

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

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.



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 Talent Solutions. The Committee stressed the importance of a potential Administrator understanding the culture, heritage, and people of West Michigan.

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.

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

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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.

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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, 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.

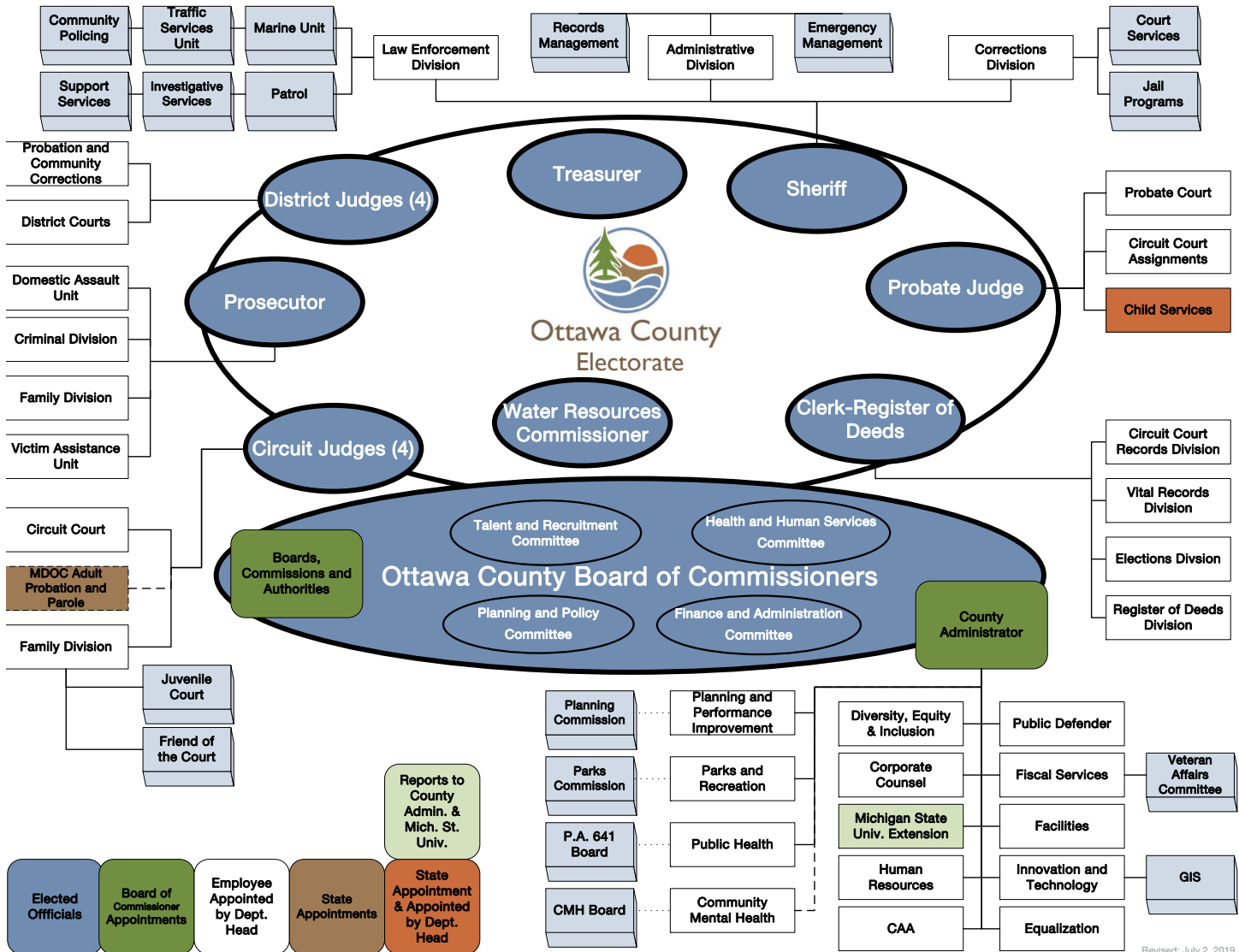


Candidate Must Have:

- 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 Vettrano, 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 statutes 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.

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 pleasant place in which to live and visit.

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