

TO: Leelanau County Board of Commissioners

From: Chet Janik 

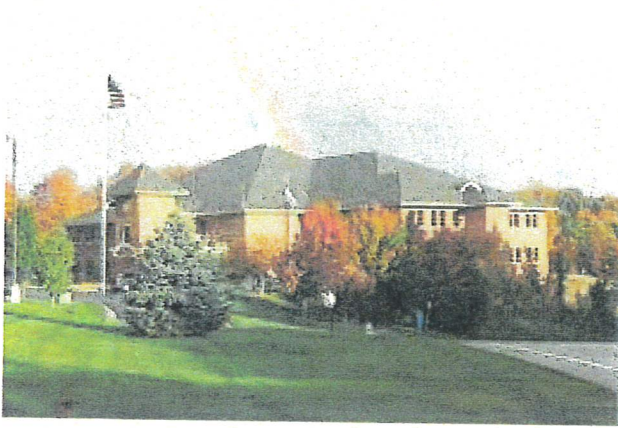
Date: March 12, 2024

RE: Administrator\CFO Selection Timeline

Below is a recommended timeline for the selection of a new Administrator\ Chief Financial Officer for Leelanau County: The proposed schedule is subject to change depending on the availability of all commissioners to participate in the process.

- | | |
|-------------------|---|
| Tuesday, March 12 | Initial meeting to review timeline, job description, salary range, media and marketing plan |
| Tuesday, March 19 | Commissioners formally approve salary range, job description and media\marketing plan |
| March 25-29 | The Administrator\CFO position is posted on various media and job search websites |
| Tuesday, April 30 | Deadline for the submission of applications |
| Friday, May 3 | Commissioners are provided a packet of all of the applications |

Week of May 6-10	Special commission meeting to identify candidates for the first round of interviews
Week of May 13-17	First round of candidate interviews\ selection of finalists
Week of May 20-27	Second round of interviews with finalists and potential selection of candidate to enter into contract negotiations
Week of May 27-31	Approval of employment agreement with new Administrator\CFO

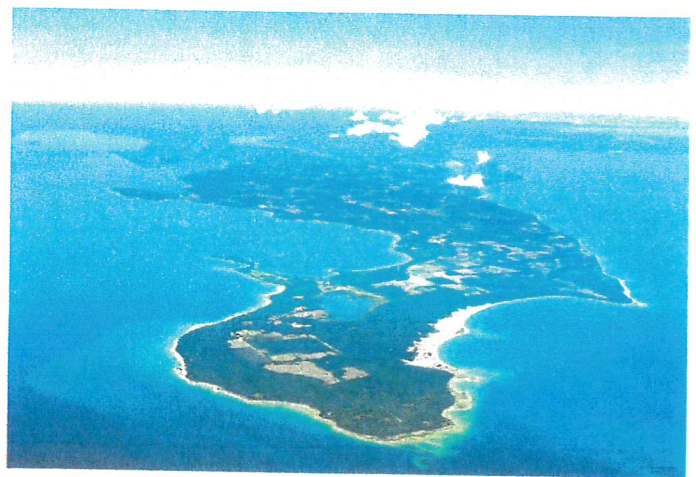


Leelanau County, by any standard, is a great place to live. The County boasts of being an agricultural hub for the region- highlighted by numerous farms and orchards throughout. The strong agricultural background also provided the beginnings of one of the nation's largest concentrations of wineries, breweries, and cideries.

Within Leelanau County, there are also numerous small communities, including Cedar, Empire, Glen Arbor, Leland, Maple City, Lake Leelanau, Northport, and Suttons Bay- each with its own desirable character and presence that draws residents and tourists alike.

Additionally, the County is conveniently located just a few miles north of the region's largest metropolitan area. Traverse City includes a nationally recognized hospital (Munson Healthcare), a world-class performing arts center (Interlochen Center for the Arts), the third busiest airport in Michigan (Cherry Capital), and best-in-class culinary and maritime post-secondary experience (Northwestern Michigan College).

Leelanau County is a community of choice and a jewel of the Midwest. For example, the Sleeping Bear Dunes National Lakeshore, located on the west side of the County, was voted "The Most Beautiful Place in America" by Good Morning America.



The next County Administrator will undoubtedly have immense pride in where they live and work.

LEELANAU COUNTY ADMINISTRATOR\CHIEF FINANCIAL OFFICER POSITION AVAILABLE

The Leelanau County Board of Commissioners is looking for its next experienced and outstanding Administrator\Chief Financial Officer.

Located in Northwest Lower Michigan, Leelanau County is one of the Midwest's most scenic and livable places. Despite being one of Michigan's top tourist destinations, it has retained its rural and small-town charm. County assets include numerous small villages, extensive Lake Michigan shoreline (including Sleeping Bear Dunes National Lakeshore), orchards, farmland, bike trails, nature preserves, parks, walking trails, and open spaces. There is a tremendous recreational opportunity for all ages across all four seasons.

The County is approximately 2,500 square miles with less than 500 square miles of land. Leelanau County has one of the highest proportions of water area in the United States due to its Lake Michigan shoreline and large inland lakes. It is bordered on three sides by Lake Michigan with 100 miles of shoreline, 33 inland lakes, and five islands: North Manitou, South Manitou, North Fox, South Fox, and Gull Island.

POPULATION & DEMOGRAPHICS

The current year-round population estimate for Leelanau County is 22,623, but the County also holds a significant summer population and robust tourism activity.

Educational Achievement (Over Age 25)	
High School or Higher	96%
Bachelor's Degree or Higher	47%
Other Statistics	
Median Age – Leelanau County/U.S.	54/38
Zillow Home Value Index - Leelanau County/U.S.	\$553,595 \$342,941
Median Household Income - Leelanau County/U.S.	\$88k/ \$68k per year
Poverty Rate - Leelanau County/U.S.	7%/11%

Source: U.S. Census Bureau



LEELANAU COUNTY GOVERNMENT

The Leelanau County Board of Commissioners is the legislative body and discharges its duties as federal and state law requires. It is the function of the Board to set policy for the County, adopt and monitor an annual budget, equalize property tax assessments, set fees, contract for a yearly audit of all County funds, and implement the recommendations of its auditing firm to ensure the legal and efficient use of tax dollars.

The Board is responsible for setting staffing levels and developing policies and strategic goals. The Board also adopts ordinances and enters into contracts and agreements on behalf of Leelanau County. Leelanau County is divided into seven (7) commissioner districts. Commissioners are elected by district every four years, commencing in 2024.

Leelanau County operates on a \$16.5 million general fund budget, and special funds budgets equate to \$14.3 million. It has 129 employees with six unions. In addition to the general government services, the county provides services for Building Safety, Senior Services, the Leland Dam, and seasonal services for marine patrol and the county parks. Additionally, the Michigan State University Extension and Conservation District offices are on-site.

Leelanau County is in excellent financial standing and represents many years of good governance and administration. Employees are talented, often long-tenured, and very committed to the community.

THE IDEAL CANDIDATE

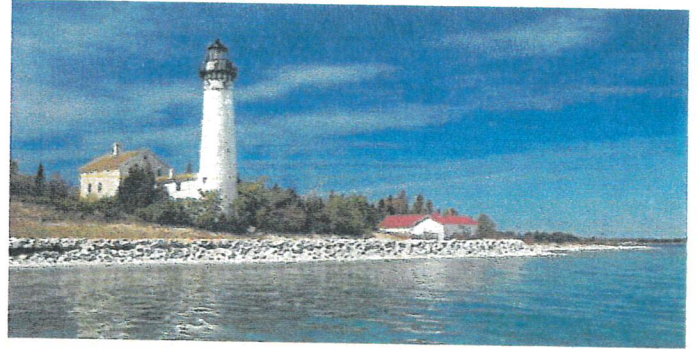
The Leelanau County Board of Commissioners is seeking an experienced manager and leader to work with as a supporter and a trusted advisor. The next County Administrator\Chief Financial Officer will work closely with the Board to implement its priorities and policies. The individual will have a solid working knowledge of Michigan County Government and state-mandated accounting practices. The Board understands that it should set policy while the Administrator\CFO should run the day-to-day operations. The ideal candidate must have demonstrated experience working successfully with a Board to establish a vision, identify goals, and collaboratively chart a course for the future.

The next Administrator\CFO will be an excellent communicator of high integrity who believes in transparency. The individual will be one of the County's primary representatives. As such, the Administrator\CFO will be someone who understands listening to be an essential part of communication. The individual will be able to relate complex concepts in terms that are easily understood by the Board, residents, members of the business community, staff, and the media. The Administrator will be part of and visible in the community.



The Administrator\CFO will place a high degree of importance on delivering high-quality services. The candidate will also believe strongly in outstanding customer service and leading by example.

The next Administrator\CFO will be supportive of staff but also requires accountability. The ideal candidate will create a team environment where departments work together to achieve outlined goals. While the Administrator\CFO is responsible for implementing policy on behalf of the Board, he/she will ensure that residents and employees feel heard and valued in the decision-making process.



Leelanau County prides itself on being financially conservative, so the individual will be expected to examine current operations critically with an eye to cost-effectiveness. As a result, the individual will have strong analytical skills, a solid financial background, and an understanding of how to apply and leverage sound budget management techniques. The Administrator will also need to understand the workload the staff is under and set reasonable expectations and priorities with the Board so that projects are structured and scheduled in a manageable way for the team to accomplish.

The Commissioners are searching for someone who will solve problems, build consensus without being controversial, and strongly believe in having an open-door policy.

The Board is ideally looking for someone with direct experience in county government and an operational understanding of county government budgeting and finances; experience in Roberts Rules of Order, overseeing collective bargaining, county parks, master plans, and capital improvement plans is also sought.

The Board also desires to continue to work collaboratively with other local, tribal, regional, and

state government agencies. Experience working with the State of Michigan Legislature will also be a plus. The ideal candidate will also understand that proven leadership arises from alliances and partnerships.

This position requires a bachelor's degree; a master's degree is preferred from an accredited four-year college or university with major coursework in public administration, finance business administration, or related fields. Desired qualifications include at least three years of direct county government or five years of equivalent Board experience in a similarly sized organization.



COMPENSATION & BENEFITS

The salary range for this position is \$XXX to \$XXX and will depend on qualifications and experience. The benefits are excellent. Benefits include comprehensive medical, dental, vision, life insurance, vehicle allowance, professional development, public employee retirement system contributions, holiday, vacation, and sick leave.

Subject to negotiation and final approval, the Board seeks a multi-year contract that includes annual performance reviews.

RESIDENCY

The next County Administrator will be required to reside within 20 miles of Leelanau County.

HOW TO APPLY

E-mail your cover letter and resume in PDF format to cjanikmli@geneseeisid.org with the subject line: **Leelanau County Application** by April 30, 2024.

Mailed resumes can be sent to:

Administrator Search

c/o Chet Janik
Leelanau County Human Resource Office
8527 E. Government Drive
Suttons Bay, MI 49682

Questions should also be directed to Consultant Chet Janik at cjanikmli@geneseeisid.org or 231-633-7680

CONFIDENTIALITY

Candidate names will not be released during the application and resume screening process without the candidate's permission. However, if a candidate is selected for the interview process, their name will be released to the public.

PROCESS

Applications will be screened between May 6 and May 10, 2024. The first round of formal interviews (choice of remote or in-person) will occur the week of May 13, 2024. The final round of interviews (in-person) will be held the week of May 20, 2024. The identification of the preferred candidate will be made shortly after that.

Transportation and lodging reimbursement may be made available to selected final-round interviewees.

Leelanau County is an Equal Opportunity Employer.

TO: Leelanau Board of Commissioners
FROM: Chet Janik
DATE: March 12, 2024
RE: Leelanau County Administrator\CFO Media Job Postings

Based on the successful searches I have conducted in the past year, the recommendation is that the job posting be available on the following printed and web-based media outlets to get maximum exposure and attract quality candidates.

Leelanau Enterprise
Traverse City Record-Eagle and their affiliated and partner websites
Grand Traverse Community Foundation
Indeed
Michigan Association of Counties
Michigan Creative Coast
Michigan for Hire
Michigan Leadership Institute
Michigan Township Association
Networks Northwest
Northern Michigan Jobs
Facebook's various "Overheard in" sites
Rotary Charities Foundation of Grand Traverse
True Jobs
Zip Recruiter

The anticipated cost of the campaign is estimated to be

\$732 Traverse City Record-Eagle and affiliate web-based posting
\$100 Michigan Association of Counties
\$300 Leelanau Enterprise
\$300-400 Web-based job posting sites

\$1,432-\$1,532

The MLI-approved agreement allocates up to \$500 toward direct expenses. Assuming the advertising expenses are invoiced directly to Leelanau County (which is the common practice), there will be no additional fees beyond the consulting fee, and, therefore, the \$500 can be part of the media marketing cost.

Based on this assumption, the net cost of the media job posting campaign will be approximately \$ 932 to \$ 1,032.

Leelanau County Seeks County Administrator\CFO

The Leelanau County Board of Commissioners is seeking a **County Administrator\Chief Financial Officer** to work closely with the Board to implement its priorities and policies.

Leelanau County operates on a \$16.5 million general fund budget and has approximately 130 employees. The County is in good financial standing and represents many years of proper governance.

Located in Northwest Lower Michigan, Leelanau County is one of the most scenic places in the Midwest. Leelanau County, by any standard, is a great place to live. There are recreational opportunities for all ages across the four seasons.

The Salary range is \$ XXX,000 to \$ XXX,000 plus benefits

For more detailed information, please call Consultant Chet Janik at 231-633-7680 or visit

<https://www.leelanau.gov>

Deadline for application is April 30, 2024

JOB DESCRIPTION (DRAFT 3\2024)

Leelanau County Administrator\Chief Financial Officer

REPORTS TO: Board of Commissioners

SUMMARY Under the general direction of the Board of Commissioners, the Administrator\Chief Financial Officer carries out directives and implements policies of the Board related to research and policy development, personnel and employee relations, budget and financial management, purchasing, data processing, grant funding, and other areas as directed. Negotiates labor agreements, handles grievances, and works with legal counsel on litigated matters. Directly supervises staff engaged in financial management, personnel and employee relations, as well as the following Departments: Construction Codes, Equalization, Finance, Human Resources, Maintenance, Parks and Recreation, Planning and Senior Services.

REQUIRED KNOWLEDGE, SKILLS AND ABILITIES Requirements include the following:

- A Bachelor's Degree is required, a Master's Degree is preferred in public administration, public affairs, accounting, or related fields, and five years of progressively more responsible administrative/supervisory experience in county or local government. At its discretion, Leelanau County may consider an alternative combination of formal education and work experience.
- Extensive knowledge of the professional public management techniques involved in budgeting, personnel administration, and resource management, as well as the ability to identify and implement new best practices. Knowledge of county public administration principles and practices, applicable local, state, and federal laws and rules, budgetary and fiscal management, and strategic planning.
- Considerable knowledge of collective bargaining principles and practices, policy and procedure development practices, and program development and implementation principles.
- Skill in assembling and analyzing data, preparing comprehensive and accurate reports, and formulating policy recommendations.
- Skill in effectively communicating ideas and concepts orally, writing, and making presentations in public forums.

- Ability to establish effective working relationships and use good judgment, initiative, and resourcefulness when dealing with county employees, contractors to the county, representatives of other governmental units, professional contacts, elected officials, and the public.
- Skill in the use of office equipment and technology, including Microsoft Suite applications and financial software used by the county.
- Ability to attend meetings scheduled at times other than normal business hours and to respond to emergencies or service needs on a 24-hour basis

ESSENTIAL DUTIES AND RESPONSIBILITIES This list may not be inclusive of the total scope of job functions to be performed. Duties and responsibilities may be added, deleted, or modified at any time by the Board of Commissioners.

1. Supervises staff responsible for personnel for administrative functions, including responsibility for hiring, training, assigning work, approving leave time, reviewing and evaluating performance, and dealing with employee relations issues. Responsible for hiring department heads, assigning functions, and reviewing and evaluating managerial performance.
2. Responsible for the development of the annual County budget, including designing and coordinating the budget process, monitoring financial information, working with the Board on personnel and capital items, making recommendations on funding levels for departmental budgetary requests, and overseeing the preparation of the final approved budget.
3. Provides assistance to the Board and Committees of the Board to facilitate action on matters requiring their attention, such as contract review, contract negotiation, Freedom of Information requests, and liaison with independent boards and agencies. Investigate and research various issues and projects assigned by the Board and report the results with possible alternatives and recommended courses of action.
4. Oversees development of periodic status reports on receipts and expenditures for use in monitoring County finances. Directs the compilation of periodic summary reports on the general ledger, status of accounts, budget checkpoints, assets, and liabilities of the County and each of its funds.
5. Works closely with the Clerk to prepare commissioners' meeting agendas and attends meetings of the Board of Commissioners to advise, counsel, and present pertinent data and information to aid the Board in making decisions and establishing policies.
6. Maintains contact with corporation counsel and seeks legal advice and opinions for the Board. Coordinates independent auditing services and other contractual and professional services.

7. Responsible for the administration of all labor agreements within the County. Serves as an advisor to the departments on employee relations matters, interprets the agreements, and represents the County in the grievance procedures and at administrative hearings regarding grievances and related matters. Works with legal counsel on litigated matters.
8. Supervises the County's personnel and employee relations programs, includes recommending changes to the personnel policies and coordinating the development of new County-wide policies, overseeing the employment program, overseeing the wage and salary and employee benefit program, and all other areas related to personnel management.
9. Directs the delivery of data processing services, through the Information Systems department, to all County departments. Includes overseeing the development, modification, and implementation of systems and purchasing and maintaining computer hardware, applications and contractual services.
10. Analyzes monthly budget control documents and makes recommendations to the Board on needed budget adjustments or transfers. Analyzes each department's budget and works with elected and appointed officials to resolve any potential discrepancies.
11. Drafts policies for the Board on areas such as purchasing, budget, personnel, rules of procedure, building and grounds and monitors and interprets approved policies.
12. Serves as risk manager for the County, includes interacting with third party carriers and administrators for employee insurance, liability, errors and omissions, fleet, and umbrella coverages. Reviews claims and works with counsel and Board regarding settlement options.
13. Oversees and participates in the purchasing process for the County. Obtains bids as necessary and recommends selection to the Board on major items, and negotiates contracts for capital equipment, supplies and services. Maintains and reviews service contracts and ensures that the County's rights and terms are met. Reviews budgets and ensures that purchases are within budget guidelines.
14. Researches availability and conditions of grant funding. Advises Board and departments of available funds and oversees and assists in the preparation of grant applications
15. Keeps abreast of professional developments, new administrative techniques, and current issues through continued education and professional growth. Attends conferences, workshops, and seminars as appropriate
16. Supervises and directs the County's Equal Employment Opportunity efforts. Ensures that the recruitment and selection process provides for equal employment opportunities. Maintains appropriate EEOC files, reports and records.

17. Performs other duties as required or assigned by the Commissioners.

PHYSICAL REQUIRMENTS This job requires the ability to perform the essential functions contained in this description. These include, but are not limited to, the following requirements. Reasonable accommodations will be made for otherwise qualified applicants unable to fulfill one or more of these requirements. While performing the duties of this job, the employee is regularly required to communicate in person and by telephone, view and produce written and electronic documents and enter data on a computer keyboard. The employee must lift or push/pull objects of up to 20 lbs. without assistance. Accommodation will be made, as needed.

\$732 Traverse City Record-Eagle and affiliate web-based posting

\$100 Michigan Association of Counties

\$300 Leelanau Enterprise

\$300-400 Web-based job posting sites

\$1,432-\$1,532

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Based on this assumption, the net cost of the media job posting campaign will be approximately \$ 932 to \$ 1,032.

Exhibit A

Job Description OGEMAW COUNTY

COUNTY ADMINISTRATOR/CONTROLLER

General Summary

Under the direction and oversight of the Ogemaw County Board of Commissioners as a body, serves as the Chief Administrative Officer of the County and performs a wide range of difficult- to-complex administrative activities that serve to support effective and efficient county government operations; advises and assists the Board in planning, policy and operational matters; and directs and coordinates the administration of county government in accordance with policies and directives issued by the Board as a whole, pursuant to all applicable state and federal laws and regulations.

Scope of Responsibility and Authority

The County Administrator/Controller is responsible for the following departments or duties (where no department): Budget and Finance, Equalization, Facilities Management, Health Department, Human Resources, Information Services, Land Information Services, Senior and Veteran Services, Transportation and County Housing Development, Zoning, Planning, Building Inspection, Emergency Management, Purchasing Agent, IT, and performs the full range of managerial- oversight functions. Acts as final appointing authority and retains authority over organizational structure, budget, staffing levels and configuration, financial management, planning, administrative policy development and implementation, performance management and prioritization of fiscal, human and capital resources.

The County Administrator/Controller carries overall responsibility and authority for the "business" and service delivery aspects of Ogemaw County government. In matters of governance and public policy, the position oversees the implementation and administration of Board-established policies. The Administrator/Controller helps maintain good working relationships between the Board's office and other elected officials.

Essential Functions

1. Works with the Board to understand their vision and strategic policy direction. Assists the Board in developing and managing public policy matters. Oversees staff implementation of Board goals and policies. Directs and oversees near-term and long-range work planning: goal setting, prioritization, funding, monitoring and reporting.
2. Provides assistance to the Board and committees of the Board to facilitate action on matters requiring their attention (based on County policy) and is a liaison to other board, authorities and joint agencies. Investigates and researches various issues and projects assigned by the Board and

reports the results with possible alternatives and recommended courses of action. Provides a recommendation on all non-political matters to be considered by the Board of Commissioners.

3. Acts as the first step and/or liaison for all matters to be considered by the Board of Commissioners. Manages the development of Board and committee meeting agendas with the assistance of the Board or Committee Chairperson and/or the County Clerk and attends meetings to advise, counsel, and present pertinent data and information to aid the Board in making decisions and establishing policies. Researches, analyzes, and implements issues considered and approved by the Board.
4. Maintains the fiscal oversight of the County. Administers, reviews, and analyzes budgets including general operating, applicable county funds, and capital outlay. Acts as the County Purchasing Agent. Approves major purchases and contracts for services, forecasts financial status, and creates and implements related policy. Consistent with the Uniform Budgeting Act, develops an annual balanced budget to be presented to the Board of Commissioners for final approval.
5. Negotiates, develops, reviews, and/or approves (based on County policy) a variety of legal documents including but not limited to contracts, purchase agreements, grants, and interagency agreements, ensuring the County's interest is represented.
6. Coordinates legal matters in conjunction with legal counsel and corporation counsel. Seeks legal advice and opinions on behalf of the County. Exercises settlement authority with established limits and recommends action on other matters to the Board. Designated County representative to liability insurance carrier and is responsible for the administration of all liability claims.
7. Leads labor negotiations and the administration of all labor agreements within County government. Provides leadership and direction for personnel related matters including final decision authority on personnel matters. Assist the County wide elected officials and courts in their bargaining agreements.
8. Confers with all county departments and seeks to resolve operating problems within current practices and policies. Revises and develops policy dealing with new or changing circumstances for consideration of the Board. Advises departments of relevant Board and committee actions. Supervise the Title 9 office.
9. Continuously monitors and evaluates the efficiency, effectiveness and cost-effectiveness of the County's service delivery and governance, with emphasis on departments and functions under the authority of the Board. Recommends and implements action to maintain and improve services.
10. Participates in planning of county infrastructures including facilities, capital outlay, budget, and critical long-range needs.
11. Represents the County Board of Commissioners, as a Body, acting as a liaison with the Board, county departments, other elected officials, local units of government, various agencies, and other committees on federal, state, county, and community issues.

12. Represents the County at various functions such as making speeches at civic and business association meetings. Meets with community members, developers, and officials to establish goodwill and resolve/respond to issues. Serves as the County's representative on numerous boards, committees, associations, and other groups on behalf of the Board of County Commissioners. Collaborates on federal/state/county/community issues.
13. Serves as the Public Information Officer for all matters under the authority of the Board of Commissions and at times for the whole organization. Develops, reviews, and distributes press releases based on formal decisions of the Board of Commissioners and factual information. Interacts directly with all forms of media. Serves as the FOIA/OMA Coordinator.
14. Maintains the Board Appointment and vacancy roster for each Committee, Authority, Agency Board that require County members and appointments. Provides public vacancy announcements and the process for filling vacancies.

Employment Qualifications

Education: Bachelor's Degree in Public or Business Administration, Master's Degree preferred, and/or a combination of education and experience that would be beneficial to the position as determined by the Ogemaw County Board of Commissioners within its sole discretion.

Experience: Seven or more years responsible administrative/supervisory experience in local government.

1. **Knowledge:** Principles and practices of business administration including general accounting and fiscal management practices; governmental budgeting; personnel practices and employment laws, office procedures and business operating systems; and the appropriate method and means of dealing with human behavior situations in a variety of circumstances.
2. **Skill:** Communicate effectively, verbally and in writing, with and in a diverse range of audiences and settings; persuasion and negotiation of conflicts and problems; assessing operational, program, staffing and fiscal needs; interpreting legal documents, law and government regulations; evaluating fiscal and financial reports, forms and data; analyzing complex written documents; identifying and resolving administrative problems; working long and irregular hours under pressure conditions; delegating responsibility and achieving results through subordinates; and maintaining order in an environment of changing priorities.

Other Requirements: *The qualifications listed above are intended to represent the minimum skills and experience levels associated with performing the duties and responsibilities contained in this job description. The qualifications should not be viewed as expressing absolute employment or promotional standards, but as general guidelines that should be considered along with other job-related selection or promotional criteria.*

Physical Requirements: *This job requires the ability to perform the essential functions contained in this description. These include, but are not limited to, the following requirements. Reasonable accommodation will be made for otherwise qualified applicants unable to fulfill one or more of these requirements.*

Ability to access departmental files.

Ability to enter and retrieve information from computers.

Ability to access all locations of County government.

Working Conditions:

Works in office conditions.

Position Specification

Position

County Administrator/Controller (CEO)

Company

Kent County, Michigan

Location

Grand Rapids, Michigan

Reporting Relationship

Board of Commissioners

Website

<https://www.accesskent.com/>

Kent County, Michigan Overview

Located between Chicago and Detroit, Kent County is the fourth largest county in Michigan with a growing community of approximately 662,000 diverse residents. Kent County is West Michigan's economic and manufacturing center. The county seat is in Grand Rapids. Kent County is the home of the Frederik Meijer Gardens, a significant cultural landmark of the Midwest. The Gerald R. Ford International Airport is the county's primary location for regional and international airline traffic.

At its core is the thriving and vibrant city of Grand Rapids, the second largest city in the state. With a strong business climate and exceptionally high quality of life, it is no surprise businesses and talent are flocking to the region. For over 20 years, Kent County has obtained a Triple-A credit rating from S&P Global Ratings and Moody's Investor Service ranking the county among the top 3 percent of counties nationwide.

As the hub of the West Michigan region, Kent County is home to more than 130 international companies, as well as four of Forbes Largest Private Companies. The county is home to the global headquarters of industry leaders like Amway, Steelcase, BISSELL, Wolverine Worldwide, and more.

Kent County is one of the fastest growing counties in the state as realized by the county's population increasing by 3.9% since 2015, growing by 25,031. Kent County, part of the Grand Rapids – Kentwood Metropolitan Statistical Area, is expected to increase in population by 2.7% between 2020 and 2025.

From 2015 to 2020, jobs increased by 10.4% in Kent County, from 401,016 to 442,822. This change outpaced the national growth rate of 6.2% by 4.2%.

22.5% of Kent County residents possess a bachelor's degree (3.4% above the national average), and 8.9% hold an associate degree (0.7% above the national average).

There is an energy pulsating from West Michigan that is felt throughout the Midwest. Business and community leaders have set in motion an unprecedented level of growth and investment, cementing Kent County's place as a world-class center for advanced manufacturing, life science and medical devices, food processing, and technology.

Kent County's Mission:

"Through responsible budgeting and thoughtful planning, Kent County government is committed to providing resources and services that promote a high quality of life for the entire community."

Position Summary

The County Administrator/Controller acts as the Chief Executive Officer for Kent County, leading and managing the county. The Administrator is responsible for setting the county's operating budget, establishing the strategy and vision, and then driving the execution. The Administrator will oversee 1,777 employees; 25 departments and elected offices with 2021 revenues estimated at over \$485,000,000. Under the direction of the Board of Commissioners, the County Administrator provides operational leadership for the County to ensure the successful achievement of the Board's strategic priorities. The Administrator is a catalyst for promoting Kent County to drive business attraction and retention in the region as well as future economic development. The County Administrator will be a dynamic, action-oriented leader who partners with key stakeholders to drive sustainable growth while continuing to establish Kent County as a top tier place to live and work with national recognition and renown.

Key Responsibilities

Leadership/Management

- Manage the development and implementation of long- and short-range plans for the County and programs required to reach those goals and objectives to attain the mission of County government.
- Build, lead, and manage a balanced, efficient, and effective senior executive team for the County.
- Lead and manage the professional and administrative staff to accomplish the County's goals with a focus on continually developing a team that will perform at the highest potential. Manage in accordance with established County policies and procedures and with all applicable statutes and regulations governing the employment relationship.
- Empower staff to help reach exceptional performance and promote and foster a culture of collaboration. Encourage team building, innovation, and diversity. Hire, terminate, train, evaluate, manage, and review staff. Identify policies and procedures, goals and objectives for subordinate staff and provide staff access to training and development opportunities to facilitate professional and personal growth.
- Develop new and exciting program initiatives to provide for the expansion of County services for sustainable economic and population growth and to equitably serve the County's residents.
- Model and set the County's culture and values.
- Implement initiatives to significantly raise awareness of Kent County and create strong project flow.
- Be a convenor and take the lead on convening stakeholders to promote action and develop effective public private partnerships on a variety of issues and initiatives.

- Direct the research, analysis and evaluation of issues, proposed actions, legislation, and other items on behalf of the Board of Commissioners. Review and analyse the potential impact of pending legislation, proposed amendments to existing statutes, etc. on County operations and recommend appropriate actions to the Board of Commissioners. Provide the County's parameters for contract negotiations and establish goals for labor relations.

Financial / Budget / Controller

- Direct the development of the operating and capital budgets for the County's general and enterprise funds. Provide oversight of the County's administrative and fiscal activities to ensure the integrity of available resources. Monitor the operating performance of departments to ensure efficient and effective use of budgeted resources and demonstrable progress towards accomplishment of targeted goals.
- Recommend a budget that appropriately allocates capital toward the Board's strategic priorities.

Community Engagement

- Forward the County's interests by successfully maintaining mutually beneficial relationships with Kent County elected officials, state and local officials, foundations, community organizations, business groups, and other key stakeholders to the County's success.
- Represent the County while serving on various boards, advisory groups, and work groups. Also represent the interests of the County to the State legislature and serve as an advocate for local government.
- Participate in intergovernmental initiatives within the County and West Michigan.
- Serve as a spokesperson and voice for the County and play a leading role in promoting the County and in opportunities to collaborate.

Represent the county and engage with the following groups:

- Elected officials, Commissioners, department directors, managers, and other administrators throughout the County to provide direction, advice and assistance; exchange information and participate in the development of policies, programs and projects.
- Local jurisdictions throughout Kent County to participate in, and/or represent the County to, intergovernmental agencies and groups, including, but not limited to, economic development agencies.
- State agencies and legislators to serve as an advocate for County interests.
- Local and state media to represent the County and/or the Office of the Administrator.
- City and township governments in the Greater Grand Rapids metropolitan area to develop mutually beneficial programs, policies, or projects to resolve issues of joint concern.
- Governing boards of County agencies to collaborate in the identification of agency goals and objectives and development of programs and policies required to attain those objectives.

- External legal counsel to obtain advice and to participate in the development and presentation of the County's case in legal proceedings.
- Community organizations and civic groups to provide information and education on County projects and programs and respond to complaints and concerns.
- Other Counties within the state of Michigan and in other states to further the collective interests of County governments.
- Business representatives and economic development groups to collaborate in programs and projects to promote the economic growth and development of Kent County and West Michigan.
- Professional organizations to participate in continuing education and maintain current knowledge of professional practice.

Note: not an exhaustive list of all responsibilities and duties

Professional Knowledge / Experience / Qualifications

A minimum of ten (10) years of progressively responsible experience in public administration or executive level experience in an organization of similar complexity with a demonstrated record of accomplishment. The collaborative leader will be creative and innovative. S/he will be a strong manager and communicator with the ability to influence, persuade and inspire staff, community leaders, and other stakeholders. The successful candidate should have an exceptional track record of cultivating and crafting relationships and partnerships in business or with a public sector organization.

Previous experience and qualifications ideally include:

- Excellent communications skills including written, verbal, and listening skills as well as collaboration and partnership skills.
- Demonstrated knowledge and experience implementing economic and community development.
- Experience collaborating across a complex multi-stakeholder dispersed geographic footprint is preferred.
- Positive attitude and enthusiasm
- Executive level leadership
- Strong financial acumen
- Budget development and control
- Media relations
- Strategic planning
- Influencing and negotiating
- Change management
- Political savvy
- Impeccable character



JOB DESCRIPTION

TITLE: Controller/Administrator
DEPARTMENT: Administration
REPORTS TO: Board of Commissioners
PAY GRADE: Contractual

SUMMARY

Under the general direction of the Board of Commissioners, carries out directives and implements policies of the Board related to research and policy development, personnel and employee relations, budget and financial management, purchasing, data processing, grant funding, and other areas as directed. Negotiates labor agreements, handles grievances, and works with legal counsel on litigated matters. Directly supervises staff engaged in financial management, personnel and employee relations, as well as the Equalization Director, Housing Administrator and County Planner Also provides administrative support to the Board and supervises Maintenance Department personnel.

REQUIRED KNOWLEDGE, SKILLS AND ABILITIES

Requirements include the following:

- Master's Degree in business administration, public administration, political science, public affairs or related field and eight years of progressively more responsible administrative/supervisory experience in county or local government.
- The County, at its discretion, may consider an alternative combination of formal education and work experience.
- Michigan Vehicle Operator's License.
- Thorough knowledge of the professional public management techniques involved in budgeting, personnel administration and resource management and the ability to identify and implement new best practices.

- Thorough knowledge of the principles and practices of county public administration, applicable local, state and federal laws and rules, budgetary and fiscal management and strategic planning.
- Considerable knowledge of collective bargaining principles and practices, policy and procedure development practices and program development and implementation principles.
- Skill in assembling and analyzing data, preparing comprehensive and accurate reports and formulating policy and service recommendations.
- Skill in effectively communicating ideas and concepts orally and in writing, and making presentations in public forums.
- Ability to establish effective working relationships and use good judgment, initiative and resourcefulness when dealing with county employees, contractors to the county, representatives of other governmental units, professional contacts, elected officials and the public.
- Ability to assess situations, solve problems, work effectively under stress, within deadlines and in emergency situations.
- Skill in the use of office equipment and technology, including Microsoft Suite applications and financial software used by the county.
- Ability to attend meetings scheduled at times other than normal business hours.
- Ability to respond to emergencies or service needs on a 24-hour basis.

ESSENTIAL DUTIES AND RESPONSIBILITIES

This list may not be inclusive of the total scope of job functions to be performed. Duties and responsibilities may be added, deleted, or modified at any time.

1. Supervises staff responsible for personnel administration, finance and accounting, purchasing and other administrative functions. Includes responsibility for hiring, training, assigning work, approving leave time, reviewing and evaluating performance and dealing with employee relations issues.
2. Supervises and directs the Equalization Director, Housing Administrator and County Planner as well as Maintenance personnel. Is responsible for the hire of department managers; assigning functions, and reviewing and evaluating managerial performance.
3. Provides assistance to the Board and Committees of the Board to facilitate action on matters requiring their attention such as contract review, contract negotiation, Freedom of

Information requests, and liaison with independent boards and agencies. Investigates and researches various issues and projects assigned by the Board and reports the results with possible alternatives and recommended courses of action.

4. Prepares Committee meeting agenda and attends meetings of the Board of Commissioners to advise, counsel, and present pertinent data and information to aid the Board in making decisions and establishing policies.
5. May represent the Board of Commissioners at meetings with local governmental and State officials. Speaks on behalf of the Commissioners at various meetings to serve as a resource on existing policies and issues.
6. Maintains contact with corporation counsel and seeks legal advice and opinions for the Board. Coordinates independent auditing services and other contractual and professional services.
7. Responsible for the administration of all labor agreements within the County. Serves as an advisor to the departments on employee relations matters, interprets the agreements, represents the County with the Human Resources Committee in the grievance procedures and at administrative hearings regarding grievances and related matters. Works with legal counsel on litigated matters.
8. Oversees and participates in the preparation of the annual County budget, includes designing and coordinating the budget process, monitoring financial information, working with the Board on personnel and capital items, making recommendations on funding levels for departmental budgetary requests, and overseeing preparation of the final approved budget.
9. Supervises the personnel and employee relations programs of the County, includes recommending changes to the personnel policies and coordinating the development of new County-wide policies, overseeing the employment program, overseeing the wage and salary and employee benefit program, and all other areas related to personnel management.
10. Oversees development of periodic status reports on receipts and expenditures for use in monitoring County finances. Directs the compilation of periodic summary reports on the general ledger, status of accounts, budget checkpoints, assets and liabilities of the County and each of its funds.
11. Provides 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. Investigates and researches various issues and projects assigned by the Board and reports the results with possible alternatives and recommended courses of action.

12. Confers with department managers and seeks to resolve operating problems within current practices and policies. Revises and develops policy dealing with new or changing circumstances for consideration of the Board. Advises departments of relevant Board and committee actions.
13. Serves as financial advisor to the Board of Commissioners, reporting on financial matters, analyzing current funding, projecting costs and forecasting available funds.
14. Directs the delivery of data processing services, through the Information Systems department, to all County departments. Includes overseeing the development, modification, and implementation of systems, and the purchase and maintenance of computer hardware, applications and contractual services.
15. Oversees the management and maintenance of all County facilities.
16. Analyzes monthly budget control documents and makes recommendations to the Board on needed budget adjustments or transfers. Analyzes each department's budget and works with elected and appointed officials to resolve any potential discrepancies.
17. Drafts policies for the Board on areas such as purchasing, budget, personnel, rules of procedure, building and grounds and monitors and interprets approved policies.
18. Serves as risk manager for the County, includes interacting with third party carriers and administrators for employee insurance, liability, errors and omissions, fleet, and umbrella coverages. Reviews claims and works with counsel and Board regarding settlement options.
19. Works with the Board as a member of the management team in labor contract negotiations. Collects input on bargaining issues and coordinates the bargaining team activities.
20. Oversees and participates in the purchasing process for the County. Obtains bids as necessary and recommends selection to the Board on major items, and negotiates contracts for capital equipment, supplies and services. Maintains and reviews service contracts and ensures that the County's rights and terms are met. Reviews budgets and ensures that purchases are within budget guidelines.
21. Functions as recording secretary and grant coordinator for the Local Revenue Sharing Board, performing or delegating administrative tasks associated with casino funds distribution.
22. Researches availability and conditions of grant funding. Advises Board and departments of available funds and oversees and assists in the preparation of grant applications.

23. Keeps abreast of professional developments, new administrative techniques, and current issues through continued education and professional growth. Attends conferences, workshops, and seminars as appropriate
24. Performs other duties as required.

PHYSICAL REQUIRMENTS

This job requires the ability to perform the essential functions contained in this description. These include, but are not limited to, the following requirements. Reasonable accommodations will be made for otherwise qualified applicants unable to fulfill one or more of these requirements.

While performing the duties of this job; the employee is regularly required to communicate in person and by telephone, read regular and small print, view and produce written and electronic documents and enter data on a computer keyboard with repetitive keystrokes. The employee must be mobile in an office setting, stand, sit, stoop and kneel, use hands to finger, handle, or feel and reach with hands and arms. The employee must lift or push/pull objects of up to 20 lbs. without assistance. Accommodation will be made, as needed, for office employees required to lift or move objects that exceed this weight.

WORKING ENVIRONMENT

The typical work environment of this job is typically a business office setting where the noise level is quiet and sometimes moderate. The employee must also regularly travel to other locations in the course of job duties.

Job Description Approved: _____

Job Description Revised: _____