

## NOTICE OF MEETING

A Special Session of the Leelanau County Board of Commissioners will be held  
on Monday, November 18, 2024, at 9:00 a.m. currently scheduled in the  
Commissioners' Meeting Room,  
Leelanau County Government Center, Suttons Bay, Michigan

***A live streaming of this meeting will be available for viewing via the following link –***  
[https://www.youtube.com/channel/UCNQTgIgcTedF2qB8floC1GQ?view\\_as=subscriber](https://www.youtube.com/channel/UCNQTgIgcTedF2qB8floC1GQ?view_as=subscriber)

There are two ways to provide public comment during the meeting – you can attend in-person, or email your comments prior to the meeting to [clerk@leelanau.gov](mailto:clerk@leelanau.gov)

***(Please silence all electronic/cellular devices)***

*(Proceedings of the meeting are being recorded and are not the official record of the meeting,  
the formally approved/accepted written copy of the minutes will be the official record of the meeting.)*

## **AGENDA**

### **CALL TO ORDER**

### **PLEDGE OF ALLEGIANCE**

### **MOMENT OF SILENCE/PRIVATE PRAYER**

### **ROLL CALL**

### **PUBLIC COMMENT** *(3 minutes Agenda Specific)*

### **COMMISSIONER COMMENTS**

### **Purpose of Meeting – Discussion/Potential Action:**

#### 1. County Administrator Candidate Dialogue

- |    |         |                |       |
|----|---------|----------------|-------|
| a. | 9:30am  | Matthew Marske | 2-7   |
| b. | 10:30am | Eric Ceci      | 8-10  |
| c. | 11:30am | Mark Brown     | 11-13 |
| d. | 12:30pm | James Kiessel  | 14-22 |

#### RECESS – Reconvene Tuesday, November 19th 9:00am

- |    |         |                  |       |
|----|---------|------------------|-------|
| e. | 9:15am  | Kipling Belcher  | 23-26 |
| f. | 10:15am | Jeffrey Thornton | 27-31 |
| g. | 11:15am | James Dyer       | 32-35 |

### **PUBLIC COMMENT** *(5 minutes)*

### **COMMISSIONER COMMENTS**

### **ADJOURNMENT**

**MATTHEW A. MARSKE, MPA**

372 W. Jefferson Drive, Box 789, Suttons Bay, MI 49682

(248)470-4061 • matthewmarske@gmail.com • linkedin.com/in/matthew-marske-mpa-358650154

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October 31, 2024

Leelanau County Board of Commissioners  
8527 E. Government Center Drive  
Suttons Bay MI 49682

Care of:  
Chet Janik, Consultant

Dear Mr. Janik,

As an experienced Public Administrator and Chief Executive Officer I wanted to personally write to you and the Leelanau County Board of Commissioners to submit my resume for consideration for the County Administrator vacancy.

I believe this position uniquely aligns with my work experiences and provides challenges and opportunities that are a terrific fit with my education and work history. I earned a Master of Public Administration from West Virginia University in 2002 and acquired a Bachelor of Arts in Sociology and Criminal Justice from Saint Louis University in 1994.

Recently, I retired as the Chief Executive Officer (Warden) at the Federal Correctional Institution Oxford, Wisconsin. I began my career with the Federal Bureau of Prisons – U.S. Department of Justice in October 1994 and was allowed the privilege of exploring the country as I progressively advanced my career. Numerous positions I have held lent themselves to working with diverse individuals, public relations, coordinating capital improvement projects, personnel administration, collective bargaining-Labor Management Relations, and all other aspects of leading a large governmental operation or organization. Upon completion of my career with the Federal Bureau of Prisons my wife (who was born and raised in Michigan) and I permanently relocated to beautiful Suttons Bay. After decades of vacationing in Leelanau County we knew exactly where we wanted to retire – Leelanau County.

Although I retired from my career as a public administrator with the federal government in January 2022, I have a lot of energy and knowledge/skills that I would be honored to utilize if selected as the next Leelanau County Administrator. Currently, I am working for a Leelanau County business and volunteering with local nonprofits, which allow me to grow relationships in the area, stay active, and utilize some of my skills and education.

Please contact me at matthewmarske@gmail.com or (248)470-4061 if you have any questions or desire additional information.

Sincerely,



Matthew A. Marske

## MATTHEW A. MARSKE, MPA

372 W. Jefferson Avenue, Box 789, Suttons Bay, MI 49682

(248)470-4061 • matthewmarske@gmail.com • linkedin.com/in/matthew-marske-mpa-358650154

### PROFESSIONAL SUMMARY

Extensive history with the U.S. Department of Justice as an accomplished and professional federal Warden (Chief Executive Officer) with broad success in organizational and operational leadership. Over twenty-eight years of progressively more responsible federal leadership that includes the skills, education, fiscal responsibility, and experiences to direct and oversee public administrative operations. Committed to the establishment, adherence, and advancement of efficient and effective professional organizations/public administrations and to their mission and vision.

### AREAS OF EXPERTISE

Strong leadership and administrative skills  
Initiation/implementation of process improvements  
Career development/mentoring of staff  
Audit/Accreditation coordination  
Auditor certified - ISO 14001 Lead Auditor  
Labor/Management relations  
Public speaking/instructing  
Coordination of Capital Improvements

Problem solving/Risk Management  
Strong project/portfolio management skills  
Public administration and coordination  
Organizational structure optimization  
Environmental Mgmt. System audit trained  
Compliance management  
Community Relations Board Director  
Annual Budget approval/allocation/review

### EDUCATION

Masters of Public Administration, West Virginia University, Morgantown, West Virginia	May 2002
Bachelor of Arts in Sociology and Criminal Justice, St. Louis University, St. Louis, Missouri	May 1994

### PROFESSIONAL EXPERIENCE

FEDERAL CORRECTIONAL INSTITUTION – OXFORD, WISCONSIN 2018-2022

#### Warden (Chief Executive Officer)

- Responsible for the overall operation of a federal adult male medium security correctional facility and minimum-security satellite camp
- Established mission and vision for the correctional facility
- Ensured safe, secure, and efficient operations for staff, inmates, and the community
- Determined staffing needs and allocated available staff resources accordingly
- Ensured the facility adherence to all personnel practices, hiring initiatives, and disciplinary processes
- Determined and adhered to capital improvement plans and funding for long-term feasibility and sustainability of physical infrastructure
- Coordinated and acquired American Correctional Association (ACA) accreditation with perfect compliance and participated in ACA board review during the annual conference
- Ensured compliant implementation of all new applicable federal regulations and policy initiatives

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- Coordinated and acquired Prison Rape Elimination Act (PREA) accreditation/compliance
- Initiated and coordinated FCI Oxford's Program and Operational Review process to ensure all disciplines acquired and maintained a Good or Superior rating
- Adhered to \$36M annual budget through fiscally appropriate management of salary funding and operational expenses – capital improvement, food service, health care, laundry, etc.
- Command and control director for all facility emergency missions. Mitigated emergencies through established control systems for facilities, equipment, communications, procedures, and personnel essential for planning, directing, and controlling operations
- Directed institution wide response to COVID-19 pandemic by coordinating medical, security, and safety services and procedures by coordinating Command and Control response
- Implemented pandemic procedures and directives to mitigate effects and ever-changing guidance associated with national COVID-19 emergency response
- Oversaw the implementation of the First Step Act and all associated programs - this law is an effort to reduce recidivism, provides incentives for inmate programming, and provides for productive opportunities during confinement of offenders
- Presenter at the annual Wisconsin Correctional Association conference
- Initiated several community service projects to allow supervised minimum-security inmates to assist the local community during regional natural disasters or for other needs
- Implemented several new education and reentry programs to foster inmates' successful reentry into the community while decreasing recidivism
- Initiated and oversaw successful hiring initiatives to increase staffing from 85% (upon arrival) to 100%
- Initiated a leadership program to assist with succession planning and initiated a mentoring program to ensure newer staff are successful and retained
- Facilitated and highlighted the facility during numerous tours with U.S. Congress members, Federal Court Judges, Chief U.S. Probation Officers, U.S. Attorneys, U.S. Marshals, and local/state governments
- Conducted semi-annual Community Relations Board meetings to establish relationships and convey information concerning areas of mutual interest with local leaders and government officials
- Presented Ethics Refresher training for all employees annually

### U.S. MEDICAL CENTER FOR FEDERAL PRISONERS – SPRINGFIELD, MISSOURI

2016-2018

#### **Associate Warden**

- Responsible for the overall security operations and medical services of a federal adult male maximum and administrative security medical and mental health correctional facility
- Directed and coordinated the institution's budget for medical operations. Streamlined medical operations and processes to adhere to an annual budget of \$150M for medical services
- Established and implemented departmental policies and procedures to ensure objectives and goals were met
- Analyzed operations and programs to evaluate performance of departments and staff in meeting objectives and metrics. Ensured all assigned disciplines maintained a Good or Superior Program Review rating
- Reviewed metrics and outcomes to increase performance and reduce costs where feasible
- Ensured compliance with PREA requirements as the PREA Compliance Manager
- Coordinated and oversaw accreditation with ACA
- Provided leadership for 270 staff that provided security and services for 1100 federal inmates
- Coordinated and oversaw accreditation with the Joint Commission under Nursing Care Center, Ambulatory Care and Behavioral Health standards
- As Labor Management Relations Chairman, facilitated all associated meetings and negotiations
- Chaired the Employees Club organization and assisted scheduling and organizing staff events

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### FEDERAL CORRECTIONAL INSTITUTION – SANDSTONE, MINNESOTA

2014-2016

#### **Associate Warden**

- Responsible for the overall operations of a federal adult male low security and witness security correctional facility
- Coordinated and oversaw accreditation with ACA for the facility
- As Labor Management Relations Chairman, facilitated all associated meetings and negotiations
- Identified compliance issues that required follow-up investigation and adjustment of procedures to ensure optimal performance and compliance
- Directed the development and implementation of compliance related policies and procedures through management assessments
- As Victim Witness Program Coordinator, ensured all mandatory notifications of inmate movement and release were completed timely and appropriately
- Served as the liaison between various agencies/organizations, Department of Justice, U.S. District Courts, local/state governments and outside organizations
- Created “The Red Road Program” to better serve underprivileged and underrepresented Native American inmates from local tribal lands that had little to no reentry resources or family support - this program established connections between tribal elders, Native American inmates, and reentry resources during incarceration to improve successful reentry upon release and supervision within the tribal community
- Ensured compliance with the PREA as the PREA Compliance Manager
- Directed and coordinated the institution’s fiscal plan and budget for both Operations and Programs to ensure quality services while adhering to fiscal constraints

### FEDERAL CORRECTIONAL INSTITUTION – DANBURY, CONNECTICUT

2012-2014

#### **Executive Assistant/Camp Administrator**

- As Public Information Officer, provided strong oral and written communication with the public and media
- Coordinated and oversaw accreditation with ACA
- Coordinated media relations and press releases associated with security level conversion of the facility
- As the Institutional Strategic Planning Coordinator was responsible for direct oversight of establishing and adhering to institutional goals and objectives in collaboration with the Warden
- As Affirmative Employment Program Coordinator, ensured all relevant programs and meetings adhered to guidance and expectations to foster an inclusive work environment
- Served as Camp Administrator which required my direct oversight of operations and programs for the minimum-security female Satellite Federal Prison Camp

### FEDERAL CORRECTIONAL INSTITUTION - MILAN, MICHIGAN

2005-2012

#### **Supervisor of Education**

- Identified and coordinated the educational needs of GED, high school, special education, and recreation programs to ensure maximum educational benefits within a correctional facility
- Executed budget and procurement, capital improvement, and human capital plans to ensure fiscal responsibility and long-term sustainability
- Established program goals and evaluated progress to ensure student achievement and successful execution
- Supervised and directed all classroom and skilled trades programs offered at the facility
- Participated in numerous operational reviews as Review in Charge and Program Reviews as a team member for various disciplines

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FEDERAL CORRECTIONAL INSTITUTION – MORGANTOWN, WEST VIRGINIA 2000-2005**Correctional Programs Administrator (Unit Manager)**

- Managed multiple teams of staff by assigning specific duties to ensure timely and accurate completion for inmate programming, release preparation, unit sanitation, and security
- Reviewed data to measure subordinates' productivity and goal achievement to determine goal attainment or areas in need of improvement/mitigation
- Participated in the hiring process of new Case Managers and Counselors through interview panels
- Planned and coordinated high profile visits and tours of agency Directors, U.S. District Judges, and members of U.S. Congress
- Participated in technical/operational Program Reviews at various federal facilities to analyze and review departmental adherence to policies and procedures

FEDERAL CORRECTIONAL INSTITUTION – GREENVILLE, ILLINOIS 1994-2000**Correctional Treatment Specialist (Case Manager)****Correctional Officer (Special Operations Response Team)**METROPOLITAN EMPLOYMENT TREATMENTS SERVICES – ST. LOUIS, MISSOURI 1992-1994**Senior Case Manager****CURRENT EMPLOYMENT**VERTERRA WINERY – LEELANAU COUNTY, MICHIGAN 2022-CURRENT**Director of Operations**THE LEELANAU GROUP REAL ESTATE, LLC. – LEELANAU COUNTY, MICHIGAN 2024-CURRENT**Realtor****VOLUNTEER PARTICIPATION**

SHARECARE OF LEELANAU - 99 Fourth Street (P.O. Box 157), Suttons Bay, MI 49682 – (231)256-0221

LEELANAU CHRISTIAN NEIGHBORS - 7322 E. Duck Lake Road, Lake Leelanau, MI 49653 – (231)994-2271

**PROFESSIONAL ASSOCIATION**

AMERICAN SOCIETY FOR PUBLIC ADMINISTRATORS -- Retired membership

1730 Rhode Island Avenue, Suite 500, N.W., Washington, DC 20036 -- (202)393-7878

## **MATTHEW A. MARSKE, MPA**

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### **FEDERAL GOVERNMENT PROFESSIONAL DEVELOPMENT (RELEVANT TRAINING)**

- Leadership Advantage training- Ethics, Integrity and Trust
- Legal/Political Foundations Professional Skills Seminar completion
- Public Relations – Advanced Public Information Officer training
- Organizational Development and Change Management Public training
- Labor Management Regional/Local Partnership training
- Discrimination and the EEO Process
- EEO training for Managers/Supervisors
- Employee Performance Standards and Evaluation training
- Time and Attendance for Managers/Supervisors/HR Staff
- Freedom of Information Act (FOIA) for federal employees
- Federal Records Management training
- Reporting Wrongdoing; Whistle Blowers and their Rights and Protections training
- Information Security Awareness training
- Instructor Skills certification
- Environmental Management System Audit training
- ISO 14001 Lead Auditor
- Leadership Essentials training: Building Your Influence as a Leader
- Basic Financial Management and Credit Card Training
- Advance Financial Management and Budget Training
- Contract performance monitoring and administration training
- Forensic Medical Exams for Victims - Overview for Advocates training
- Domestic Violence, Sexual Assault, and stalking in the workplace training
- Uniformed Services Employment and Reemployment Rights Act training
- Veteran Employment Training for Federal hiring Managers
- Nasal Naloxone Administration training
- Introduction to Environmental Management Systems certification
- Environmental Management Systems Procedures training
- Infection Prevention: Minimum Expectations for Safe Care
- CPR Certified
- Self-Contained Breathing Apparatus (SCBA) and Fit Test certification
- Medication Assisted Treatment training
- Crisis Management training
- Disturbance Control training
- FEMA IS-546 & 547 Continuity of Operations (COOP) Introduction and Awareness – certification
- FEMA IS-100 - Introduction to the Incident Command System (ICS) certification
- FEMA IS-200 - Basic Incident Command System for Initial Response certification
- FEMA IS-300 - Intermediate ICS for Expanding Incidents certification
- FEMA IS-400 – Advanced ICS for Complex Incidents certification
- FEMA IS-700 - Introduction to the National Incident Management System (NIMS) certification
- FEMA IS-800 – National Response Framework Introduction certification
- Executive Training for Wardens/CEOs
- Managing Pressure and Stress to Optimize Your Performance training

Eric Ceci  
PO Box 324, 202 North Grant Street  
Crescent City, Illinois 60928  
(815) 931-3221  
19ericceci@gmail.com

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7 October 2024

Subject: Leelanau County Administrator Position

To whom it may concern,

I hope this letter finds you well. I am writing to apply for the County Administrator position for Leelanau County.

Within the past ten years, I have led two separate local county agencies, an emergency management agency and a public health department. Working in more than one discipline has forced me to become more familiar with the workings of county and municipal government at large. I have gained experience in staff management, program management, cross-agency coordination, budgeting / fiscal responsibility, grant applications and reporting, disaster management, and agency leadership.

I am looking to challenge myself in my career by broadening my scope. Large-scale issues and complex solutions intrigue me, and I would relish the opportunity to help bring a meaningful and positive impact to communities. With a passion for public service, I learn obsessively, lead by example, and remain positive despite setbacks.

Should you be interested in learning more about my experience and skill and how they can be applied to benefit Leelanau County, I would love the opportunity to interview. Thank you for your time and consideration.

Sincerely,

Eric Ceci



**Eric Ceci**

19ericceci@gmail.com | 815-931-3221 | Crescent City, IL | LinkedIn: [linkedin.com/in/eric-ceci-450ba979](https://www.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.

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**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.
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**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](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)
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### Volunteer & Community Service

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

November 6, 2024

Mr. Chet Janik  
Consultant  
Michigan Leadership Institute

Dear Mr. Janik:

I am writing to apply for the position of Leelanau County Administrator. Based upon the duties and responsibilities listed in the job description, this position requires the skill sets that I have developed throughout my career.

As the top financial executive at my current and previous employers, I have worked alongside the President and been the primary business partner to those throughout the organization. I have extensive experience in providing financial, as well as strategic leadership to a large organization.

While this position does not require implementation of budget reductions such as those you see on my resume, the relevance to this position of what I accomplished in that regard is this: those expense reductions were the result of *hundreds* of hours of collaboration and consensus building among company leaders, and not top-down edicts. I would set the targets for the organization and then lead others to the desired result. To a large degree, my collaboration skills have been developed leading others under difficult circumstances brought on by the pressure of declining revenue.

Also of note, would be my ability to present and explain financial information to non-financial folks. Throughout my career I have presented financial information to others in the organization for whom finance was not their first language. I also have many years of experience in leading a diverse finance department and have well-honed interpersonal skills that promote team development and accountability. I also have experience evaluating union proposals and counter proposals.

Although I am local (having worked remotely in my present position the last two years), regardless of who the seven commissioners are after the election, I have no connection to any of them.

This is not a position I need, but rather one that I want. I would like to spend the final 4-5 years of my career serving in a more altruistic position that comes with public service. I love this community and am seeking the opportunity to serve it.

Thank you very much for your consideration. I would appreciate the opportunity to speak with you about how I would fit into this role.

Sincerely,  
Mark J. Brown

**MARK J. BROWN, CPA**

313-969-4991 <> Mjbbrown2468@comcast.net  
4739 E. Water View Drive, Lake Leelanau, MI 49653

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**CORPORATE LEADERSHIP, FINANCIAL PLANNING & ACCOUNTING**


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Hands-on executive with broad competencies in administration, finance, planning, accounting and IT management. A history as a "go to" person within the organization. A team builder who bridges gaps between executive, finance, technical and operational staff to create consensus and move projects forward. Impeccable integrity. PC proficient with Microsoft Office and financial reporting software.

- Strategic, Operational and Capital Planning and Execution
- Operational Change Agent
- Financial Planning, Analysis and Reporting

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**PROFESSIONAL EXPERIENCE**


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**MediaNews Group****CFO – Michigan/Ohio Groups**

2017 to Present

Reporting to the Group President, provide financial and operational leadership for the \$75M organization.

- Plan and direct the annual operating budget process, ensuring it is accurate and consistent with the operating plan and company objectives. Present the annual operating plan to corporate leadership.
- Lead managers in keeping the company performance on plan.
- Coordinate special projects and operational reviews of various areas within the company in search of process improvements and operating efficiencies.
- Prepare ad hoc analyses for corporate management and Board of Directors to validate current practices or recommend corrective actions.

**Michigan.com / Detroit Media Partnership, LP**

*The umbrella entity for the Gannett Company's print and digital properties across Michigan (Detroit Free Press, The Detroit News, Lansing State Journal, and others); 2015 revenue of \$235M.*

The top financial executive from 2009 to 2015 (the number two financial executive from 2005 to 2009) played an integral role in the strategic transformation of the company's business model.

**VP/Finance**

2011 to 2015

Reporting to the President, provided financial leadership for the \$235M organization.

- Collaborated with fellow executives to develop and reach consensus on strategic and annual operating plans.
- Key member of the management team that reduced operating expenses by \$37 million and the workforce by 650 employees over this timeframe.
- YOY NIBT growth 2013, 2014 and 2015.
- Integrated the Lansing, Port Huron and Battle Creek properties under Detroit management.
- Performed outsourcing analysis.
- Developed multi-year financial forecasts for planning purposes.
- Between 2005 and 2015, reduced the finance staff by over 40 employees within Michigan.

<b>Controller</b>	2005 to 2011
<ul style="list-style-type: none"> <li>• Led a division with a diverse staff that in 2005 consisted of 65 employees in Detroit; direct reports consisted of four managers.</li> <li>• Key member of the management team that reduced operating expenses by \$94 million and the workforce by 450 employees over this timeframe.</li> <li>• Responsible for the preparation of timely and accurate financial statements and monthly submission of financial package to Gannett corporate office.</li> <li>• Implemented and maintained financial controls to be in compliance with Sarbanes-Oxley.</li> <li>• Coordinated special projects and operational reviews of various areas within the company in search of process improvements and operating efficiencies.</li> <li>• Conducted training sessions for over 50 managers on complying with Sarbanes-Oxley requirements and bi-annually conducted a course on financial policies and procedures.</li> </ul>	
<b>Finance Director</b>	2002 to 2005
<ul style="list-style-type: none"> <li>• Continued with Financial Reporting Manager Duties.</li> <li>• Assumed responsibility for leading the annual capital budget process, as well as reviewing and editing project requests before submission to corporate office.</li> <li>• In-depth involvement in labor negotiations by assessing current operations and recommending work rule changes; developed financial models to quantify impact of company proposals and union counterproposals.</li> </ul>	
<b>Financial Reporting Manager</b>	1998 to 2001
<ul style="list-style-type: none"> <li>• Responsible for the monthly financial close process and preparation of a financial reporting/analysis package, including adherence to proper accounting practices.</li> <li>• Responsible for coordination, preparation and review of information provided to external auditors and internal auditors from our parent company.</li> <li>• Supervised a staff of eight financial analysts and accountants.</li> </ul>	
<b>Project Manager—Strategic Planning</b>	1996 to 1998
<ul style="list-style-type: none"> <li>• Responsible for evaluating proposed products and modifications to existing products in terms of financial potential and operational feasibility.</li> <li>• Wrote business plans for implementation of new products.</li> <li>• Facilitator of task force on quality improvement.</li> </ul>	
<b>Senior Financial Analyst</b>	1994 to 1996
<b>Financial Analyst</b>	1992 to 1994
<b><u>Vlasic Foods, Inc.</u></b>	
<b>Senior Accountant</b>	1988 to 1992
<b><u>Electronic Data Systems (EDS)</u></b>	
<b>Financial Analyst</b>	1986 to 1988
<b><u>Svagr, Malinowski and Thalacker, PC</u></b>	
<b>Staff Accountant</b>	1984 to 1985

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#### EDUCATION

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**Master of Business Administration** -- University of Michigan, Ann Arbor - 1984

**Bachelor of General Studies** -- University of Michigan, Ann Arbor - 1982

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#### PROFESSIONAL / COMMUNITY LEADERSHIP

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- CPA – State of Michigan.
- Board of Directors – Crossroads of Michigan – 2015-2020.

**James Charles Kiessel**

**(231) 645-9030 -C**  
**(231) 256-2562 -H**

**695 N. Sylt Rd.**  
**Lake Leelanau, MI 49653**

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October 28, 2024

Dear Human Resource Director,

I am interested in County Administrator Position with Leelanau County and would like to submit my resume for your consideration. I feel that my education, background, and experience give me a unique opportunity that would assist me in adapting to this position and fulfilling everything that is being looked for in this position by the Leelanau County Board of Commissioners.

My abilities are very diverse, but are all exceptionally strong. I am very proficient in my communications skills and equally in developing and coordinating special projects. I have a great deal of experience dealing with people during many unusual situations. I maintain a professional demeanor and use listening skills to determine an individual's needs.

One of my greatest assets is my ability to interact with the public. I have always been in service-oriented environments and enjoy this aspect of a job. My experience throughout the years has encompassed interaction with all types of personalities. I support a team approach and work well with others. Be assured that I would always represent the organization to the best of my ability.

With over 25 years of county government experience, I feel that I am highly organized in my work and in keeping a productive workplace. It would be a pleasure to meet with you to discuss how my contributions to your organization in a support role could enhance your workplace. Please contact me at your convenience at (231) 645-0390.

Sincerely yours,

James C. Kiessel

**James Charles Kiessel**

(231) 645-0390 -C  
 (231) 256-2562 -H

jckiessel@gmail.com

695 N. Sylt Rd.  
 Lake Leelanau, MI 49653

**SUMMARY:**

Experienced, self-motivated individual with over 27 years of law enforcement related training, knowledge, and experience. I have loyally served Leelanau Counties population base of over 20,000 citizens, covering 341 square miles for over the last 25 plus years. I excel in public and client interaction. I always communicate well with others and portray a professional and a positive attitude. I am effective in office procedures and I am quite comfortable balancing multiple tasks at once. I have nearly two decades of supervisory experience that allows me to meet deadlines through strong organizational and planning skills. I achieve productivity in stressful situations through a high energy level, self-motivation, and the ability to be a team player. I believe that my background in several different environments to include leadership and finance has contributed to well-rounded skills in public relations and a keen ability to supervise and take on new challenges.

**PROFESSIONAL EXPERIENCE**

**Deputy Sheriff/Undersheriff**, Leelanau County Sheriff's Office, Suttons Bay, MI April 1999-Pres.  
 I currently work as an M.C.O.L.E.S. licensed Police Officer. As second in Command of the Sheriff's Office 45 assigned personnel, I am required to maintain and oversee the entire agency to ensure that compliance with all rules, regulations, state laws and local ordinances for both the Law Enforcement and Corrections Division. I maintain oversight on all day-to-day operations of both departments within the agency and have the responsibility to complete and conduct any citizen complaint related and/or internal investigations. I am responsible for the oversight and drafting of the Sheriff's Office annual budgets to include the payment of all accounts payable, receiving of all monies acquired through donations. A budget of approximately 5.6 million for 2024. I am responsible for all correspondence with the Board of Commissioners, to include the drafting and completion of any Executive Document Summary Requests. I have full oversight of the entire Sheriff's Office fleet of 25 vehicles and 5 vessels, which includes maintenance, retirement, ordering and outfitting for agency specific purposes. I am responsible for the negotiation and application of several contracts to include existing agreements with Suttons Bay Village, Leelanau Township, Cherryland Humane Society, Grand Traverse Band of Ottawa, and Chippewa Indians, and all five union contracts within the Sheriff's Office that exist between the Fraternal Order of Police Labor Council and the Police Officers Association of Michigan. I have written and maintain the application and oversight for several grants to include the annual Marine Safety grant, Secondary Road Patrol Grant, US DOJ Bullet Proof Vest grant, PA 285 Law Enforcement Distribution grant, Grand Traverse Band 2% Grants, and the Dept. of Homeland Security Port Security Grant. I have vast experience participating in and sitting on several boards to include chair of the 911 board, Leelanau County Fire Chiefs, Leelanau Planning Team, and the Leelanau Emergency Planning Committee.

**Quartermaster/Financial Officer**, Little Finger VFW Post 7731, Lake Leelanau April 2018-Pres.

I currently as the Quartermaster for the local VFW post in Lake Leelanau. With this position I am the chief financial officer for the organization. My responsibilities include accounts receivable, accounts payable, quarterly, and annual audits, both locally and from a district and state level. All tax and IRS paperwork and accounting for the organization as well as the oversight and upkeep of the organizations financial and investments accounts.

**FORMAL EDUCATION**

**Michigan State University**, East Lansing, MI, School of Staff and Command, 400 hour- completion certificate, June 2014

**Spring Arbor University**, Spring Arbor, MI. Bachelor of Arts Degree - Management and Organizational Development, November 2011.

**Northwestern Michigan College Police Academy**, Traverse City, MI. M.C.O.L.E.S. licensed, July 1997

**Northwestern Michigan College**, Traverse City, MI Associate of Arts Degree December 1994

**US Army, Combat Engineer**, 1989-1992, Honorable Discharge

**Suttons Bay High School**, Diploma, June 1989

**PROFESSIONAL / COMMUNITY ORGANIZATIONS**

V.F.W. Post 7731 – Lake Leelanau  
 Fraternal Order of Police Lodge #122  
 Leelanau County Prospector's Club  
 NMUSPC – Veteran Subcommittee

**James Charles Kiessel**

(231) 645-9030 - C  
(231) 256-2562 - H

jckiessel@gmail.com

695 N. Sylt Rd.  
Lake Leelanau, MI 49653

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**References**

Hugh Cook Jr.  
Fire Chief, Leelanau Township Fire Department  
211 Sixth St.  
Northport, MI 49670  
(231) 386-7232

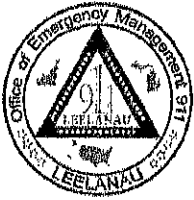
Greg Mikowski  
VFW Post 7731 Commander / Leelanau County Road Commissioner  
2850 S. Kohler Rd.  
Suttons Bay, MI 49682  
231-218-9967

Steve Morgan  
Retired, Leelanau County Sheriff's Office, Traverse City Police Department  
6681 E. Lincoln Rd.  
Cedar, MI 49621  
(231) 946-6876

Avery Bunek  
Engineer, Consumers Energy  
1453 N. Eagle Hwy  
Lake Leelanau, MI 48653  
231-392-6745

Gary O'Conner  
Contractor, D&W Mechanical  
10710 S. Blue Ridge Lane  
Traverse City, MI 49684  
231-463-8837





**LEELANAU COUNTY  
OFFICE OF EMERGENCY MANAGEMENT/9-1-1**

8525 E. Government Center Drive Suttons Bay, MI 49682 Phone (231) 256-8775 Fax (231) 256-8701

April 3, 2024

**Recommendation for James Kiessel**

Dear Leelanau County Board of Commissioners,

This is a letter of recommendation for my colleague, James Kiessel. I have been fortunate enough to have worked along side Mr. Kiessel since I hired on with Leelanau County over seventeen years ago. He has always been professional, diplomatic, and helpful to me and my coworkers every step of the way. It is my opinion that James Kiessel has what it takes to be an outstanding County Administrator/CFO.

I have only known James Kiessel to be a leader. When I first met Mr. Kiessel, he was a sergeant with the Leelanau County Sheriff's Office. As a sergeant, Mr. Kiessel was the authority on department policy and procedure as well as an excellent example of character as an administrative extension of the sitting Leelanau County Sheriff. Mr. Kiessel fulfilled his duties effectively and faithfully.

James Kiessel has remained consistent in his performance of duties as his responsibilities grew through promotions to Lieutenant and Undersheriff. He has the strength to remain calm under pressure, relate and connect with those that have differing opinions and outlooks, and achieve goals and objectives that are important to the citizens and employees of Leelanau County.

I have learned a great deal and benefitted immensely from working with Mr. Kiessel. It is no secret that the next County Administrator/CFO will face extremely difficult challenges. I personally believe Mr. Kiessel's best assets for this position will not be captured neatly on paper. Not only does he have the strength and perseverance to be successful in this position, he has a keen eye for a functioning budget and knows how to operate within sanctioned parameters.

I feel it is also important to note that if Mr. Kiessel is appointed County Administrator/CFO, he and I will not always agree. Nonetheless, I truly believe he is the ideal candidate. He has what it takes to succeed and is selfless enough to sacrifice when it is in the best interests of the citizens of Leelanau County.

Please feel free to contact me if you have any questions or wish to discuss further.

Respectfully,

Matt Ansorge  
Director of Emergency Management/9-1-1  
Leelanau County



# LEELANAU COUNTY SHERIFF'S OFFICE

**MIKE BORKOVICH**  
*Sheriff*  
**JAMES KIESSEL**  
*Undersheriff*

8525 E. Government Center Drive  
 Suttons Bay, Michigan 49682  
 Office (231) 256-8800 Fax (231) 256-8611  
 Toll Free 1-877-256-6911

**LT. TODD ROUSH**  
*Corrections*  
**LT. DUANE WRIGHT**  
*Law Enforcement*

Date: March 29<sup>th</sup>, 2024

To whom it may concern:

This letter will serve as a personal reference for Leelanau County Sheriff's Office Undersheriff Jim Kiessel. Jim has expressed an interest in applying for the open position as the Leelanau County Administrator. Though it would be very difficult to lose him as our LCSO Undersheriff, I cannot think of anyone who would be able to go into that position and be as effective as our Leelanau County Administrator. He has a multitude of organizational skills as well as the gift of attention to detail that will be necessary to excel in this position. As a dedicated husband and father of four, Undersheriff Jim Kiessel is also a life-long local resident who understands this community as well as the residents we serve.

I first met Jim when he returned as a US Army Veteran of the Iraq War and subsequently enrolled as a recruit at the Northwestern Michigan College Police Academy. I functioned as the Head firearms Instructor for NMC for thirty years and as such knew and helped to instruct him over a two-year period from 1995 – 1997. After graduating from NMC, Jim became a Manistee City Police officer and served there from 1997 until 1999 when he had the opportunity to come begin his work for the Leelanau County Sheriff's Office as a road patrol deputy. Jim was promoted to sergeant in 2005 and functioned in that capacity until 2015. After being elected as Sheriff of Leelanau County in 2012, I had the pleasure of promoting him to road patrol lieutenant in 2015 due to his strong work ethic and overall job performance. In 2021, I promoted Jim to become our Leelanau County Undersheriff where he still functions today. I feel very strongly that he is an outstanding undersheriff and also one who is capable of running all LCSO operations in my absence. As noted before, he has exceptional organizational skills as well as being most capable to provide great attention to detail which is very necessary to perform his duties. He is responsible, organized, timely and sincerely dedicated to serving the citizens of Leelanau County as well as LCSO. I feel very blessed to have him as our Undersheriff.

Please feel free to contact me at any time if you have any questions about Undersheriff Jim Kiessel. I do not believe that you will find anyone to fill this position that would be more qualified or a better fit for Leelanau County.

Sincerely,

Leelanau County Sheriff Mike Borkovich

*Our staff is dedicated to making our county a safe place in which to live, work, play and raise our families!*



# County of Leelanau

**JOHN A. GALLAGHER III**  
*Leelanau County Treasurer*

March 25, 2024

Ty Wessel  
 Chairman  
 Leelanau County Board of Commissioners  
 8527 E Government Center Drive  
 Suttons Bay, MI 49682

RE: James Kiessel,

Dear Commissioner Wessel,

I am writing to express my support for James, (Jim) Kiessel for County Administrator. As the Treasurer of Leelanau County, I have had the privilege of working closely with Jim and have witnessed firsthand the remarkable contributions and exemplary character that he brings to his professional endeavors. His administrative support knowledge, budget management skills and employee/public relations would be valued as a member of our administrators.

Jim Kiessel has consistently demonstrated an unwavering commitment to excellence in his professional career. His dedication and enthusiasm have significantly contributed to the success of numerous projects both in the Sheriff's Office and the Corrections Facility. Through his very intentional and strategic thinking, his exceptional problem-solving skills, he has been instrumental in overcoming challenges and achieving positive outcomes throughout these past few years as Undersheriff.

Beyond his professional achievements, Jim Kiessel is deeply committed to community service and social responsibility. His involvement on and with the numerous boards and committees reflects his dedication to making a positive impact beyond the workplace and beyond his department.

In conclusion, I recommend Jim Kiessel to be considered with his administrative role for County Administrator. His ethical standards, unwavering professionalism make him a standout candidate.

Please feel free to contact me if you require any further information or clarification.

Sincerely,

A handwritten signature in black ink that reads "John A. Gallagher III". The signature is written in a cursive, flowing style.

John A. Gallagher III  
 Leelanau County Treasurer

LEELANAU COUNTY, MICHIGAN

*Jennifer L. Grant*

## Register of Deeds

8527 E. Government Center Drive  
Suite 105  
Suttons Bay, MI 49682

Phone: 231-256-9682  
Fax: 231-256-8149  
Email: jgrant@leelanau.gov

April 3, 2024

To whom it may concern,

I am writing to recommend James Kiessel for the position of Leelanau County Administrator/CFO. I have had the pleasure of working for Leelanau County for 14 years. In this tenure, I have witnessed Jim's professionalism and ability in the different positions he has held with the Leelanau County Sheriff's Office. In his current position as Undersheriff, he has effectively and proficiently balanced the county's largest department budget. I have seen Jim think outside the box to come up with better ways to save the county money. For example, exploring the option of leasing out a fleet of vehicles, instead of purchasing.

The Sheriff's Office also has the largest number of employees that needs to be managed. Again, Jim has done an impeccable job of doing this. This includes understanding the policies of the different union contracts. He has worked alongside the deputies to fill in for vacancies. Jim is currently looking into grants to help the county recruit academy students to help alleviate the reduction of the employee pool. He takes pride in staying current and keeping his employees informed by attending all the board meetings and understanding everchanging union contracts.

I believe Jim would be an excellent choice for the Administrator/CFO Position. Along with the experience he has with management, budgets, county government, union contracts, knowledge of polices and board meetings, he knows the departments and employees in both the Sheriff's Office and Government Center. His knowledge would make for an easy transition into this position, and he could hit the ground running.

Please feel free to contact me at the above number if you have any questions.

Sincerely,

Jennifer L. Grant



LEELANAU COUNTY PROSECUTING ATTORNEY  
*Joseph T. Hubbell*

8527 East Government Center Drive, Suite 202  
Suttons Bay, MI 49682  
Office: (231) 256-9872 • Fax: (231) 256-0133  
E-mail: prosecutor@leelanau.gov

Tristan J. Chamberlain  
*Chief Assistant Prosecuting Attorney*  
Daniel L. Short  
*Assistant Prosecuting Attorney*  
Laurie LaCross  
*Crime Victims' Rights Advocate*  
Stacy Lamb  
*Administrative Legal Secretary*  
Nicole Reise  
*Legal Secretary*  
Peggy Hanford  
*Family Support Coordinator*

April 10, 2024

Leelanau County Board of Commissioners  
8527 E. Government Center Drive, Suite 101  
Suttons Bay, MI 49682

Re: James C. Kiessel

Dear Leelanau County Board of Commissioners:

It is with great pleasure that I write this letter of recommendation for James C. Kiessel for the position of Leelanau County Administrator. Since being elected prosecutor in 2004, I have had the opportunity to interact with Jim Kiessel personally and professionally during his service to Leelanau County as the current undersheriff and previously as a deputy sheriff. I have witnessed Mr. Kiessel's integrity and professionalism.

As a deputy, I knew his investigations were thorough and his testimony was well prepared and reliable. As Jim advanced through the ranks of the Sheriff's Office, he completed the highly regarded leadership and management certificate from Michigan State University's School of Staff and Command. He also earned a degree in Management and Organizational Development. As undersheriff, Jim Kiessel successfully manages the largest organization within the Leelanau County governmental complex; including its largest budget.

Of equal importance is Jim's dedication to our nation and community. He honorably served our country in the first gulf war and continues his service as Quartermaster and Financial Officer for the Little Finger VFW Post 7731. As an honorably discharged veteran of the first gulf war, Mr. Kiessel has earned a preference for employment for this position pursuant to MCL 35.401. Without question, Jim Kiessel has demonstrated not only his unwavering determination to keep our communities safe, but also, his commitment to successfully manage and foster the growth, development and professionalism of the Leelanau County Sheriff's Office.

Jim Kiessel possesses an extremely likable personality and effectively communicates with employees, elected officials and diverse community organizations. These amenable characteristics, professional experience, and education qualify Jim as an outstanding candidate to serve as Leelanau County's next administrator-CFO. I highly recommend he be given serious consideration for this position. Should you have any questions about my recommendation, please feel free to contact me.

Sincerely,

Joseph T. Hubbell  
Leelanau County Prosecuting Attorney



# LEELANAU COUNTY OFFICE OF INFORMATION TECHNOLOGY

Liana Wilson, *Director*

231-256-8105 • [www.leelanau.gov](http://www.leelanau.gov) • [lwilson@leelanau.gov](mailto:lwilson@leelanau.gov)  
8527 E. Government Center Dr., Suite #108, Suttons Bay, MI 49682

To: Leelanau County Board of Commissioners  
From: Liana Wilson, IT Director  
Date: March 28, 2024  
Subject: County Administrator/CFO Letter of Support

I am pleased to be writing this letter of support for Undersheriff James Kiessel for the role of County Administrator/CFO. As you know, Undersheriff Kiessel would come to this role with 25 years of experience working for the County. He worked his way up through the ranks and has proven himself as a competent and valuable leader in the Sheriff's Office. He has earned the respect of his peers in the Sheriff's Office as well as County staff, giving him a great working relationship with everyone. The Undersheriff has a wealth of historical knowledge of this environment and the inner workings of this government entity, giving him a unique perspective for this opportunity.

In the two years I have been supporting the Sheriff's Office in a technical capacity, Undersheriff Kiessel has been helpful, courteous and provided needed information in a timely manner. Which helped me succeed in providing the support the Sheriff's Office needed.

Undersheriff Kiessel is a straight forward, honest, well-respected man of integrity who prides himself on his service to the County and the community. The Board of Commissioners would be lucky to have him lead the County forward as the next Administrator.

# Kipling C. Belcher

231.493.8740

1964deuce225@gmail.com

October 8, 2024

Mr. Chet Janik  
c/o Leelanau County Board of Commissioners  
8527 Government Center Drive  
Suttons Bay, MI 49882

Dear Mr. Janik:

The purpose of my letter is to inform you of my intention to be appointed Leelanau County's next County Administrator and to highlight my professional responsibilities and educational achievements aligning with this position's requirements—a combination making me your ideal candidate choice.

For the past 35 years I have been employed as an officer with the Michigan State Police (MSP). I have been a command officer with the agency for the last 25 years, serving in uniform and plainclothes leadership roles. During my task force unit assignments, I was responsible for directing detectives in their efforts toward identifying and arresting chemical drug suppliers. I wrote successful federal grant applications, properly managed team budgets, and worked with municipal leaders to ensure their drug enforcement/serious crime concerns were addressed. I expanded cooperative efforts with state and federal prosecutors, to ensure all resources were available to disrupt drug trafficking organizations.

In my role as a uniform commander, using feedback from law enforcement and municipal leaders, and statistical crime data, I directed the deployment of trooper resources to communities and roadways in the MSP Cadillac Post's service area. I adhered to budgeted resources, resolved critical incidents, and handled counseling and disciplinary matters. In my current task force commander role, I oversee three MSP drug teams working in 19 northern Michigan counties. Working with members of city councils and county commissions, and with sheriffs and chiefs, I ensure drug investigative services are efficiently provided throughout the region. I have effectively utilized police resources to investigate overdose incidents, and improved team supervisor interaction with drug treatment and prevention programs.

In 2013, I enrolled at Spring Arbor University (SAU), and completed an undergraduate degree in organizational management. In 2016, I completed SAU's Master's in Business Administration program, with a concentration in Strategic Leadership. I parlayed many of the principles I learned in these programs, including marketing, project management, financial management, and business ethics, into becoming a more effective leader in my current role. This training has complemented my leadership style: a calm, approachable, communicative leader, who utilizes the strengths of his team members to actively pursue organizational goals. I believe in establishing dynamic, impactful, professional connections with my employees and empowering them toward greater achievements.

My current job duties are multivariant in nature: I am responsible for ensuring compliance with employment contract language from several unions, for detectives' compliance with state, federal, and local statutory provisions; for hiring, removal and contract matters related to civilian personnel; and for the completion of performance reviews for enlisted MSP personnel. My tasks include overseeing the application and reporting process for federal Byrne grant funds, a core component of funding for my teams. It is my responsibility to ensure strategic planning principles appear in each grant application, depicting efficient and effective goals and objectives designed to mitigate or eliminate chemical drug distribution. I have endorsed and my teams have thrived on enhancing relationships with federal enforcement agencies (e.g., DEA, HSI) and state social service agencies, forming partnerships with civilian drug treatment/prevention organizations, and working cohesively with municipal boards and officials—to combat the presence of opioids, lessen addiction rates, and improve safety in northern Michigan communities.

Mr. Chet Janik  
Page 2  
October 8, 2024

I am also responsible for crafting annual task force operating budgets, in concert with each team's fiduciary agent (participating entity's financial officer) and the team commander. Funding revenue streams for team operations include Byrne grant monies, adjudicated monies, and donations from participating municipal entities/private groups. It is my duty to ensure revenue opportunities remain intact and that funds are spent in accordance with grant narrative provisions, within the requirements of team bylaw documents (which I author), or according to donating entity guidelines. I am charged with tracking/adhering to several budgets. I have been actively involved with MSP Seventh District-wide policy enactment. I was one of the authors creating policy for the response of northern Michigan MSP personnel to drug overdose scenes, the content of which includes aspects of scene security, evidence collection, postmortem examinations, and requests by other municipalities for overdose complaint assistance.

I have successfully navigated circumstances of extreme conflict, improving working relationships among opposing parties and accomplishing organizational goals. One of these situations involved a criminal case that fractured the relationship between the Traverse Narcotics Team and the prosecuting attorney's office and circuit court. Another situation involved a Michigan State Police mandate to add local enforcement members to the Straits Area Narcotics Enforcement team, engendering resentment among sheriffs/chiefs and prompting them to consider leaving the task force. My recipe for success was simple: establish an understanding of the issues creating the conflict, continuously engage all entities/persons involved in the conflict (paired with a thorough understanding of each person's role in that process), demonstrate emotional intelligence skills when handling difficult conversations with stakeholders, maintain focus on public service mandates and expectations, and provide continuous feedback. With regard to individual staff member conflict, I exercised similar skills and kept the majority of staff members in place.

If I am appointed to this position, I will be an active, visible, and inspirational county administrator for Leelanau County. I will perform my job responsibilities professionally and responsibly, in consideration of the expectations of municipal leaders and community members. Working jointly with the board of commissioners, I will ensure services are provided to the county's citizens in a competent, proactive, and respectful manner, and that employees and citizens alike have an active voice in governmental decision-making processes. I will dutifully focus on maintaining the fiscal solvency of Leelanau County, on project management duties, and with harnessing the trust and energy of residents relative to Leelanau County business. I will work collaboratively with neighboring leaders and utilize public and private resources to accomplish business goals. Just as importantly, I will be a county administrator committed to actively researching and discussing information/ideas and plans with commissioners, to maintaining an excellent relationship with them, and to carrying out their instructions.

I am the right person for selection to this position.

Respectfully,



Kipling C. Belcher



# Kipling C. Belcher

## Contact Profile

231.493.8740  
1964deuce225@gmail.com

25 years of command-level experience with the Michigan State Police (MSP). Significant administrative and budgetary experience with post and district level operations including data-driven personnel deployment, critical incident management, policy creation and budget development, enlisted and civilian staff hiring, promotion, mentoring, counseling, and discipline. Substantial experience in working with municipal boards, elected and appointed leaders, special interest groups, and with preparation and presentation of materials for media, public, partner agency, and MSP departmental audiences.

## Teaching Experience

Spring Arbor University  
Adjunct Professor  
MBA degree program

Department Instructor  
CID Detective Courses

## Professional Memberships

International Association  
of Chiefs of Police

Grand Traverse County  
Drug-Free Task Force

Leelanau County  
Substance Abuse  
Task Force

Families Against Narcotics  
Grand Traverse

Coalition to Combat Human  
Trafficking—Grand Traverse

## Education

*August 2016*

MBA • Spring Arbor University • Gaylord, MI  
Concentration: Strategic Leadership  
Thesis: Northern Michigan Hospital Security Concerns

*August 2015*

B.S., Business Administration • Spring Arbor University • Traverse City, MI  
Concentration: Organizational Management  
Capstone Project: MSP Promotional Practice History

*January – June 2014*

School of Police Staff & Command • Michigan State University • Lansing, MI  
Final Project: MSP Promotional Practice History

*1989*

106<sup>th</sup> Trooper Recruit School • Michigan State Police • Lansing, MI  
Graduate

*1989*

44<sup>th</sup> Mid-Michigan Police Academy • Lansing Community College • Lansing, MI  
Graduate

*1983 - 1986*

Undergraduate Studies • University of Michigan-Flint • Flint, MI  
Concentration: Criminal Justice and Chemistry

## Technical Proficiencies

Electronic payroll, supply requisition, invoice payment, service contract development and implementation

Online performance appraisal systems, federal and state grant applications and required reports

Microsoft Office suite, including incorporation of video/graphs, Excel charting, and PowerPoint presentations

## Experience

*October 2015 - Present*

**Multijurisdictional Task Force Commander** • Michigan State Police Seventh District • Gaylord, MI

- Supervise three task force teams working in 19 counties.
- Assess effectiveness of operations; revise policies/procedures as needed.
- Verify suitability of civil forfeiture action and track case progress.
- Foster and maintain relationships with prosecutors and local, state, and federal law enforcement partners as well as provide case briefings for media partners.
- Participate in organized drug treatment and education program efforts.
- Provide weekly team activity briefings to district command.
- Oversee Byrne/JAG grant compliance and utilization of funds.
- Coordinate MSP/municipal resources for drug overdose investigations.
- Manage team board meetings; approve agendas and related documents.
- Provide mentoring and counseling to team enlisted and civilian personnel.
- Participate in district inspections at posts and team locations.
- Special event planning, including resource assessment and acquisition.

*November 2011 – October 2015*

**Assistant Post Commander** • Michigan State Police Cadillac Post • Cadillac, MI

- Supervise 40 uniform personnel working in five counties.
- Oversee scheduling for routine and special events to ensure post/district resources are effectively utilized.
- Utilize data-driven metric information to effectively deploy patrol resources.
- Foster and maintain relationships with prosecutors and local, state, and federal law enforcement partners, and with the media.
- Identify and satisfy continuing education training and equipment needs.
- Oversee post budgets for overtime, supplies, and special operations.
- Complete detailed patrol activity reports and community policing plans.
- Verify adherence to departmental vehicle pursuit and use-of-force policies.
- Initiate incident command system protocols at critical event/crime scenes.

*July 2012 – February 2013*

**Acting Post Commander** • Michigan State Police Houghton Lake Post • Houghton Lake, MI

- Supervise 30 uniform personnel working in four counties.
- Oversee scheduling for routine and special events to ensure post/district resources are effectively utilized.
- Utilize data-driven metric information to effectively deploy patrol resources.
- Foster and maintain relationships with prosecutors and local, state, and federal law enforcement partners, and with the media.
- Oversee post budgets for overtime, supplies, and special operations.
- Complete detailed patrol activity reports and community policing plans.
- Verify adherence to departmental vehicle pursuit and use-of-force policies.
- Initiate incident command system protocols at critical event/crime scenes.

*July 1999 – November 2011*

**Task Force Commander** • Traverse Narcotics Team • Traverse City, MI

- Supervise daily activities of 13 undercover officers working in nine counties.
- Review incoming tip information; prioritize investigative action.
- Oversee controlled substances purchases; ensure policy adherence.
- Conduct tactical search warrant operations.
- Oversee and balance team budgets for overtime and supplies/equipment.
- Prepare monthly, quarterly, and annual activity and grant reports.
- Maintain integrity of property rooms containing cash/firearms/drugs.
- Provide drug educational presentations to private and municipal groups.
- Approve and oversee civil forfeiture action.
- Foster and maintain relationships with prosecutors and local, state, and federal law enforcement partners, and conduct media briefings on significant cases.

October 15, 2024

Leelanau County Board of Commissioners  
8527 E. Government Center Drive  
Suite 101  
Suttons Bay, MI 49682

Dear Chairman Wessel and Honorable Board Members,

I am writing to express my sincere interest in your County Administrator position. With a proven track record as a local government Manager, I am eager to bring my extensive local government experience and skill set to contribute to the continued success of the County.

Throughout my tenure in Caledonia, I have demonstrated my ability to manage complex operations by effectively communicating and collaborating with various stakeholders. I take pride in my achievements, including the successful reopening of Emmons Street, the rebuilding of a portion of Kinsey Street, and the development of 168 residential units while growing a healthy fund balance. Having accomplished the goals set forth upon my employment, while also "building out the community", I am now seeking a new challenge in a familiar and valued community.

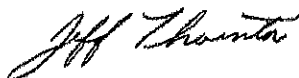
My decision to apply for the County Administrator position in Leelanau stems from both my professional accomplishments and my personal connection to the community. Residing where I do and having lived in more rural settings, I find myself more connected with businesses and folks in Leelanau County than mine. Helps me keep a keen interest in the County's development and growth. I am enthusiastic about the prospect of contributing to the continued success of Leelanau County.

I am drawn to organizations that prioritize stability, good morals, ethics, and values. Your commitment to growth, prosperity, and the well-being of the community aligns with my professional aspirations. I am confident that my skills in problem-solving, innovative thinking, and effective communication make me an ideal candidate for this role.

I am eager to further discuss how my experiences and qualifications align with the needs of Leelanau County. I believe that my dedication to success, achievement, and the well-being of the community would make a valuable contribution to your team.

I look forward to the opportunity to discuss how I can contribute to the continued success of Leelanau County in greater detail.

Respectfully,



Jeff Thornton

**Jeffrey D. Thornton**  
 6126 100<sup>th</sup> St. SE  
 Caledonia, Michigan 49316  
 (906) 235-5913  
[jeffthornton@hotmail.com](mailto:jeffthornton@hotmail.com)

## **EMPLOYMENT OBJECTIVE**

To work within an organization where one can develop relationships that promote mutual growth and prosperity for the long term.

## **PROFESSIONAL EXPERIENCE**

Village Manager / Clerk, Village of Caledonia  
 Caledonia, Michigan  
 (June 2019 to April 2024)

With a population of nearly 1,600, the Village of Caledonia serves as a bedroom community to the greater Grand Rapids metro region. I also serve as the Village's zoning administrator, street administrator, public services director along with a multitude of other duties like; community planning, human resources, risk management, budgetary development and oversight, project management, safety oversight, strategic planning, program development, economic development and redevelopment, public relations, grant writing and administration, etc. So far during my tenure, the Village has seen growth in service industries with the addition of food and drink establishments, professional offices, healthcare services and 168 residential units, bringing more choices to the community. With the addition of three housing developments the Village is now "built out" and we have one hundred percent occupancy in residences.

Caledonia operates on a two million dollar budget and has recently purchased and remodeled its Village Hall and has also made a substantial reinvestment in the DPW. More importantly this purchase and reinvestment occurred while chopping away at our debt, and I am now proud to say that the community is now not only debt free but now has a generous fund balance.

Took a hiatus from professional responsibilities to provide care and support for ailing family members. During this period, focused on personal and family priorities. Subsequently, re-entered the workforce with a renewed commitment to contributing to organizational success.

City Manager, City of Negaunee  
 Negaunee, Michigan  
 (March 2011 to March 2017)

The City of Negaunee has a population of about 4,600 located in the north-central portion of Michigan's Upper Peninsula. It is a "bedroom community" located nine miles west of Marquette on the shores of Lake Superior. I managed the day to day operations of the largest City in the U.P. occupying almost fifteen square miles with almost forty miles of streets, thirteen miles of sidewalk and non-motorized paths and boasting over 61 acres of parks. The City operates not only a full service DPW utilities of water, sewer and electric. Of course, Negaunee also has a library, senior center, public housing, cemetery, police and fire department, which also serves the City's residents and visitors. The City employs approximately fifty-three, full, part-time and seasonal personnel, represented by three collective bargaining units with just over a twelve million dollar annual budget. I was charged with the responsibility for conducting the City's business in all matters on the day to day basis while also representing the City on Federal, State, County, Tribal (KBIC) matters. I was the lead in the City's pursuit in obtaining Redevelopment Ready certification. I also served as the City's Zoning Administrator, Street Administrator along with a multitude of other duties including serving as: Michigan Municipal League-Board of

Trustee Member, Michigan Municipal Executives(former MLGMA)-Member, Upper Peninsula Municipal Managers Association-President, Michigan Department of Transportation, Upper Peninsula Local Bridge Council-Member, Central Upper Peninsula Planning and Development Regional Commission-Board Member, WPPI Energy-Board Member, Upper Peninsula Public Power Agency (UPPPA)-Vice President.

Consultant, M&A Services

Oscoda, Michigan

(November 2009 to February 2011)

Worked with a corporation in developing and implementing a business plan with the goal of marketing the company for the purpose of sale.

Chief Administrative Officer – County Coordinator, County of Alpena

Alpena, Michigan

(August 2005 to November 2009)

Alpena County has a year-round population of approximately 29,000 which grows to more than 35,000 with the influx of snowbirds and tourist, being a popular destination that occupies 1,695 square miles on the picturesque shores of Lake Huron. This rural County is made up of smaller communities with the largest being the City of Alpena with 11,000 residents, which is by far the largest City in the sparsely-populated Northeast Michigan area, serving as its commercial and cultural hub.

Performed as the Chief Administrative Officer in the operations of Alpena County. Provided assistance to the Board and committees of the Board to facilitate action on matters requiring their attention such as policy review, contract review, contract negotiation and liaison with other boards and agencies. Investigated and researched various issues and projects assigned by the Board and reported the results with possible alternatives and recommended courses of action. Supervised appointed managers and functions of departments such as Maintenance, Equalization, Central Dispatch 911, Airport and others as assigned. Responsible for coordinating the process of the hiring of department managers, assigning functions, reviewing and evaluating managerial performance. Responsible for the bargaining and administration of all labor agreements within the County and served as the last step in the grievance process. Worked with legal counsel on litigated matters including arbitration, mediation and State administrative hearings. Maintained fiscal management of the County. Controlled, reviewed and analyzed budgets. Approved major purchases, forecasted financial status, created and implemented related policy. Participated in planning of County infrastructures including facilities, capital outlay, budget and critical long-range needs. Coordinated matters involving outside counsel work and recommends action on matters to the Board. Represented the Board of Commissioners at meetings with local governmental and State officials. Spoke on behalf of the Commission at various meetings, presented the County point of view and served as a resource on existing policies and issues. Served on the County Building Authority. Also served as Special Deputy, interim Airport Manager and 911 Director.

Alpena Regional Airport Manager / Assistant County Coordinator, County of Alpena

Alpena, Michigan

(May 2005 to August 2005)

Managed the day-to-day operations of the Alpena County Regional Airport (APN). Which is a joint use Part 139 (air carrier) / Michigan Air National Guard airport that has almost 15,750 operations per year with a 9,001-foot primary runway and a 5,031-foot crosswind runway. It has passenger service provided by Delta Airlines, three FBO's, two flight schools, two fuel providers, two 135 operators, four freight companies and repair facilities. APN is a 3,000-acre facility that has as its largest tenant / lease holder, a Federal Government Combat Readiness Training Facility. APN's property also entails two designated economic development renaissance zones.

Managing Director, Owosso Community Airport (RNP) / Secretary, Shiawassee County Airport Board,  
Owosso, Michigan  
(April 2002 to May 2005)

Responsibilities included the daily operations that included; administration of personnel, facilities, equipment, budget management, instructing and overseeing compliance with all local, state and federal laws. Secretarial duties include establishing, with the direction, concurrence and approval of the Shiawassee Airport Board, fiscal and personnel policies governing the operation and management of Owosso Community Airport.

Emergency 911 Dispatch Center, Eaton County. Charlotte, Michigan  
(December 2001 to April 2002)

Received request for police, fire and emergency medical assistance from the public. Dispatch and/or relay calls for service to the appropriate police, fire and emergency medical agencies or units. Assists emergency service agencies by collecting, storing, retrieving and disseminating information vital to their operation. Responsible for making effective, immediate decisions regarding life-threatening situations based on highly complex rules, regulations and procedures. State of Michigan LEIN certified.

Appraiser, GMB Appraisal Group. Scottsdale, Arizona  
(October 2000 to December 2001)

Performing appraisals with an appropriately supported objective and unbiased opinion of the value, of an adequately and accurately described property. All performed with the highest levels of technical competence, individual responsibility and personal integrity.

President, Kingston Printing Inc. Owosso, Michigan.  
(September 1993 to August 1999)

Responsible for all operations of a commercial printing company. Duties included sales, purchasing, customer service, graphic design, production, bookkeeping, marketing, job scheduling, purchasing, computer design, production supervision, training, computer development employee development, employment, benefits, employee scheduling, payroll, terminations, EEO conferences and union contract negotiations. National accounts consisted of such companies as NuVision Optical, Crown Leisure Products, Pearle Vision, Henry Ford Health Systems, General Motors and the State of Michigan.

Projects Manager/Developer, K mart Corporation-Auto Service division, Troy, Michigan.  
(May 1987 to September 1993)

**Developer**-Responsible for the recruitment of qualified mechanics and management positions. Developed and implemented training programs for supervisors, managers and mechanics. Monitored continuing education programs to ensure all personnel maintained the highest level of competence to ensure quality of work and safety.

**Projects Manager**-Organized and implemented national and local marketing Policy & strategy. Prepared and analyzed tracking reports. Researched, analyzed and monitored market trends and competitive environment. Managed multiple projects aimed at increasing competitive advantage. Negotiated contracts with online and outside advertising agencies. Obtained new product lines and negotiated co-operative advertising agreements. Developed promotional programs utilizing in store, print, radio and television media platforms. I received numerous awards for my accomplishments .

Emergency Medical Technician/ Director, Corunna Area Ambulance Service, Corunna, Michigan  
(January 1986 to September 1990)

Provided emergency medical care to patients by providing treatment in a pre-hospital setting. Performed duties as chief medical officer on a basic life support ambulance. Instructed in CPR, advanced first aid, drivers training, dispatching and assisted in emergency medical technician training. Eventually becoming the Director, who managed the daily operations of CAAS by scheduling staff, providing continuing education, ensuring compliance with State of Michigan requirements and reporting directly to the board of directors.

#### **EDUCATION**

Disney Institute  
Alpena Community College  
Michigan State University  
Lansing Community College  
Corunna High School  
ULC- Honorary PhD. Divinity

#### **ACTIVITIES AND ORGANIZATIONS**

I held a board position with the GVMC (Grand Valley Metro Council). I am currently a member of MME (Michigan Municipal Executives), KCCA (Kent County Clerks Association), KCTA (Kent County Treasurers Association) and held a Board of Trustees position with the MML (Michigan Municipal League). I also had been actively involved with MAC (Michigan Association of Counties), MACAO (Michigan Association of County Administrative Officers. Ordained Minister, Tech Certified Scuba Diver, Habitual Volunteer, Community Activist, Hobbyist, Father and Husband.

**JAMES L. DYER**

1758 South Cherry Blossom Lane Suttons Bay, MI 49682 |269 217-7364| james.dyer3@icloud.com

November 4, 2024

Administrator Search  
Leelanau County Human Resource Office  
Att. Chet Janik  
8527 E. Government Drive  
Suttons Bay, MI 49682


Dear Mr. Janik

I am writing to express my interest in the position of Leelanau County Administrator. With more than thirty years' experience as a practicing municipal lawyer, nearly eight years serving as the Calhoun County Corporation Counsel, my deep personal commitment to and extensive experience with community engagement as an appointed and elected official of the City of Marshall, and my more recent experience as Northport Village Manager, I believe that I bring a unique set of skills that will contribute meaningfully to Leelanau County government as County Administrator.

As detailed in my resume, throughout my career, I have consistently demonstrated a leadership style that manages change by actively involving those it impacts the most and recognizing that the everyone is an involuntary customer of the governments that serve them. In my role as County Corporation Counsel, I was often called on to mediate conflicts between commissioners, the administration, and elected officials and find creative ways to collaborate and achieve a common goal where there was disagreement about the methods to achieve that result. I was very good in that role. I believe these skills and past experiences make me very well suited to fill the role as County Administrator and excited about the possibility that I could have the opportunity to contribute meaningfully to the future of Leelanau County as its Administrator.

Thank you for considering my application. I look forward to the opportunity to discuss how my background, skills and values align with the County's priorities. In closing, to the extent possible by Michigan law, I would like to maintain my application as confidential to minimize any impact that would have on my current position with the Village of Northport.

Sincerely,



James L. Dyer





## **JAMES L. DYER**

1758 South Cherry Blossom Lane  
Suttons Bay, MI 496823

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(269) 217-7364

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### **SUMMARY**

Experienced municipal management professional and attorney with a demonstrated history of successfully managing, counseling, and assisting municipal entities to define and achieve their current objectives and plans for their future, while serving their citizens. Effective at communicating and implementing established objectives.

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### **REPRESENTATIVE ACCOMPLISHMENTS**

As Northport Village Manager I drafted and implemented an ordinance transferring administrative authority from the Village President to the Village Manager to fulfill the Council's desire to have full time professional management of the day to day operations of the Village; implemented a new budget preparation and review process; as Zoning Administrator assisted with reviewing a new Village Zoning Ordinance and prepared the final amendments necessary for its adoption; prepared and implemented a public hearing process to review and provide policy direction to resolve a longstanding dispute regarding the use of a Village owned parcel of land; proposed and in the process of implementing a joint Village/Township initiative to encourage and develop workforce housing; established effective working relationships and communication with local business, education, volunteer, citizens groups and individuals of Northport.

As Mayor of Marshall I proposed, planned and championed a process to restructure the City's economic development function, merged it with the local Chamber of Commerce and revised the method of staffing two City Tax-Increment finance Boards, creating a new vertically integrated, single source, entity.

Assisted the Village of Homer, MI with the expansion of its wastewater treatment facility through a US Department of Agriculture Rural Development Loan, while serving as Village Attorney by contract through Calhoun County.

As Marshall Planning Commission Member and Chairperson, I guided a complete revision of the City's Zoning and Sign Ordinances and worked through two revisions of the Master Plan for Land Use. I also planned, drafted and managed the adoption of the City's Hospital Zoning Overlay District Ordinance to control Hospital expansion into the City's Landmark Historic Residential District, while permitting the growth necessary to retain an essential local employer and a significant quality of life asset. During this multi-year process, I personally engaged numerous groups and individuals, those in favor and those opposed, to achieve a fair and effective compromise solution.

As a practicing attorney I was hired to represent a non-unionized government employer with a just cause employment policy, a progressive discipline policy, and a long history of employment litigation. Implemented a supervisor training regimen and enforced a policy of aggressive involvement of legal counsel in the disciplinary process. These changes resulted in no new employment lawsuits over a 25-year period.

Also experienced in the preparation, presentation, and documentation of municipal decision making through the drafting of rules of procedure, bylaws, contracts, ordinances, motion or resolutions, and the supporting materials necessary to comply with Michigan law and the rules of procedure established by the decision-making body.

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## **EMPLOYMENT HISTORY**

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■ October 1, 2023 – Present:

- Village of Northport, Village Manager – Chief Administrative Officer for a small Leelanau County Village. Reporting to a seven-person Village Council I am responsible for the day-to-day operations of the Village; supervision of the Village Clerk, Treasurer, Public Works Director, and Harbormaster; preparation of the monthly Village Council Agenda and Manager's Report; preparation, presentation and monitoring the Village Budget; preparation and enforcement of Village Policies; also acts as Village Purchasing Manager and Zoning Administrator.

- April 16, 2016 – September 30, 2023:
  - Calhoun County Corporation Counsel – Chief legal officer for mid-Michigan County government. Appointed by Board of Commissioners, reporting to County Administrator Controller. Sole legal counsel for municipal employer of 625+ workers in administrative, law enforcement, public health, and road construction environments. Acted as liaison to County Elected Officials. Member of the County Executive Team and the Internal Budget Team. Significant involvement in employment, union bargaining and grievance management, and non-union hiring and discipline. I began this role in April 2016, on a contract basis while still a partner with my law firm. I became a full time County employee on January 1, 2020.
- September 1, 2002 – December 31, 2019
  - Attorney and Shareholder – Rosati, Schultz, Joppich and Amstbuechler, PC. Partner in a municipal liability defense firm. First chair litigator with direct responsibility for client contact and retention. Represented multiple governments throughout Michigan in Civil Rights, Employment, Land Use, Police Liability, and General Negligence claims. Served several clients for more than 25 years through multiple firm affiliations.
- Advertising Agency General Counsel (3 years)
- Assistant Prosecutor Wayne County Prosecutor's Office. (2 years)
- Licensed Michigan Attorney since 1981, (P32544). Admitted to practice in all Michigan Courts, both Federal District Courts of Michigan. And the 6<sup>th</sup> Circuit Court of Appeals in Cincinnati.

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## **EDUCATION**

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Michigan State University, B.A, with honor. Political Science and Honors College.

Thomas M. Cooley Law School, JD, cum laude.

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## **COMMUNITY INVOLVEMENT**

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City of Marshall – Planning Commission 1997-2007; City Council 2007-2010; Mayor 2011-2014.

Director, Community Action Agency of South-Central Michigan.

Director, Brass Band of Battle Creek.

Marshall Rotary Club, Past President 2019-2020, Treasurer 2022-2023.

Suttons Bay Leelanau County Rotary Club.

Board Member, Peninsula Housing.

Certified Soccer Referee 2000-Present and Referee Mentor 2023-Present.