suffering with drug addiction; mental health challenges and personal public health, paroled felons, those suffering with drug addiction providing hope, training and crisis intervention.
- Supervise overnight guests
- Critical care accommodations for guests transitioning back to cultural productivity.
- Work closely with local public /private sector public health agencies, Emergency Medical Technicians, municipal law enforcement.

GREAT LAKES EMERGING TRENDS / POLICY & RESEARCH, *Lansing, Michigan. Executive Director/facilitator*

- A Michigan based research and communications group assisting Michigan public office holders with strategic resources addressing budgets, technology, government operations.

Accomplishments

- Development and management of extensive nationwide / statewide public sector seminars encompassing various metropolitan public markets / local units of government throughout Michigan and the United States.
- Establish and maintain on-going public relations with 300 plus communications / media outlets.

MICHIGAN ASSOCIATION OF COUNTIES *(MAC), Lansing, Michigan.*
Senior Legislative Coordinator

- Senior government relations coordinator directing policy and employee training as determined by 694 elected county commissioners encompassing Michigan's 83 units of government: formulating and managing complex platforms. Training of county elected public servants; senior administrative staff critical to county units of government.
- Management of the $2 million trade association facility.
- Coordination and oversight of multiple county / state / federal operations boards. Political action committee development National Association of Counties.
- Research / training / planning; providing detailed testimony and documentation before local, state and federal government committees.
- Contributing writer for monthly state/national trade association publications.
- Management of successful National Association of Counties [NACO] presidential election including logistics; funding throughout Michigan's 83 counties /nationwide.

Accomplishments

- Established and maintained vital ongoing working relationships with all aspects of county operations; elected officers; managers, support staff; state legislators, governor, U.S. Congressional delegation.

- Directed county, state and national complex finance policy vital to county government operations.
- Directed comprehensive training statewide for county infrastructure.
- Board member State of Michigan / State Police [county] emergency E 9-1-1 / communications system.
- Development / coordination of regional workshops, training, conferences, statewide, national workshops.

FEDERAL BEVERAGE, INC., *Lansing, Michigan. A family owned/operated food merchandising company (30 year old private company)*

- A unique full service commercial food distribution company encompassing 7 counties in Michigan; raising funds for specific widow / orphan nonprofit organizations.
- Our business model employs special needs citizens. Support organizations including the Michigan Sheriffs Association (C.O.P.S.); Assist nonprofit widow and orphan organization / critical needs.

CAPITAL ENTERPRISE, INC., *Lansing, Michigan.*
Government Relations/Contract Manager

- Manager / advisor consulting with all levels of government pertaining to risk management addressing institutional security for incarcerated inmates encompassing 15 states. Project negotiations; procurement of multimillion dollar contracts.

Accomplishments

- Research, solicit, and secure long-term business / public relations with government agencies.
- Working independently with government officials, throughout Michigan and nationally.

PAST EXPERIENCES

- West Michigan State House Campaign Committee,
- District staff, Congressman, Ottawa county
- Michigan Clerk of the House, assistant clerk
- Prison Fellowship /Forgotten Man Ministries
- Legislative Staff, House speaker
- Volunteer Instructor for physically challenged children, Spring Lake
- State House Legislative Staff, Ottawa county

EDUCATION

- BACHELOR OF ARTS, Emphasis *PreLaw / Criminal Justice-Public Administration / local government operations and computer science.* Michigan State University.
- ASSOCIATES DEGREE, *Public Administration emphasis.* Muskegon Community College.
- Scholarship recipient, *Rotary International [Grand Haven] Ambassadorship for Economic & Government operations Studies,* Ecuador, South America.
- Graduate, *Michigan State Chamber of Commerce local government Management Seminars.*
- Justice Fellowship International, grant recipient-Washington D.C.

PROFESSIONAL AFFILIATIONS

- Chairman, Michigan Municipal Bond Coalition-appointed by Michigan Governor
- U.S Department of Justice, Office of Justice Policy, appointed by Michigan Governor
- National Association of Counties- County operations; Task Force
- Michigan Department of Transportation- county roads / infrastructure task force
- Michigan Society of Association Executives
- Michigan Council on Intergovernmental Relations
- Michigan Public Employers Research Council
- Justice Fellowship / Strategic County Policy Board (Prison Fellowship, founder Charles Colson)

REFERENCES FURNISHED UPON REQUEST

James A. Lower

[redacted]

ACADEMIC EDUCATION

Institution City State	*Degree*
- Michigan State University, East Lansing MI	B.A., Economics
- Grand Valley State University, Grand Rapids MI	M.B.A., Business

WORK EXPERIENCE

Ionia County Board of Commissioners | Ionia, Michigan **2011-2012**

County Commissioner

- Crafted inter-local partnerships that improved service and saved tax dollars
- Balanced the county budget for the first time in three years
- Served on the grievance hearing council and helped settle labor disputes
- Reformed employee and commissioner benefits
- Improved Court House security
- Developed several new cost saving policies/procedures

Michigan State Senate | Lansing, Michigan **2013-2014**

Legislative Director

- Responded to constituent requests and inquires
- Aided in the development of policy and legislation
- Managed external communications
- Served as the Senator's liaison to the House of Representatives
- Prepared analysis of bills before the Senate

Mitchell Research & Communications | East Lansing, Michigan **2014-2015**

Director of Operations

- Office/Project Management
- Human Resources Management
- Client Management
- Survey Development
- Data Analysis
- Strategic Communications Drafting and Implementation

Village of Edmore | Edmore, Michigan **2015-2016**

Village Manager

- Grant Writer/Administrator
- Zoning Administrator/Code Enforcement
- Economic Development
- DDA Liaison
- Budget Implementation
- Implemented Infrastructure/Equipment upgrades
- Formed cost saving partnerships with other municipalities

Michigan House of Representatives | Michigan's 70th House District **2017-2020**

State Representative

- Chaired Local Government & Municipal Finance Committee for 4 years
- Vice-Chair Tax Policy Committee
- Member: Energy, Health Policy, and Communications & Technology Committees
- Served in House Leadership as Chief Deputy Whip
- Passed several major pieces of legislation resulting in the creation of 13 new public acts
- Built bi-partisan relationships that helped lead to many consensus-based reforms

Michigan House of Representatives | Lansing, Michigan **2021-2023**

Director of Strategy & Operations

- Advised the Speaker on all major policy & operational decisions
- Assisted in the creation and passage of major/priority pieces of legislation & appropriations, including budgets and supplementals totaling several billion dollars
- Provided advice to members of the legislature on how best to achieve their goals
- Executed the goals set forward by the House Leadership team and Speaker, while helping manage the nearly 500 full time employees of the organization
- Created and managed the overall timing and strategy for House initiatives
- Negotiated on behalf of the House with the Governor's Office and the State Senate on final passages key legislation & appropriations

Village of Sparta | Sparta, Michigan **2023-preesent**

Village Manager

- Grant Writer/Administrator
- Zoning/Planning Administrator
- Economic Development
- Strategic Planning & Management
- Budget Preparation/Implementation

Licenses & Other Information

- Private Pilot's License
- Owner & Operator of Eureka RDC: a political consulting, media design, and polling company

Patrick S. Jordan

[redacted]

SUMMARY

Seeking a position as County Administrator with Ottawa County, Michigan.

PROFESSIONAL EXPERIENCE

County Administrator **November 2022-Present**
Ionia, MI
Chief Administrative Office for the County, serving at the pleasure of the Board of Commissioners. Responsible for ensuring directives and policies of the BOC are implemented. Responsible for the day-to-day business activities of the County, Finance/Budget management and Human Resources including union negotiations. Staff resource to the Board of Commissioners on all matters facing the County and attend all BOC and Committee meetings. I serve as liaison for various community commissions.

City Manager **June 2017 – November 2022**
Escanaba, MI
Chief Administrative Officer of a full-service municipality of 13,000 with a private deep water port. Our budget, that I am responsible for assembling and managing, is $30 Million including Electric, Water and Wastewater utilities. I am responsible to the 5-member City Council and serve at their pleasure. I am very active as a community liaison with other local governments, working groups, Tribal governments and committees with interest in the community. I oversee Directors of Water, Wastewater, Electric, Public Works, Recreation, Finance, HR/Treasurer, City Clerk, Public Safety and Library. We have a DDA that covers our approximately 1 ½ mile long downtown corridor. I arrived in Escanaba after the Court of Appeals decision in the "Dark Store" case, Menards v. City of Escanaba. I built support for our case through the MML, MTA and MAC and raised over $250,000 in contributions from member communities to help fight this fight.

Wexford County Administrator **November 2015 – April 2017**
Cadillac, MI
Chief Administrative Office for the County, serving at the pleasure of the Board of Commissioners. Responsible for ensuring directives and policies of the BOC are implemented. Responsible for the day-to-day business activities of the County, Finance/Budget management and Human Resources including union negotiations. Staff resource to the Board of Commissioners on all matters facing the County and attend all BOC and Committee meetings. I served as liaison for various community commissions.

Assistant City Manager **January 2013- November 2015**
City of Unalaska, AK
I was the Director of Administration for the City. My duties included management of all HR functions, Risk Management, City Housing program and the Community Grants program, a program with a $1 million annual endowment. I served as City Manager in his absence and therefore must stay current on all issues facing the city. I worked closely with the Tribe and the Native Corporation on various community projects. Unalaska had several Enterprise Funds. ICS 100-400 certification achieved.

Borough Manager **November 2011-January 2013**
Bristol Bay Borough, Alaska
I served as Borough Manager with Bristol Bay Borough. Bristol Bay Borough is made up of 3 villages: Naknek, South Naknek and King Salmon. Children in S. Naknek are flown to school every day. We have an established Port but have also been accepted as part of a GO Bond by the State for $350 million of which we are $7 million for property acquisition and port expansion. My general fund budget was $8 Million, with 40FT employees. In Alaska, the Native Corporations own virtually all lands, so good relationships are a necessity. I worked closely with the Native Corporation and the local Tribe on cooperative issues.

Vital Records Manager **August 2008-November 2011**
Tarrant County Clerk
I served as Vital Records Manager for the Tarrant County Clerk's Office. I managed the operation of the main downtown office as well as the 6 Sub-courthouses throughout Tarrant County. Since joining the County Clerk's Office, Tarrant County agreed to assume Registrar duties for the City of Ft. Worth, and I was responsible for implementing organizational improvements to provide for a smooth transition. Under my leadership, we accomplished this and in the process won a 2008 5-Star Award from the Texas Bureau of Vital Statistics and a 2009 Exemplary Award, the first such awards since 2002. Our revenues approximately tripled from this transition. Under my direction, we were able to use new technologies and old ones to offer the 1.7 million residents of Tarrant County the ability to obtain their needed vital records at any of the 7 court house locations around the county.

Township Supervisor **June 2004- August 2008**
Muskegon, MI
The oldest Township in Michigan, Muskegon Township has a diverse population of 19,000. As a full-service Township, I supervised Department Heads over Sanitation, Highway, Police, Fire, Inspections, Utilities and Economic Development.

The Township has 50 employees and a $13 million budget. In addition to budget development and management, I dealt directly with issues related to expansions of our water and sewer systems and related financing, sustainable growth, economic development, industry retention, personnel administration and

collective bargaining with 3 unions. As Township Supervisor, I was the Chief Elected Official and Chief Administrative Officer. I spent a good deal of my time and energy in the Economic Development area and I had good success, and that success continues today based upon the positive relationships I maintained with the business community. Muskegon Township maintains 3 enterprise funds, water, sewer collection and sanitation.

I was appointed, then elected, to a 4-year term and worked with a 7 member Board of Trustees elected at-large to 4 year concurrent terms.

Adjunct Professor, Baker College **August 1998 – May 2008**
Muskegon, MI
Taught college level courses in American Government, International Relations and Western Regional Geography.

Deputy Township Supervisor **March 2004- June 2004**
Muskegon, MI
Appointed by Township Supervisor

Deputy County Clerk Supervisor **April 2000- March 2004**
Muskegon, MI
Served as Assistant County Clerk. I supervised the daily operations of the County Clerk's office. Coordinated County Elections which included optical scan programming, training, and facilitation of elections throughout the county with a population of 170,000. Managed the Circuit Court jury system and developed and implemented an enforcement system for "no-show" jurors.

Friend of the Court Investigator **January 1998- April 2000**
Ottawa County Family Court
Grand Haven, MI
Managed a caseload of 1,400 domestic relation cases, enforced court orders, and investigated child support, parenting time, and custody matters. Facilitated agreements with parents concerning support and parenting issues. Served as the enforcement officer for hearings in open court.

Corrections Officer **May 1994- January 1998**
Ottawa County Sheriff Dept
Grand Haven, MI
Supervised and performed intake, classification, administration and court commitments and dispositions of inmates. Coordinated LEIN operations. Maintained security of the 400 bed facility.

EDUCATION

Master of Public Administration, June 2000
Western Michigan University
Kalamazoo, MI

Bachelor of Science, Political Science, December 1995
Grand Valley State University
Allendale, MI

Toccoa Falls Bible College
Pastoral Studies 1989-90
Toccoa, GA

Professional Affiliations

- Muskegon Area-Wide Plan-Smart Growth/Sustainable Development
- West Michigan Shoreline Regional Development Commission Board /MPO
- COPS (9-1-1) Board of Directors of Muskegon County
- Leadership West Michigan, Class of 2005
- Prison Liaison Committee, Brooks, MCF and Shoreline Correctional Facilities
- Muskegon Area First, Governmental Economic Development Agency Board of Directors

Mark Alan Howe

[redacted]

Profile

Transformational leader and public policy professional with more than two decades of executive leadership experience and significant development of competencies in the following areas:

- Executive Leadership
- Board Development and Governance
- Strategic Planning and Implementation
- Public Policy Research
- Organizational Leadership
- Public Finance Management
- Grant Writing and Fundraising
- Emergency Management
- Communication Leadership
- Community Building and Relations

Professional Experience

Michigan Department of Education — **Lansing, Michigan**
- Chief of Staff, Office of the Superintendent — 2021-2023
- Chief of Staff, Office of the Chief Deputy Superintendent — 2017-2021
- Legislative Advisor/Appropriations Specialist — 2016-2017

City of Allegan — **Allegan, Michigan**
- Interim City Manager/Chief Administrative and Financial Officer — 2016

City of Lowell — **Lowell, Michigan**
- City Manager/Chief Administrative and Financial Officer — 2011-2016

County of Ionia — **Ionia, Michigan**
- County Administrator/Chief Administrative and Financial Officer — 1998-2011

Michigan House of Representatives — **Lansing, Michigan**
- Legislative Assistant/Appropriations Specialist — 1996-1998

United States Congress — **Grand Rapids, Michigan**
- Staff Assistant, 3rd Congressional District — 1994-1996

Michigan Senate — **Lansing, Michigan**
- Staff Assistant/Broadcast Media Specialist — 1993-1994
- Legislative Assistant/District Communications Director — 1988-1993

Education

Grand Valley State University — **Allendale, Michigan**
- Bachelor of Science, Communications, Magna Cum Laude

Michigan State University, Institute of Public Policy and Social Research — **East Lansing, Michigan**
- Fellow, Michigan Political Leadership Program (MPLP)

MARK ALAN HOWE

[redacted]

PROFESSIONAL ACCOMPLISHMENTS

Improved Financial Health: Significantly improved the financial health of an organization from the *bottom* 15 percent of all cities statewide to the *top* five percent as measured by the Michigan Department of Treasury.

Eliminated Budget Deficits: Managed a local unit of government out of a near 10 percent budget deficit in a single year with no employee layoffs, while increasing reserves, investing in infrastructure, and stabilizing internal service funds.

Increased Credit Ratings: Provided "prudent financial management," according to independent rating agencies, leading to an increase in credit ratings for two organizations: Ionia County to AA and the City of Lowell to AA-.

Cultivated Grant and Fundraising Opportunities: Secured a number of grants from public and private sources for a broad range of public improvements including a $3 million endowment from a private foundation to fund operating and maintenance costs for a multi-county trail system.

Expanded Technology to Improve Operational Efficiencies: Initiated and led efforts to computerize county government which included the installation of a fiber-optic network, creation of an air-controlled server room in a 100-year-old historic courthouse, and the evaluation, installation, and testing of various software applications to meet organizational needs.

Initiated Community-Building: Initiated the development of a community vision resulting in the formation of a formal alliance with a city, two townships, a chamber of commerce, and a local school district. The alliance fostered effective communication to encourage collaboration on community-wide projects.

Guided Leadership through a Strategic Plan: Facilitated development and annual review of strategic plans establishing specific objectives with short- and long-term goals guided by an overall vision and mission.

Developed Public Policy and Budgets: Researched and developed recommendations on a broad range of policy issues for elected officials, including annual operations and capital improvement budget recommendations for elected councils and boards.

Encouraged Team Building and Professional Learning: Developed a culture of open communication and learning among staff by initiating regular communication channels, encouraging cross-organizational engagement, and identifying key areas for staff professional development.

Facilitated Innovative Development Projects: Facilitated innovative development projects including construction of a bio-digester, placement of a new brewery, expansion of a 100-year-old milling operation, construction of an animal shelter, redevelopment of historic buildings, and creation of new commercial spaces.

BENJAMIN M. GENSER

[redacted], [redacted] Cell: [redacted] E-Mail: [redacted]

EXPERIENCE

6/2021 to Current **Vice President – Investments, Private Client Advisor**
JPMorgan Chase Bank, N.A. Grand Haven, MI

Portfolio and Risk Management

- Conduct quantitative analysis, portfolio optimization, and risk assessment to provide clients with well-balanced investment strategies that align with their risk tolerance and financial objectives.
- Strategically manage funds and adapt to changing market conditions, utilizing extensive market research and JPMorgan's institutional resources to identify and act on investment opportunities.
- Strictly adhere to all regulatory, risk, and control policies, ensuring compliance and fostering a secure investment environment.

Business Development and Client Acquisition

- Generate business results by expanding existing client portfolios and pursuing new client acquisition opportunities, successfully growing managed assets.
- Advise clients on comprehensive balance sheet management, covering asset allocation, investment strategies, wealth planning, credit, and banking solutions.
- Leverage interdisciplinary expertise by collaborating with internal specialists and connecting clients with JPMorgan's full suite of financial services, enhancing value through a multi-faceted approach.

Relationship Management

- Manage & cultivate relationships by earning trust, deeply understanding their needs, and providing targeted, strategic advice to meet their unique financial goals.
- Deliver an exceptional client experience by crafting thoughtful, customized solutions and consistently maintaining high client satisfaction.
- Ensure that all investment recommendations align with client objectives across short-, medium-, and long-term horizons through a holistic, goals-based planning approach.

3/2017 to 6/2021 **Vice President, Multi-Site Manager**
JPMorgan Chase Bank, N.A. Grand Haven, MI

Operations and Performance Management

- Led multi-site operations, overseeing large cross-functional teams across various branches to drive performance excellence and deliver an exceptional customer experience.

- Oversaw P&L management, ensuring consistent profitability and operational efficiency through strategic resource allocation and process optimization.
- Maintained a robust controls environment by championing operational integrity and strict compliance with policies and standards.

Client Relationship and Community Engagement

- Developed and implemented client-centered, needs-based relationship management strategies to improve client satisfaction and build long-term loyalty.
- Cultivated partnerships with community stakeholders, promoting trust and strengthening the bank's community presence and positive reputation.

Team Leadership and Talent Development

- Applied behavior-based strategies to support team growth, retention, and high employee engagement, fostering a motivated, high-performing workforce.
- Directed HR functions, including talent recruitment, staff development, and retention strategies, aligning team capabilities with broader organizational goals.
- Provided hands-on coaching and 360° feedback to enhance team skills, productivity, and overall engagement.

9/2014 to 3/2017 **Private Banker**
JPMorgan Chase Bank, N.A. Grand Rapids, MI

- Delivered personalized banking, investment, and lending services to high-net-worth clients, ensuring a premium client experience with tailored financial solutions.
- Executed a team-based approach to client onboarding, achieving seamless transitions and maintaining high-touch service standards for affluent clients.
- Conducted needs-based marketing and promoted customized investment and lending solutions, effectively growing portfolio value and expanding client relationships.
- Managed credit and cash management solutions for business clients, advising on deposit structures, treasury management, and payment processing options to support their financial goals.

3/2010 to 9/2014 **Management Consultant**
Capital Financial Management LLC East Lansing, MI

Strategic Leadership and Organizational Transformation

- Conducted holistic analysis of top-line and bottom-line factors, identifying efficiencies and implementing operational optimizations to drive operational optimization.
- Evaluated key performance indicators (KPIs) to reveal strengths, weaknesses, opportunities, and threats, making data-driven adjustments to maximize performance.
- Developed and implemented organizational strategies that align stakeholders, employees, customers, and clients under a unified vision, creating pathways to innovation and growth.

- Led customer experience evaluations and improvements to optimize operational effectiveness, improve service delivery, and strengthen constituent satisfaction.

Governance and Culture Development

- Established effective governance frameworks and redefined key performance metrics to ensure alignment between organizational culture and leadership development, fostering a mutually reinforcing and supportive environment.
- Specialized in organizational turnaround strategies, achieving enhanced operational efficiency, robust risk mitigation, and compliance across diverse functions.
- Developed innovative solutions to financial and operational challenges, facilitating sustained improvements in organizational performance and resilience.

EDUCATION

2016 **Master of Business Administration (MBA)**
University of Michigan

2014 **Bachelor of Science (BS)**
University of Michigan

LICENSES & CERTIFICATIONS

- **Wealth Management Certified Professional® (WMCP®)**
- **Series 7**
  Financial Industry Regulatory Authority (FINRA)
- **Series 66**
  North American Securities Administrators Association (NASAA)
- **Resident Insurance Producer License - Variable, Life, Health**
  Michigan Department of Insurance and Financial Services (DIFS)

BOARD & COMMITTEE MEMBERSHIPS

- West Michigan Regional Planning Commission – Ottawa County
- Comprehensive Economic Development Strategy Committee (CEDS) – Ottawa County
- University of Michigan Healthcare Administration Program Advisory Board

PROFESSIONAL ASSOCIATIONS

- American Institute of CPA's (AICPA)
- International City/County Management Association (ICMA)
- American Management Association (AMA)
- Financial Planning Association (FPA)
- American Bankers Association (ABA)

Philip Kosman

[redacted]

Strong leader and problem-solver dedicated to streamlining operations to decrease costs and promote organizational efficiency. Skilled in working under pressure and adapting to new situations and challenges to positively impact company success.

Work Experience

Corporate Sales Manager

Red Wing Shoes-Grandville, MI

March 2024 to Present

- Consistently exceeded sales targets by 5% for the past year, resulting in annual revenue growth of 8%
- Developed and maintained strong relationships with key clients, resulting in a client retention rate of 97%
- Identified new business opportunities through market research and cold calling, leading to a 10% increase in customer base
- Negotiated contracts and pricing agreements with clients, resulting in an average deal size increase of 2.7%
- Managed a pipeline of prospects, consistently following up on leads and converting them into paying customers

Office Administrator

Pro finish Powder coating-Wyoming, MI

January 2023 to April 2024

- Managed daily administrative tasks, including answering phone calls, responding to emails, and organizing meetings
- Maintained office supplies inventory by checking stock levels and placing orders as needed
- Assisted in the preparation of reports, presentations, and correspondence for senior management
- Scheduled appointments and maintained calendars for multiple team members
- Collaborated with HR department to onboard new employees, including preparing paperwork and conducting orientation sessions
- Handled confidential information with utmost discretion and ensured compliance with data protection policies
- Managed office equipment maintenance contracts to ensure smooth operations at all times
- Responded promptly to customer inquiries or complaints via email or phone call in a professional manner
- Coordinated logistics for client meetings including booking conference rooms, ordering catering services when necessary
- Served as point person for maintenance issues (e.g., malfunctioning copier, leaky faucet) ensuring prompt resolution
- Tracked inventory of office supplies and ordered new materials as needed
- Managed office calendar, scheduling appointments and meetings for staff members
- Assisted with onboarding of new employees; prepared necessary paperwork and facilitated orientation process

Jewelry Design Apprentice

Craft Revival Jewelers-Grand Rapids, MI

January 2022 to February 2023

Met with clients throughout jewelry making processes to define needs and expectations, discuss budgets, showcase designs and assess satisfaction.

Constructed preliminary models using 3D printing.

Sized, and selected individual gemstones to fit new and existing pieces.

Examined completed products and unmounted gemstones to produce appraisals based on pricing guidelines, market knowledge, stone grades and rarity.

Returned older pieces to lustrous shine by cleaning, polishing and electroplating, while also checking for necessary repairs.

Dispatch Manager

Amiko Transport LLC-Allendale, MI

January 2018 to November 2022

Facilitated communications between customers and field personnel to answer questions, resolve concerns, and create efficient delivery routes.

Built strong relationships with brokers, ensuring best rate is received on loads.

Answered 50-100 calls and emails per day.

Tracked and monitored vehicle performance and maintenance for up to 25 drivers at once.

Organized and coordinated dispatch training programs for new hires and refresher training programs for existing personnel.

Utilized dispatch software to document customer orders, deliveries and receipts.

Evaluated current operational processes to help develop, implement and improve practices.

Communicated with warehouse staff to facilitate proper loading and unloading of orders.

Recruited, interviewed and selected employees in compliance with hiring practices and recommended personnel for promotion, demotion or reclassification to meet staffing requirements.

General Manager

Brenda Sue's Tattoos And Art Gallery-Grand Rapids, MI

September 2015 to October 2022

Recruited, hired, and trained team members to maintain high productivity.

Reduced budgetary expenditures by effectively negotiating contracts for more advantageous terms.

Resolved customer issues with timely and professional resolutions.

Managed 10-15 employees by supervising daily tasks.

Forecasted and managed budgets to boost cost-effectiveness and profitability.

Scheduled employees for shifts, considering customer traffic and employee strengths.

Managed supply purchasing, sales, marketing and customer account operations efficiently.

Promoted business via social media to generate leads and maximize brand identity while increasing revenue.

Education

High School Diploma

Carriage House Academy - Swartz Creek, MI

August 1996 to May 1999

Skills

- Leadership Critical Thinking
  Customer Service Expert Google Suite
  Project Management Microsoft Office 365
  Data Analysis Video meeting software
  Design Social Media

Robert Spaman

[redacted] | [redacted] |

Summary

Experienced Professional Manager who has worked in the government sector at many levels as well as the private and non-profit sectors. Looking for a position where my education, experience and knowledge can impact an organization in a positive way. I am a very hard-working employee.

Experience

November 2019 -present Hope Network
Business Director for four Service Lines at Hope including Transportation, HNI-the manufacturing unit at Hope, Workforce Development-the program unit at Hope that serve reentry program for people in jail and Service Corp-the program that provides jobs for disabled people in janitorial services. Responsible for Financial and Grant Recordkeeping for all four service lines. That includes Accounts Receivables, Accounts Payable, Budgeting, Financial Analysis and Grant record keeping. Strategic planning is also a part of my position. Supervisor is Jerry Downs.

June 2017 – November 2019 Various Non-Profits
Serviced Deaf and Hard of Hearing, Rosewood Reformed Church and Women's Resource Center by providing financial help and building projects as well as strategic planning. Various supervisors.

June 2015 – June 2017 Molly Maids
Started and owned a Molly Maids franchise in Grandville, Michigan. Ran every facet of the company as owner. Began with zero customers and left with 150 regular and 75 occasional customers. Supervised 12-14 people.

May 2011 – June 2015 Ottawa County
Was employed as the Fiscal Services Director. Responsible for all the financial issues including Accounting, Budgeting, Risk Management, Pension and other financial issues in all Ottawa County departments. Also, strategic planning was an important part of my position Supervised 35 people. Supervisor was Al Vandenberg.

May 2004 – May 2011 City of Farmington Hills
Employed as Chief Financial Officer, Treasurer and Assessing Director. Responsible for all Financial and Assessing functions which included all Accounting, Budgeting, Risk Management, Pension and other financial issues as well as oversight of the Assessing Department and strategic planning. Supervised 20 people. Supervisor was Steve Brock.

September 1997 – May 2004 City of Rochester Hills
Employed as Chief Financial Officer and Treasurer. Responsible for all Financial functions which included all Accounting, Budgeting, Risk Management, Pension and other financial issues. Served in the role of City Administrator. Supervised 12 people. Supervisor was the mayor.

May 1994 – September 1997 City of Hudsonville
Employed as Chief Financial Officer and Treasurer. Responsible for all Financial functions which included all Accounting, Budgeting, Risk Management, Pension and other financial issues. Supervised 5 people. Supervisor was Pauline Luben.

May 1984 – May 1994 Aves Advertising, Inc.
Employed as the Chief Financial Officer. Also was a part owner in the corporation. Responsible for all Accounting functions including Accounts Receivable and Accounts Payable, Budgeting, Risk Management and Office Manager. Supervised 5 people. Supervisor was Jon Aves (deceased).

Education

Master's Degree in Finance Grand Valley University

Bachelor's Degree in Accounting Grand Valley University

Associate's degree in accounting Davenport College

References

Bill Anstey
Treasurer – Hope Network
[redacted]

Mary Scott
Executive Director - WFD Hope Network
[redacted]

Kim Garter
Management Assistant – Hope Network
[redacted]

Ottawa County
Where Freedom Rings

Update from Executive Transition Committee

Monday, September 30, 2024

https://youtube.com/live/6ZOMSddkNTc

The Executive Transition Committee discussed the layout of the committee and the tasks that have been delegated to the committee by the Board of Commissioners. Commissioner Allison Miedema, who is chair of the Talent & Recruitment Committee, was chosen as Vice Chair of the committee.

The Committee reviewed a draft of a job description for the position of County Administrator, as well as reviewing previous job postings and recruitment profiles for the position.

The Committee agreed that W Talent Solutions stood out the most amongst other firms and agreed that W Talent Solutions would join via video for a presentation.

Tuesday, October 1, 2024

https://youtube.com/live/v5hyZPAf0do

W Talent Solutions joined the Committee via Zoom.

Ashley Ward, CEO of W Talent provided the Committee with a presentation of their work.

W Talent is based in West Michigan and has experience in professional/management level hires. The Committee was impressed with W Talent and voted unanimously to engage with W Talent.

Wednesday, October 2, 2024

https://youtube.com/live/PRKrRbvbMfQ

W Talent Solutions again joined the Committee via Zoom.

The Committee/Staff gave W Talent a basic rundown of the day-to-day of the County Administrator role and continued discussion.

W Talent clarified the general job requirements required for somebody who wishes to apply for County Administrator. Bachelor's Required, Masters is generally preferred in the field, and there was additional discussion about searching for candidates that are results oriented, data driven, demonstrated leadership, etc.

Ottawa County
Where Freedom Rings

The Committee and W Talent discussed various aspects/experience regarding a County Administrator (experience in the field, project management, strategic plan, good people skills, experience in government management or a similar experience in the private sector).

The Committee will send the current employment package/benefits information to W Talen Solutions. The Committee stressed the importance of a potential Administrator understanding the culture, heritage, and people of West Michigan.

Monday, October 14, 2024

The contract with W Talent has been processed by the county's fiscal department and signed.

Jon Anderson is no longer the Interim County Administrator. The quick and efficient professional search for a permanent administrator is now more crucial than ever. Administration has assured the committee that county operations will continue to run smoothly and effectively.

W Talent now has a public posting for the position and has begun the job search.

Tuesday, October 15, 2024

W Talent met with key staff at the Fillmore Administration Building. Employees introduced themselves to W Talent and provided their insights on county operational culture and gave general ideas of the day-to-day of the County Administrator.

W Talent now has an idea of the culture of the employees of Ottawa County and what they would like to see in a County Administrator.

County Administrator Job Posting

Job Description

Reporting to the Board of Commissioners, the County Administrator serves as the Chief Administrative Officer of the County of Ottawa and is responsible for the management of all County operations, programs, and activities. The County Administrator is responsible for the preparation and management of the County's budget and performs strategic and organizational planning, and policy guidance. Performs executive management level leadership in directing the overall management of the County government to provide mandated services to the citizens of Ottawa County. Upholds the United States Constitution to preserve and protect the individual rights of the citizens.

This is a full-time, benefited position working at the Fillmore Complex in West Olive, Michigan.

Essential Job Functions

- The County Administrator shall be responsible for the day-to-day administration and operations of the County of Ottawa, Michigan.
- The County Administrator shall coordinate the various activities of the County and unify the management of its affairs.
- The County Administrator shall supervise the operations and performance of all County departments and department heads, except corporate counsel and elected officials and their officers, and, with the approval of the Board, appoint and remove all heads of departments, other than elected officials.
- The County Administrator shall attend and/or have department heads attend all regularly scheduled Board meetings and, at the direction of the Board, special Board meetings.
- The County Administrator shall supervise the preparations and filling, or submission, of all reports required of the County by law.
- The County Administrator shall be responsible for developing a continuing strategic plan for the County and presenting it to the Board for input and approval.
- The County Administrator shall be responsible for the following fiscal services for the County of Ottawa: Accounting, Accounts Payable, Budgeting, Payroll and Receivables, except to the extent that portions of those responsibilities are assigned, by statute, to other offices or entities.
- The County Administrator serves as an official representative on a variety of boards.
- The County Administrator is responsible for the development of labor agreements and relations.
- The County Administrator analyzes and recommends improvements to existing services and operating systems of the County.
- The County Administrator shall perform such other duties as the Board may assign.

Required Education, Training and Experience

Bachelor's degree from an accredited university is required, combined with experience in county government, executive leadership, management, or other relevant experience. Willing to respond to emergency situations during normal working and off-duty hours. These qualifications are guidelines as other combination of education, experience, skills, and abilities may be considered.

Additional Requirements and Information

The County Administrator position requires the ability to communicate effectively both orally and in writing related to county functions.

The County Administrator position requires the ability to establish and maintain working relationships with staff, elected officials, outside representatives, and the general public.

The County Administrator position requires the ability to formulate, recommend, review, and implement budget, policy, and procedure.

The County Administrator position requires understanding of the Declaration of Independence, United States Constitution, and civics.

Physical Requirements:
The candidate must be able to perform essential job functions with or without reasonable accommodation, including, but not limited to, visual and/or audiological appliances and devices to increase mobility.

Working Conditions:
Work is performed in a normal office environment and various sites throughout the community.

Disclaimer:
This job description is not designed to cover or contain a comprehensive listing of activities, duties or responsibilities that are required of the employee. Duties, responsibilities, and activities may change, or new ones may be assigned at any time with or without notice.

DRAFT

Recruitment Profile for County Administrator, Ottawa County, MI

We welcome you to join us in cultivating a vibrant community Where Freedom Rings, businesses flourish, and families thrive.

Ottawa County is a beautiful county with a bright future. Nestled between Grand Rapids and Lake Michigan, the people of Ottawa County largely have a deep love for America, individual freedoms, and traditional American values— the bedrock of our vibrant communities.

OUR COMMUNITY

Ottawa County is situated in the southwestern section of Michigan's Lower Peninsula on Lake Michigan's breathtaking freshwater coastline, with its western boundary formed by Lake Michigan. Ottawa County is 174 miles west of Detroit and 150 miles northeast of Chicago.

The County is composed of 17 townships, six cities, and one village, with an area of 563.5 square miles. Thirty-eight (38%) percent of the land is farmland, with farms being a cornerstone of both the economy and the cultural heritage of the County.

Ottawa County is the state's seventh most populous county, with an estimated 305,000 people in 2024. Ottawa County is the fastest growing of Michigan's 10 largest counties, with an increase in population of 10.7% from 2000-2010 and 11.4% from 2010-2020, and continued strong growth into 2024. The county's spectacular parks, economic opportunities, bountiful agriculture, excellent schools, safe neighborhoods, and low property taxes all contribute to a great quality of life and make Ottawa an attractive place to live.

Each year this area welcomes millions of visitors to its vacation playground. In Holland, people from all over the world come to the Tulip Time festival each spring. It is the third largest such festival in the United States. Grand Haven boasts the name "Coast Guard City, USA" as it hosts an annual Coast Guard Festival that attracts 350,000 people a year.

Ottawa County's convenient location and never-too-warm summer climate have made it a mecca for sportsmen and vacationers. Besides Lake Michigan beaches, there are 36 miles of inland lake shorelines, 307 miles of rivers and streams, two bustling state parks, and over 7,000 acres of county parks and open space lands for residents and visitors to enjoy.

With its rich farming heritage and agricultural industry, Ottawa County ranks third in the state in agricultural sales, producing an incredibly diverse range of agriculture products. The County leads all other Michigan counties in the production of turkeys, ornamental nursery crops, blueberries, and perennials. Agriculture and food processing is one of

the three sectors that comprise the economic base in Ottawa County's economy, with over 60 food and beverage manufacturing establishments in Ottawa County.

Durable goods manufacturing is the second of the three sectors, with a 2020 total gross regional product of $5.9 billion, 43% of the Gross Regional Product (GRP). There are 400+ manufacturing companies in electronics, furniture, machinery metal, and transportation, with sizes ranging from one & two-person shops to nationally known Fortune 500 corporations.

There are two institutions of higher education based in Ottawa County: Grand Valley State University (GVSU) and Hope College. GVSU is the third largest employer in the County. There are four other institutions of higher education that have satellite campuses in the County: Baker College, Davenport University, Grand Rapids Community College, and Muskegon Community College.

Ottawa County's state equalized value is $23.9 billion. (In the past year, county-wide Assessed Values increased 14.39% and Taxable Values increased by 9.23%.

By the Numbers

Land Area: 563.5 square miles
Population: 303,372

Persons under age 18: 22.7%
Persons 65 years and over: 17.3%
Median Age: 36.9

High School degree: 93.0%
Bachelor's degree or higher: 39.9%

Veterans: 3.6%

White alone, not Hispanic or Latino: 82.0%
Black or African American alone: 1.5%
Hispanic or Latino: 10.4%
Asian alone: 2.7%
American Indian or Alaska native alone: 0.1%
Two or more races: 3.3%

Households: 114,318
Median Household Income: $81,513
Median Home Value: $328,400
Median Gross Rent: $1149
Total Employment Establishments: 6,514
Poverty: 9.9%

2023 estimates from US Census Bureau

THE ORGANIZATION

The County

The Board of Commissioners provides oversight, establishes policy, and builds the strategic plan for County operations. The County is governed by an 11-member elected Board of Commissioners ("Board") and provides a wide range of services to residents, including law enforcement, administration of justice, community development and enrichment, health and human services, and recreation.

Ottawa County has 24 departments which range greatly in services. The County Administrator directs and manages all county operations, including the oversight of 14 county departments and management of the county budget. The remaining operations are managed by either elected officials (Clerk/Register of Deeds,Water Resources Commissioner, Prosecutor, Sheriff, and Treasurer), statutory boards (Community Mental Health), or the judiciary.

Although considered legally separate entities, the County also works closely with its seven component units – Road Commission, Central Dispatch Authority, Public Utilities System, Land Bank Authority, Office of the Water Resources Commissioner, Brownfield Redevelopment Authority, and Economic Development Corporation; as well as its two blended component units – Building Authority and Insurance Authority to provide the citizens of the County additional services. (Optional info)

The County has an annual operating budget for FY25 of approximately $284 million all funds total budget and an estimated $121 million general fund budget. The County employs about 1,200 employees, with about 900 being full-time. Ottawa County is known for its strong fiscal stewardship and has a healthy financial status with the highest credit ratings from Fitch Ratings and Moody's Investment Service.

Thanks to the sound management by the Board, elected officials, and appointed county administration, the County maintains a healthy financial status, including high credit ratings, low interest rates, and the sixth lowest general property tax rate in the state.

The Board

The Board of Commissioners is comprised of 11 members elected from districts of equal population. The Board is elected to promote and preserve the freedom and constitutional rights of the people for future generations of all who live here. The Board's priority is to uphold the Constitutions of the United States and the State of Michigan, which protect the natural, God-given rights to life, liberty, and the pursuit of happiness, while ensuring the County's statutory responsibilities to the people are met. **By pursuing this priority, the Board seeks to make Ottawa County Where Freedom Rings, which is the vision and motto of the county.**

The Commissioners establish policies that primarily deal with activities of the county government that include county budget, appropriations, personnel, capital improvements, and county services. The Board provides oversight of the day-to-day operations by appointing a county administrator and assuring that county department leaders carry out their tasks effectively, efficiently, and with fiscal responsibility.

The Board of Commissioners is uniquely situated to keep an eye on the future, anticipating changes in society and legislation, and, through their policy setting role, work to keep the entire county operation focused on excellence and cost-effectiveness in their provision of services to citizens.

In January 2023, the County welcomed 8 new board members who are currently serving a two-year term. However, as the Michigan Legislature recently changed the term to four years, commissioners elected in 2024 will begin a four-year term in January of 2025. Thanks to the sound management by the Board, elected officials, and appointed county administration, the County continues to maintain a healthy financial status, including high credit ratings, low interest rates, and the sixth lowest general property tax rate in the state.

Core Values

In 2023, the Board of Commissioners passed a resolution to adopt a new county vision statement, “Where Freedom Rings”. The resolution included,

> “WHEREAS, the Ottawa County Board of Commissioners swore an oath to uphold the Constitutions of the United States and the State of Michigan, which protect the rights to life, liberty, and pursuit of happiness, and preserve the right of parents to determine the care of their children. The Constitutions also guarantee freedom of religion, speech, and assembly, as well as due process of law; and,
>
> WHEREAS, constitutional freedoms are not to be suspended in times of crisis; and,
>
> WHEREAS, the people of Ottawa County overwhelmingly spoke with their vote to restore the constitutional rights of the people as a first priority of the Ottawa County Board of Commissioners; and,
>
> WHEREAS, “Where Freedom Rings”—where individual freedom, parental rights, and religious and conscience freedom are protected, all people belong.” (Full resolution here.)

The County’s **mission statement** is “Ottawa County is committed to excellence and the delivery of cost-effective public services”.

The Board of Commissioners adopted four goals to direct the County’s work. They are:

1. To maintain and improve the strong financial position of the County.
2. To contribute to the long-term economic, social, and environmental health of the County.
3. To maintain and enhance communication with citizens, employees, and other stakeholders.
4. To continually improve the County's organization and services.

Ottawa County has a rich history rooted in hard work, faith, and family, and is one of Michigan's most conservative counties. The county's heritage includes the influence of Dutch settlers who moved here seeking a place where they could freely live and worship. The Board seeks to protect and advance the family-oriented, time-honored culture and values that make Ottawa County attractive, while providing core governmental services utilizing responsible cost management.

OPPORTUNITIES

What could a new Administrator accomplish in the first year that would make them a successful hire?

1. **Move Ottawa County towards data-driven decisions by creating a strategic plan for the county and its departments which includes the regular use of metrics.** Carry out the long term strategic plan through an annual operating plan for the county and each department which utilizes a data dashboard. Work towards department-specific alignment, with 3 primary goals identified for each department.

2. **Implement a standardized process of monthly measurement and reporting of individual department performance/outcomes to the BOC in comparison to the annual and strategic plan goals.** (How many individuals served, services provided, etc.). Facilitate the ability to evaluate funding requests/related decisions with data to fulfill the annual and strategic plan for departments.

3. **Complete an assessment of community needs and available resources, to include a comparison with the statutory requirements of the county as related to the provision of mandated vs. non mandated services, as well as an assessment of appropriate collaborations with other government entities and non-profit organizations.** What are the needs of community members vs. what the county is providing with taxpayer dollars? How can we better align the needs of the community with county resources? Is there duplication of services across departments and/or organizations?

4. **Strengthen the grant approval process to improve informed decision making which includes weighing both the benefits and the risks/trade-offs of individual grants.**

5. **Enhance communications with the people of the county through continued development of the communications department.**

KEY ISSUES

Groundwater, Broadband Expansion Roll-out, Housing, Veterans, Employee Recruitment and Retention, Core Government Services, Cost Management

From the Deputy Administrator Recruitment Profile (2023)

Challenges and Priorities

1. Navigate the myriad of challenges – such as housing, transportation, and natural resource management – that arise from being the fastest growing county in the State.

2. Maintain a low millage in the face of continued County growth by focusing on key services.

3. Reinforce local control amidst an ever-growing matrix of non-profit, state, and federal activities that seek to displace the primacy of local elected officials in policymaking.

4. Protect and advance the family-oriented, time-honored culture and values that make Ottawa County attractive.

5. Successfully balance the encouragement of new development while also protecting agriculture and open spaces.

CANDIDATE QUALIFICATIONS

This section to be developed further with the recruitment firm.

Mandatory Requirements

Desirable Characteristics

COMPENSATION AND BENEFITS

APPLICATION METHOD

OTTAWA COUNTY, MICHIGAN
COUNTY ADMINISTRATOR

Executive Recruitment

GovHR USA
GovTemps USA

GovHR USA, LLC is pleased to announce the recruitment and selection process for County Administrator for Ottawa County, MI. This brochure provides background information on the County of Ottawa, as well as the requirements and expected qualifications for the position.

County Administrator, Ottawa County, MI (pop. 296,200). Ottawa County is situated on Lake Michigan's spectacular freshwater coastline where nature is cherished and protected. More specifically, Ottawa County is located in the southwestern section of Michigan's Lower Peninsula, with its western boundary formed by Lake Michigan. Ottawa County is 174 miles west of Detroit and 150 miles northeast of Chicago. The County is composed of 17 townships, six cities, and one village, with an area of 565 square miles. Thirty-eight (38%) percent of the County's land mass is farmland.

COMMUNITY PROFILE

Ottawa County is the seventh most populous county in the state, with about 296,200 people, and has experienced the fastest population growth of the 83 counties in Michigan. Over 50% of Ottawa County's population growth resulted from migration to the area. The County's population has experienced exciting and considerable growth with a 10.7% increase in population from 2000-2010 and about 11.4% from 2010-2020.

Each year this area welcomes millions of visitors to its vacation playground. In Holland, people from all over the world come to the Tulip Time festival each spring. It is the third largest such festival in the United States. Grand Haven boasts the name "Coast Guard City, USA" as it hosts an annual Coast Guard Festival that attracts 350,000 people a year. Ottawa County's convenient location and never-too-warm summer climate have made it a mecca for sportsmen and vacationers. Besides Lake Michigan beaches, there are 307 miles of rivers and streams, two state parks, and over 7,000 acres of county parks and open space lands for visitors to enjoy. Ottawa County is truly a great place to live and visit.

The County leads all other Michigan counties in the production of turkeys, ornamental nursery crops, blueberries, and perennials. Ottawa County's state equalized value is over $11 billion.

OTTAWA COUNTY AT A GLANCE

Land Area: 565 square miles
Population: 296,200
Persons under age 18: 23.7%
Persons 65 years and over: 15.5%

High School degree: 93.0%
Bachelor's degree or higher: 34.1%
White alone, not Hispanic or Latino: 83.4%
Black or African American alone: 1.9%
Hispanic or Latino: 10.2%
Asian alone: 3.0%
American Indian or Alaska native alone: 0.60%
Native Hawaiian or other Pacific Islander alone: 0.1%
Two or more races: 2.0%
Households: 102,610
Median Home Value: $191,800
Median Gross Rent: $898
Median Household Income: $69,314
Total Employment Establishments: 6,324

THE ORGANIZATION AND THE COUNTY ADMINISTRATOR POSITION

The Board of Commissioners provides oversight, establishes policy, and builds the strategic plan for the County operations. The Board consists of 11 elected officials representing districts through two-year terms. The Commissioners establish policies that primarily deal with activities of the county government that include county budget, appropriations, personnel, capital improvements, and county services. The Board provides oversight of the day-to-day operations by appointing a county administrator and assuring that county department leaders carry out their tasks effectively, efficiently, and with fiscal responsibility. The Board of Commissioners is uniquely situated to keep an eye on the future, anticipating changes in society and legislation, and, through their policy setting role, work to keep the entire county operation focused on excellence and cost-effectiveness in their provision of services to citizens.

Ottawa County has 32 departments which range greatly in services. The County Administrator directs and manages all county operations, including the oversight of 14 county departments and management of the county budget. The remaining operations are managed by either elected officials (Clerk/Register of Deeds, Water Resources Commissioner, Prosecutor, Sheriff, and Treasurer), statutory boards (Community Mental Health), or the judiciary.

The County has an operating budget of approximately $230 million all funds total budget and an estimated $97 million general fund budget with about 1,200 employees. Ottawa County is known for its strong fiscal stewardship and has a healthy financial status with the highest credit ratings from Fitch Ratings and Moody's Investment Service, as well as the second highest rating from Standard & Poor's.

COUNTY'S CORE VALUES

The Board of Commissioners meets annually to review the strategic and business plans which incorporate feedback from employees and residents. Ottawa County's vision is "Where You Belong". If you are looking to serve the public in an organization that is innovative, customer-centered, ethical, financially responsible, transparent, and welcoming, Ottawa County is where you belong.

The **mission statement** is "Ottawa County is committed to excellence and the delivery of cost-effective public services".

In addition, the Board of Commissioners adopted four goals that outline the County's commitment to directing the County's work as established by its vision and mission statements. They are:

1. To maintain and improve the strong financial position of the County.
2. To contribute to the long-term economic, social, and environmental health of the County.
3. To maintain and enhance communication with citizens, employees, and other stakeholders.
4. To continually improve the County's organization and services.

OPPORTUNITIES AND KEY ISSUES

The next County Administrator will be involved with the following opportunities:

- **Affordable Housing:** The County values housing development that offers a broad range of housing options for residents. The County's goal is to serve residents of Ottawa County by increasing housing opportunities in conjunction with multi-sector partners including housing and service providers. The next County Administrator will be mindful that the county's land use planning creates opportunities and ensures housing in Ottawa County is affordable for people of all ages and incomes.
- **American Recovery Act Funds:** The County is directly receiving almost $56.6 million from the Coronavirus Recovery Action Fund. The next County Administrator will have the opportunity to assist the Board of Commissioners in programming and administering the funds to invest in the future of Ottawa County.
- **Broadband Efforts:** Broadband service in Ottawa County continues to be inconsistent – many areas lack service, experience poor service, or residents simply can't afford high-speed internet. Ottawa County is actively working to address persistent gaps in high-speed internet service through a new Digital Inclusion Strategy. This initiative is about establishing complete, fixed broadband access across all areas of the County, and eventually West Michigan as a whole.
- **Diversity, Inclusion and Equity 5-Year Plan:** The DEI office leads the County's equity plan. Its role is to identify and address implicit bias in internal policies, procedures, practices, and in external service delivery. In addition, the County extends assistance to local units of government that desire to tackle similar objectives. The next County Administrator should understand and have a passion for the work of inclusion, equity and diversity.
- **Employer of Choice:** The next County Administrator will lead the development of effective education, training, recruitment, and retention to engage County employees and future employees at all levels of the organization to prepare them for the future. Succession planning will be key in mentoring and developing talent, as well as ensuring a structured organization continuity and future success.
- **Regional Collaborations:** The County Administrator would be expected to link with local and regional governmental partners to foster collective solutions and collaborations to create strategic goals and manage/plan growth and attract businesses.

CANDIDATE QUALIFICATION CRITERIA

Ottawa County is seeking candidates who are strong leaders with a proven record of providing effective leadership in a complex organization, preferably in a county, municipal organization or another level of government of comparable size as Ottawa County. Ideal candidates will be able to drive innovation and move agendas forward in a multi-stakeholder environment.

The successful candidate will demonstrate excellent communication skills and significant career success in building collaborative, effective relationships across divisions. Additional experience in strategic planning, comprehensive planning and complex problem solving with the ability to work effectively with a wide variety of governmental disciplines is important.

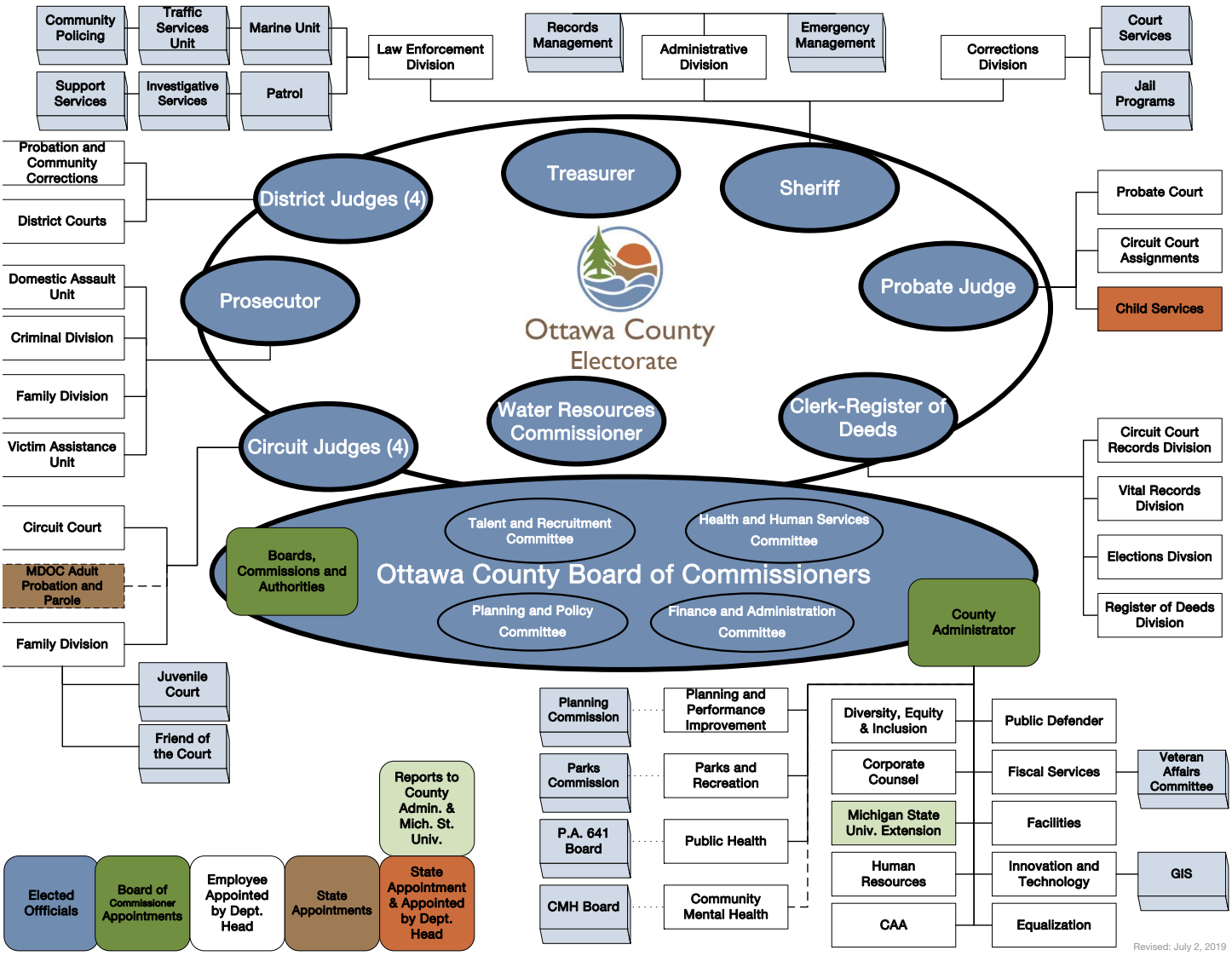
The following factors of education, experience, leadership and management skills have been identified as ideal attributes for the County Administrator to possess and function effectively in the position.

Candidate Must Have:

- Bachelor's Degree in Public Administration, Public Policy, Planning, Business, or related field with at least 10 years of progressively responsible local government leadership. Master's degree is preferred.
- Experience must include at least 5 years as a Chief Administrative Officer or Assistant Chief Administrative Officer of a local government of similar size and complexity to Ottawa County, MI; preferably county government with significant experience interacting with elected officials and other stakeholder groups.
- Experience working with diverse departments, including law enforcement, courts, public health, mental health, and park systems.
- Have strong financial and asset management skills including significant experience in capital improvements planning.
- Demonstrated experience and enthusiasm for community relations and engagement.
- Knowledgeable in land use planning, community and economic development, affordable housing, and tourism.
- Have strong proven leadership and skills in union labor relations, and negotiations of collective bargaining agreements.
- Outstanding interpersonal skills and communications skills.
- This individual must be a trusted leader that demonstrates character, integrity, and competence at all times.
- Residency in Ottawa County or willingness to move to Ottawa County within an agreed upon timeframe.

The Ideal Candidate Will:

- Demonstrate significant accomplishments in a growing community with best practices that could be implemented in Ottawa County, while being adaptable and flexible, able to identify emerging trends and opportunities, and shift courses when necessary.
- Able to manage complex projects, programs, and initiatives with the ability to interact with elected officials, senior staff, boards or commissions, and community organizations in the development and implementation of project goals and objectives.
- Be able to create, build, and maintain strong partnerships and relationships with diverse stakeholders (public, private, and non-profit), as well as build consensus.
- Have strong analytical skills with the ability to examine programs, budgets, and proposed policies for efficiency and effectiveness.
- Have a strategic "big picture" approach yet have a willingness to learn and understand the county's business operations with a commitment to the continued delivery of high quality and productive governmental services.
- Be a champion and advocate for initiatives, programs and strategies that improve racial equity in the community and organization.
- Use sound, ethical judgment in decision making and in the conduct of their daily duties, serving as a role model for other employees with an approachable and collaborative leadership style.
- Be a good listener with a high level of interpersonal awareness.



COMPENSATION AND BENEFITS

The compensation range for the position is $185,000 to $220,000 DOQE. Additionally, the County will offer a generous benefit package that is competitive with the market.

HOW TO APPLY

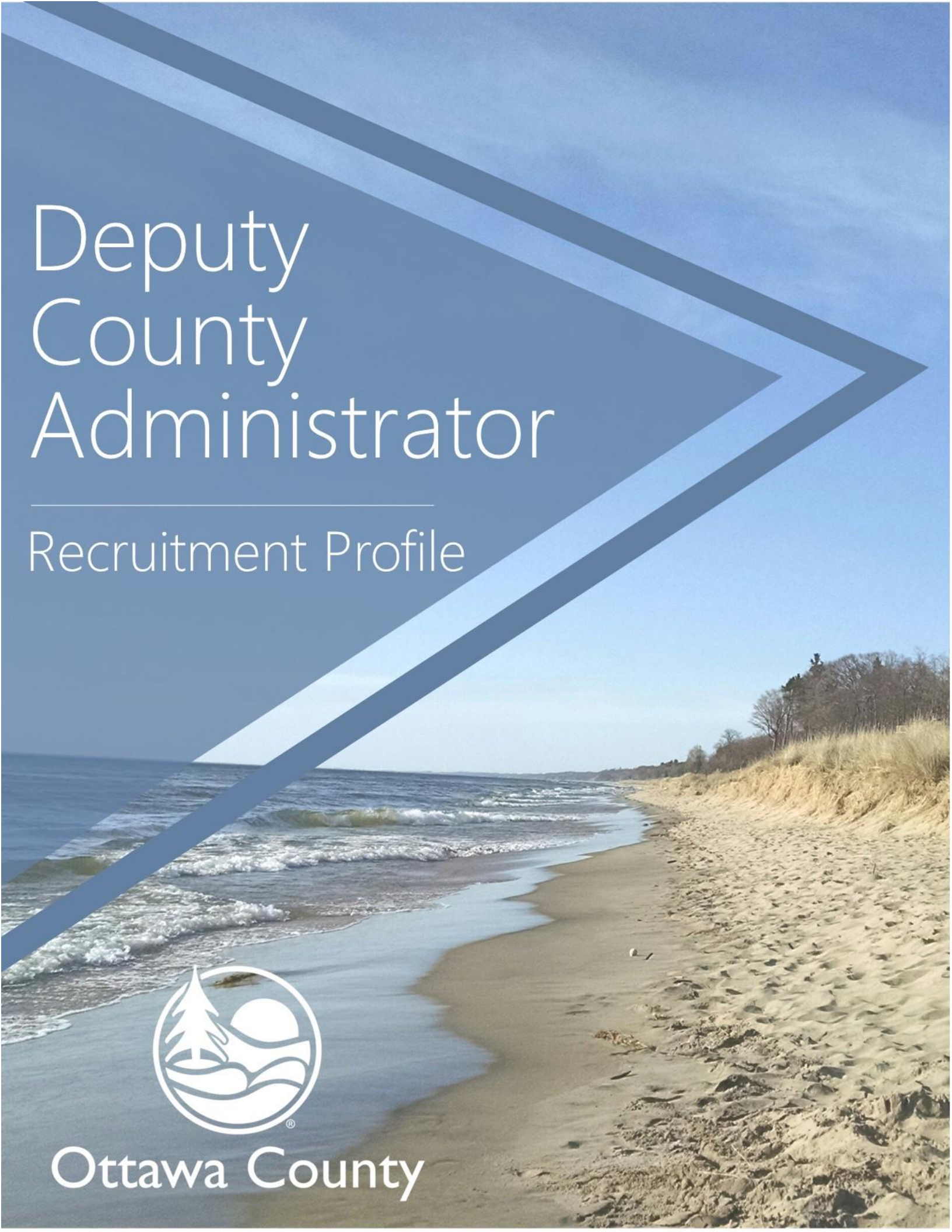
Interested candidates should apply by December 7, 2021 to Carmen Davis, Vice President, or Jaymes Vettraino, Senior Vice President, GovHR USA. Finalist interviews with the Board of Commissioners are expected to be held at the end of January 2022. Apply online at www.GovHRjobs.com.

As part of the application process, candidates may request that their application remain confidential. This request will be honored within limits of the open meetings/records laws and statues in Michigan.

Ottawa County is an equal opportunity employer and values diversity, equity, and inclusion and seeks candidates who represent a variety of backgrounds and perspectives.

Deputy County Administrator

Recruitment Profile



Ottawa County

DEPUTY COUNTY ADMINISTRATOR: RECRUITMENT PROFILE

INTRODUCTION

This Recruitment Profile provides community background, outlines Ottawa County structure, and identifies County challenges and priorities considered particularly important over the next several years. It lays out the candidate's qualification criteria identified as crucial for the next Deputy County Administrator. This Profile will be used as a guide in the recruitment process, providing criteria by which applications will be screened and individuals selected for final interview and appointment consideration.

BACKGROUND

COMMUNITY

Ottawa County is located in the southwestern section of Michigan's Lower Peninsula. Its western boundary is formed by Lake Michigan. Ottawa County is 174 miles west of Detroit and 150 miles northeast of Chicago. The County is composed of 17 townships, six cities, and one village, with an area of 565 square miles. Thirty-eight (38%) percent of the County's land mass is farmland. The County leads all other Michigan counties in the production of turkeys, ornamental nursery crops, blueberries, and perennials. The County has a state equalized value of over $18 billion. Ottawa County is the seventh most populous county in the state, with about 296,200 people, and has experienced the fastest population growth of the 83 counties in Michigan. The County's population has experienced considerable growth with a 10.7% increase in population from 2000-2010 and 11.4% from 2010-2020.

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GOVERNMENT

The Board of Commissioners provides oversight, establishes policy, and builds the strategic plan for the County operations. The Board consists of 11 elected officials representing districts through two-year terms. The Commissioners establish policies that primarily deal with activities of the county government that include county budget, appropriations, personnel, capital improvements, and county services. The Board provides oversight of the day-to-day operations by appointing a county administrator and assuring that county department leaders carry out their tasks effectively, efficiently, and with fiscal responsibility. The Board of Commissioners is uniquely situated to keep an eye on the future, anticipating changes in society and legislation, and, through their policy-setting role, work to keep the entire county operation focused on excellence and cost-effectiveness in their provision of services to citizens.

Ottawa County has 24 departments, which range greatly in services. The Board-appointed County Administrator manages the finances, including the budget, provides leadership and management of Board initiatives, and oversees general County operations. The remaining operations are managed by either elected officials (Clerk/Register of Deeds, Water Resources Commissioner, Prosecutor, Sheriff,

and Treasurer), statutory boards (Community Mental Health), or the judiciary. The county employs about 1,200 employees, with about 900 being full-time.

STRATEGIC PLANNING

Vision Statement

Where Freedom Rings

Mission Statement

Ottawa County is committed to excellence and the delivery of cost-effective public services.

Goals

1. To maintain and improve the strong financial position of the County.
2. To contribute to the long-term economic, social, and environmental health of the County.
3. To maintain and enhance communication with citizens, employees, and other stakeholders.
4. To continually improve the County's organization and services.

Challenges and Priorities

1. Navigate the myriad of challenges – such as housing, transportation, and natural resource management – that arise from being the fastest growing county in the State.
2. Maintain a low millage in the face of continued County growth by focusing on key services.
3. Reinforce local control amidst an ever-growing matrix of non-profit, state, and federal activities that seek to displace the primacy of local elected officials in policymaking.
4. Protect and advance the family-oriented, time-honored culture and values that make Ottawa County attractive.
5. Successfully balance the encouragement of new development while also protecting agriculture and open spaces.

Learn more about Ottawa County's strategic plan by visiting miottawa.org and viewing the Board of Commissioner's page.

THE POSITION

DEPUTY COUNTY ADMINISTRATOR

Reporting to the County Administrator, performs managerial and administrative duties to assist the County Administrator in directing and supervising the day-to-day operations of County departments, programs, and activities. Performs strategic and organizational planning, policy guidance, and provides oversight of assigned departments and programs. Assumes the responsibilities of the County Administrator as assigned or as required in his/her absence.

1. Supervises departments and department directors, as assigned by the County Administrator.
2. Acts on behalf of the County Administrator for designated purposes and is the acting County Administrator in his/her absence.

3. Provides oversight for managers, professional staff, and support staff in accordance with established County policies and procedures and all applicable statutes and regulations governing the employment relationship.
4. Participates in the hiring, termination, evaluation, and discipline of all subordinate staff.
5. Performs research and staff assistance for the Board of Commissioners' standing, special, and ad-hoc committees; assists with formulation of committee agendas; follows up on action taken by the Board; may be assigned as primary staff liaison for one or more committees as assigned by the County Administrator.
6. Assists in the development and monitoring of operating and capital budgets.
7. Performs special assignments as requested, to include researching and preparing reports and projects, developing and implementing programs, and presenting technical data to management, elected officials, and others.
8. Performs research on operations of the County offices and departments; analyzes and evaluates funding requests for personnel and programs; prepares memos and recommendations as required.
9. Manages Administrative Intern Program, including advertising, hiring, oversight and evaluation.
10. Oversees development and maintenance of the county website.
11. Initiates internal and external studies to improve the administrative organization and procedures in order to contain or reduce costs and make effective use of County resources; develops and maintains County business improvement plan.
12. Periodically, oversees lobbyist function, reviews pending legislation, evaluates its effect on County operations and informs the County Administrator.
13. Represents County Administration on collaborative entities including governing boards, commissions, and authorities at discretion of County Administrator.
14. Maintains and upgrades professional knowledge, skills, and development by attending seminars and training programs and reading trade and professional journals and publications.
15. Administers media/public communications program; prepares press releases; oversees local unit and employee newsletter production; develops and maintains positive media relations with print and broadcast media.
16. Prepares and presents to a variety of formal and informal audiences throughout the County and state.
17. Serves as member and/or chair of various work teams at the direction of the County Administrator.
18. Performs those day-to-day activities that are required to keep the department functioning effectively, but are not specifically related to assignment.
19. Performs other duties as assigned.

COMPENSATION AND BENEFITS

An annual salary range of $129,416-162,239 or as negotiated, payable on a bi-weekly schedule. Benefits include health, dental, vision, life, and more. A defined contribution qualified retirement plan is offered with an employer match. Paid vacation, paid sick leave, and paid holidays are also included. Review more about the benefits offered by visiting the Employee Portal at employee.miottawa.org.

CANDIDATE: DESIRABLE QUALIFICATIONS

EDUCATION AND EXPERIENCE:

Master's degree from an accredited university in Public Administration, Business Administration, or a related field, combined with a minimum of six (6) years of progressively responsible experience in public administration; or an equivalent combination of education and experience. These qualifications are guidelines as other combinations of education, experience, skills, and abilities may be considered.

KNOWLEDGE, SKILLS AND ABILITIES:

Strategic Thinking/Visionary: Must be highly skilled at organizational leadership and strategic planning. Must be creative and innovative and able to develop new ways of looking at problems and arriving at solutions. Must be able to grasp information quickly and demonstrate an ability to manage highly complex issues. Able to consider the relative costs and benefits of potential actions and to choose the most appropriate one. Identify complex problems and review related information to develop and evaluate options and implement solutions.

Honesty and Integrity: Must be trusted and respected both professionally and by citizens, colleagues, staff, and elected officials. An unblemished record of ethical and professional conduct is essential, and complete personal and professional integrity. Even disposition and temperament and be able to take constructive criticism without being defensive. Must represent the County in a positive manner, including being neutral at all times concerning political issues.

Strong Subject Matter Knowledge: Expected to provide resolute leadership, advice, and guidance. He or she will need to quickly establish himself/herself as the expert on a broad range of County issues. Knowledge of public sector management principles involved in strategic planning, resource allocation, human resources modeling, leadership technique, and coordinator of people and resources. Skills to establish annual goals and objectives as well as long-term plans.

Legal Environment Knowledge: Knowledge of the public sector as it relates to the legal environment, such as an understanding of local government and its duties, and a basic understanding of laws, public acts, regulations, and the democratic political process.

Exceptional Interpersonal Skills: Have exceptional skills and the ability to build trust with diverse individuals, staff, and community partners. Must be adept at maintaining strong, reliable and committed working relationships. Ability to effectively communicate, verbally and written, ideas and solutions so all stakeholders can understand.

APPLICATION

Formal applications must be submitted online at miottawa.org/apply. A resume and cover letter can be included when submitting an online job application. Candidates will be evaluated throughout the recruiting process; therefore you are encouraged to apply as soon as possible. The deadline to accept applications and supplemental information is Friday, September 1, 2023, or until filled.

Inquires relating to the recruitment and selection process may be directed to the attention of:

Marcie Ver Beek
Human Resources Director
(616) 738-4879
mverbeek@miottawa.org