



KORN FERRY

Confidential



Candidate Selection Meeting

For the Position of
County Administrator / Controller

March 13, 2021



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Attachments:

- ***Round 1 Suggested Interview Questions***
- ***Timeline***
- ***Agenda***

Kent County, Michigan

County Administrator/Controller

Position Specification

February 2021





Position Specification

Role Specifics	
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



- Cultural intelligence

Year One Critical Success Factors

- Establish strong working relationships with the Commissioners, staff, and all other key stakeholders within the County.
- Execute a seamless leadership transition.
- Work closely with Commissioners and key stakeholders to develop sustainable long-term strategic plan and vision for Kent County.
- Develop credibility within the community as evidenced by strong regional relationships – through partnerships, thoughtful convening, and community development activities.

Education

- Bachelor's degree from an accredited institution in Public Administration, Business Administration, or a related field
- Master's degree strongly preferred

Korn Ferry Contacts

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Confidential Candidate Report on

Candidate 1

For the Position of

Kent County

Administrator / Controller

April 2021



EDUCATION

2013	North Central University; San Diego, CA Ph.D., Business Administration, Organizational Leadership <i>To be verified</i>
2007	Massachusetts Institute of Technology; Cambridge, MA M.S., Management <i>To be verified</i>
2002	Naval War College; Newport, RI M.A., National Security and Strategic Studies <i>To be verified</i>
1997	The Pennsylvania State University; University Park, PA M.B.A. <i>To be verified</i>
1988	U.S. Coast Guard Academy; New London, CT B.S., Marine Engineering <i>To be verified</i>



PROFESSIONAL AFFILIATIONS/CERTIFICATIONS

Additional Education / Certifications

- Certified Government Financial Manager (CGFM) by Association of Government Accountants (AGA)
- Cleared for Top Secret (TS) information and granted access to Sensitive Compartmented Information (SCI) based on a Single Scope Background Investigation completed by OPM in November 2016.

Professional Organizations

- Association of Government Accountants (AGA)
- American Society of Military Comptrollers (ASMC)
- American Legion
- Veterans of Foreign Wars (VFW)
- Coast Guard Combat Veterans Association (CGCVA)
- U.S Naval Institute
- Surface Navy Association
- MIT Alumni Association
- Penn State Alumni Association
- Military Officers Association of America (MOAA)
- U.S. Coast Guard Academy Alumni Association

Community Involvement and Additional Experiences

- Kent Hospital Finance Authority Kent County, Michigan Commissioner January 2021 - present
- Thompson Schools Foundation Plymouth, Michigan Board of Directors Member August 2019 – present
- Association of Government Accountants Alexandria, Virginia Editorial Board Member – AGA Journal June 2019 – present
- Multi-State Regional Representative to National Governing Board June 2019 – July 2020
- Grand Rapids Area Chamber of Commerce Grand Rapids, Michigan Budget and Finance Committee Member January 2019 - present
- Opera Grand Rapids Grand Rapids, Michigan Board of Directors Member April 2019 – present
- Grand Rapids Symphony Grand Rapids, Michigan Board of Directors Member April 2019 – present
- Rotary Club of Grand Rapids Grand Rapids, Michigan Member October 2018 - present



- Association of Government Accountants (AGA) Grand Rapids, Michigan West Michigan Chapter - Board Secretary August 2018 – present
- National Council of Chapters Member American Society of Military Comptrollers Battle Creek, Michigan
- Southwest Michigan Chapter – Board Secretary July 2018 – present American Society of Military Comptrollers Editorial Board Alexandria, Virginia Editorial Board Member May 2016-April 2018
- Reviewed submissions for publication in Armed Forces Comptroller, premier journal of its type and profession
- Prince William Sound Science Center Cordova, Alaska
- Board of Directors Member, Oil Spill Recovery Institute March 2012 – June 2014
- Provided financial guidance and general oversight for grant distributions for scientific research and experimentation
- Howard Community College – Business Department Columbia, Maryland
- Adjunct Faculty, Associate Professor August 2000 – December 2000
- Taught two college-level mathematics classes, received favorable student evaluations, invited to teach subsequent semesters

Selected Awards

- DHS Component Acquisition Executive Office of the Year, DHS Management Directorate Awards, July 2017
- Military Decorations: 2 Legions of Merit, 7 Meritorious Service Medals, 4 Coast Guard Commendation Medals, Joint Service Achievement Medal, Coast Guard Achievement Medal, Commandant's Letter of Commendation, Armed Forces Expeditionary Medal, Coast Guard Arctic Service Medal, and multiple other campaign and service awards throughout Coast Guard service

Selected Publications

- Feature article: “The Coast Guard Belongs with DOD.” Published in U.S. Naval Institute *Proceedings*, Volume 135, Edition 9, September 2019.
- Letter to the Editor: “All Left at Sea.” Published in *The Economist*, February 21, 2015
- Peer reviewed scholarly journal article: “Exploring U.S. Coast Guard Organizational Preparedness Through Chaos and Complexity Theory.” Published in *Emergence: Complexity and Organization*, Volume 16, Edition 4, December 2014
- MIT Master’s Thesis: “The Response to Hurricane Katrina: A Study of the Coast Guard’s Culture, Organizational Design & Leadership in Crisis”, 2007
- Book: *We Are Smarter Than Me: How to Unleash the Power of Crowds in Your Business*. Contributing author. Published by Wharton School Publishing, 2008
- Article: "Comment and Discussion on Solve Tomorrow's Problems Today and Break out or Fail." Published in U.S. Naval Institute *Proceedings*, May 2017.



- Article: "Remembering the 5-inch/38." In Contact. Published in U.S. Naval Institute Naval History, December 2013.
- Dissertation: "Exploring U.S. Coast Guard Organizational Preparedness Through Chaos and Complexity Theory: A Case Study." 2012.
- Article: "Comment and Discussion on What They Don't Teach You in Command." Published in U.S. Naval Institute Proceedings, 2010.
- Article: "National Security Depends on Deepwater." Published in U.S. Naval Institute Proceedings, November 2001.



CAREER DETAILS

2018 to Present
University in Michigan

Vice President for Finance and Administration/Chief Financial Officer & Treasurer, Board of Trustees

- Chief financial strategist for the University, providing the financial expertise and leadership to closely align strategic objectives in pursuit of the vision of the Board of Trustees, the President, and Cabinet Officers through strategic deployment of resources
- Lead a full-time staff of 490, provide leadership and counsel in strategic, tactical and operational resource allocation, financial accountability, strategic management & planning, administrative services and budget execution
- Provide executive leadership in setting long-term financial and capital investment strategies and short-term fiscal policy for the University and leads the creation of appropriate tools to prepare complete financial analyses to support data driven decision-making through collaboration with President and Senior Leadership Team
- Direct the overall financial management of all campus activities including all auxiliary services. Directs annual development of the operating and capital budgets, prioritized investment decisions and ensured financial stability
- Lead financial strategy and developed creative amortization schedule for \$48 million bond issuance to support strategic initiatives and enrollment development in expanding health sciences programs
- Collaborate with city officials, real estate developers, and mass transit organization to partner on a variety of creative initiatives to support University strategic plans blending and connecting urban and rural campuses and satellite centers
- Directing tightening of internal control architecture, internal audit had no recommendations for improvement
- Led oversubscribed \$48 Million bond offering, presentations earned S&P A+ and Moody's A1 ratings
- Supervise Athletic Director and intercollegiate athletics. Athletic department has 20 different teams. Most successful Division II program in the US, won Director's Cup for All Sports winning percentage 13 of the last 15 years.
- Provide strategic direction for facilities maintenance, strategic initiatives and facilities planning to support 140 buildings covering 6 million sq ft on 1,460 acres on multiple campuses and satellite locations, both rural and urban
- Oversee and direct Human Resources enterprise to support 3,500 faculty and staff. University's medical plan and healthy lifestyle campus won Best in Michigan award for large organizations, profit and non-profit. Diversity champion, increased efforts at retention, instituted internal pay equity study, corrected identified issues.
- Provide direct oversight and supervision of Campus Police Department, seeking accreditation, and all contingency preparedness preparations
- Treasurer for the University Foundation and a \$140 million endowment
- President of the Research Corporation and University Properties Incorporated
- Director of University Virus Action Team – lead university-wide response to COVID19



including strategy and tactics for testing, tracking, tracing, technology, isolation, and quarantine efforts, frequent positive media interaction

1988 to 2018
U.S. Coast Guard

2016 to 2018
Chief of Staff
Portsmouth, VA

- Led a diverse, high-performing senior headquarters staff of 150 people, directing operations of a \$350 million enterprise with six remote satellite locations with over 3,000 people across six states and Washington, DC
- Aligned human capital, facilities planning and recapitalization efforts, and mission resources to strategic imperatives and made adjustments after analysis of financial reports and performance metrics to optimize mission execution
- Senior human resource decision maker, final authority as hiring official, performance awards, bonuses and recognition, senior management representative for local bargaining unit/union negotiations
- Directed information technology management staff and efforts across complex, geographically dispersed organization to include strategic imperatives in cyber, information security, and hardware recapitalization efforts
- Collaboratively developed and implemented a centralized shared services administrative support functionality for purchasing, financial accounting, property management and accountability, leveraged scale and reduced the administrative burden on autonomous organizations, improved mission delivery, audit readiness and compliance

2014 to 2016
Executive Budget Director
Washington, DC

- Strategic advisor to CEO, translated organizational strategy into discrete budget deliverables, developed budget strategy and led annual formulation of a complex \$11B budget, which included 11 separate business lines operating on five continents, 47,000 people and 11 separate revenue streams/funding sources including grants
- Comprehensive financial management, budget formulation, and execution knowledge of extensive, complex budget including grants program administration across multiple budgetary systems, forecasting tools and models
- Led transparent budgeting practices and new business processes while supporting CEO priorities, identified and mitigated organizational risk through effective communications of complex information to senior leadership
- Led development of short term (1-5 year) annual operating budgets and long term (5-20 year) facilities and capital investment plans to support and sustain strategic organizational direction through data-driven decision making
- Lead organizational advocate with external and internal oversight boards including DHS, OMB, and Congress, tremendous awareness of the external operating and political environment, flexible and agile in uncertain external environment, seized opportunities to



improve organizational budget position, politically savvy

- Seized opportunity within ambiguity and uncertainty in political process, balanced risk with funding reality and maintained compliance with applicable laws, regulations, and policies
- Led negotiations with Congressional Appropriations Committee, Department of Homeland Security Budget Office and White House Office of Management and Budget, resulting in agency's highest ever annual appropriation, nearly doubling capital investments and 10% overall growth through excellent interpersonal and communications skills
- Led diverse staff of 34 people across entire service's budget preparation, submission, and oversight defense continuum to include program review, formulation, legislative and regulatory review, performance goals and metrics, extensive use of eRP software, entire office awarded the DHS Component Acquisition Executive Office of the Year

2012 to 2014

Chief Operating Officer, Alaska Region

Juneau, AK

- Led strategic direction of all personnel, aircraft, ships and small boat operations throughout remote Alaskan waters including 3.8 million square miles of ocean, 33,000 miles of shoreline with three disputed international boundaries in an unforgiving environment
- Personally led extensive partnerships across state and local governments, tribal governments and international agencies and militaries to accomplish mutually supporting mission execution in vast operating area
- Developed implementation plan, strategy, tactical deployment plan, logistics and scheme of maneuver and risk mitigation for first-ever sustained Coast Guard presence in the Arctic – completed mission 10% under budget
- Entrepreneurial spirit, flexibility and resilience demonstrated in build up to Arctic effort while identifying logistical support options in remote locations above the Arctic Circle
- Supervised and led a diverse staff of over 50 people and managed a \$4 million annual budget to optimize operational support and staff training/development

2011 to 2012

Director of Law Enforcement Operations, Alaska Region

Juneau, AK

- Led all maritime law enforcement and security operations planning and mission execution for aircraft and ships in region, including extensive partnering with international agencies and militaries from six different Pacific Nations
- Led international law enforcement committees in multi-national policy forums & complex international negotiations
- North Pacific Fisheries Management Council Member, focused on maintaining health of world's only sustainable fishery valued at \$4B through collaborative public policy process involving government, industry, trade associations, consumers, and individual fishermen

2009 to 2011

Commanding Officer, USCG's Chase & Sherman

San Diego, CA



- Led crew of 175, conducting law enforcement and national defense missions throughout the Pacific Ocean
- Directed law enforcement and security programs, managed 24-hour dining facility, oversaw retail operation, and sports team management and administration; reviewed all financial and accounting reports for compliance

2007 to 2009

Deputy Director of Planning and Performance Washington, DC

- Key CFO Staff member, directed internal management functions, organizational analysis and CFO policy development to implement CEO's visionary reorganization and change management effort
- Creative and innovative change leadership agent. Led cross-functional team that developed new CFO organizational structure to support enterprise strategy implementation. Identified personnel savings of over \$1 million in optimized organizational structure.
- Visionary changes in organizational structure were instrumental in earning clean CFO Act audit, first military service to achieve unqualified audit opinion

Additional U.S. Coast Guard Experience

- Command of three additional Coast Guard ships; law enforcement and security operations, retail operations, physical plant oversight and management, athletic team administration and athletic league compliance oversight
- Human Resources Administration and Development, including staffing, placement, talent acquisition, professional development, hiring, and quality control of evaluations
- Financial Management Positions across spectrum of accounting, regulatory compliance, financial reporting & performance metrics.

This report has been prepared for the exclusive use of **Kent County** in conjunction with a search for an **Administrator**. It is recommended that circulation be limited to designated executives concerned with the candidate selection process. The information contained herein has been voluntarily provided by **Candidate 1** and is subject to verification by Korn Ferry.



Confidential Candidate Report on

Candidate 2

For the Position of

Kent County

Administrator / Controller

April 2021



EDUCATION

1992	Oakland University Masters, Public Administration <i>To be verified</i>
1987	Ferris State University Bachelors, Criminal Justice <i>To be verified</i>



PROFESSIONAL AFFILIATIONS/CERTIFICATIONS

Additional Education

- ICMA Credentialed City Manager 2004-2017
- Gettysburg Leadership Institute 2012
- Harvard Kennedy School of Government (KSG) Senior Executive in State and Local Government 2007

Professional Organizations

- International City Manager's Association (ICMA)
- Michigan Municipal Executives (Formally Michigan Local Government Management Association.) Professional Development Committee Chair and President 2014
- Oakland County City Managers Association
- Chairman of MML Municipal Services Committee
- Chairman of MML Public Safety Committee
- Leadership Steering Committee and Founding member Mayor's Automotive Committee Member (MAC)
- Genesee County Managers Association
- Michigan Planning Association
- Michigan Downtown Financing Association
- Michigan Municipal Financial Officers Association
- Auburn Hills Boys & Girls Club Board of Directors, President 1991
- Leadership Oakland Board of Directors
- Auburn Hills Optimist Club, Auburn Hills Rotary Club, Novi Rotary Club
- Auburn Hills Chamber of Commerce Board



CAREER DETAILS

2014 to Present City in Michigan

City Manager

- Chief Executive who is responsible for day-to-day operations for full-service city of sixty-five thousand residents. One Hundred seventy full time employees with five unions and additional two hundred fifty part-time employees covering thirty-three square miles.
- Fostered stronger ethnic and cultural relationships, supporting increased diversity within the City through establishment of solid relationships with local, regional, state, and foreign entities.
- Have been recognized as the best city in Michigan to raise a family in top 20 in the United States.
- Focused on economic development in which team was able to achieve over \$1.2 billion dollars in new taxable value in the last six years.
- Just recognized as the second-best city in the United State for innovative companies to locate.
- Reorganized a bureaucratic systems and processes into a speed to market mentality.
- Directed complete overhaul of the City's budget process, including revised reconciliation procedures and more efficient pooling of cash investments culminating into and upgrade to a AAA Bond Rating.
- Changing the internal culture and the external reputation of being difficult to deal with and very bureaucratic processes to one that embodies more of an entrepreneurial culture.
- This diverse city has more Japanese citizens residing in it that any other city in the Midwest. The city also hosts many ethnic and cultural events that help our diversity bring us together in a better understanding.
- The City's Police Department has received national accreditation through the Commission on Accreditation for Law Enforcement Agencies (CALEA) and State accreditation through the Michigan Association of Chiefs of Police, the only community to receive both accomplishments in the same year and one of only three organizations in the State of Michigan to hold both accreditations.
- The City's Parks, Recreation, and Older Adult Services were accredited with national recognition by the Commission for Accreditation of Parks and Recreation Agencies (CAPRA). The city became only one of four agencies in the State of Michigan and one of one hundred and fifty-five in the nation to reach this honor.
- Daily treasury reconciliation procedures were revamped and simplified to reduce time in both departments for general ledger reconciliation. All cash and investments were pooled resulting in only 4 bank accounts for the entire city and utilizing 6 brokers who assist with the \$140 million of non-pension investments. Pooling of the investments has increased overall return by more than \$700,000 annually citywide.
- The City worked with a software developer to create an electronic, online CIP program for tracking of our 6-year capital plan – this program is used as part of the budget process and replaces bulky binders of handouts annually and allows the general public to find projects online.
- Brought Cable development in house from a three-community consortium. The City was



able to upgrade technology and talent increasing video and social media footprints in both quality and quantity. The division won an Emmy in its first year of producing.

2008 to 2014
City of Auburn Hills
Auburn Hills, MI

City Manager

- Managed third largest manufacturing city in the State of Michigan by restructuring organizational operations and saving the community over \$18 million in a four-year time frame.
- Facilitated the upgrade of the city's Bond Rating by two levels and promoted business expansion within the city that created 13,000 new jobs.
- Participated in the United States Department of Commerce (under President Obama) first foreign Trade mission to France and Belgium focusing on direct foreign investment (DFI).
- Improved relations between many regional organizations and educational institutions, testified in front of State Legislative committees regarding various local government issues.
- We led the state of Michigan in companies creating jobs per capita and housed companies from over 30 countries.
- Created "radical hospitality" in our Community Development Department which fostered the average site plan approval for new construction was 35 days.
- Recognized by Forbes Magazine as the community with the most Fortune 500 Companies in Michigan.
- Founding member of National Mayors Automotive Coalition (MAC) allowing communities representation during the bankruptcy turmoil of the American Automotive industry.
- Refocus technically sound independent Department Heads into a team-operating environment to bring more public value.
- Implemented an aggressive business retention and recruitment effort that has office space at region's lowest vacancy (under 4% compared to region occupancy rate of 18.7%)
- Fellowship recipient to attend the Transatlantic Dialogue in Essen, Germany to speak and interact on issues of Economic Development and the differences between Economic Development in the European Union versus the United States.
- Crain's Southeast Michigan CFO of the Year Finalist 2010 (only non-CFO) and speaker for Governing Magazine in New York to discuss how to develop sustainable communities.
- Was active Member in fourteen different organizations that brought value to the community.

2001 to 2007
City of Davison
Davison, MI



City Manager

- Responsible for daily operations focusing on reorganizing of the city into more team-oriented environment. Also served as Human Resource Director.
- Lead negotiator for Franchise Agreement for regional cable franchise agreement with Charter Communications.
- Genesee County 911 Consortium representative, and Emergency Management Coordinator for the City.
- Direct oversight of water treatment plant improvement project, being awarded Best Water Department and Best Well Head Protection Program by the State of Michigan. City has won multiple Best Tasting Water in Michigan. Served as member of the Sewer/Water Advisory Board for the Genesee County Drain Commissioner
- Chairman of M-15 Heritage Route Committee. Elected by community leaders of the communities along the 84-miles of M-15 (from Clarkston to Bay City) to be the liaison between local communities, Federal and State Departments for this linier community.
- Assisted with better forecasting of planning operations for the city's downtown and recreation plans through the capture of state and federal funding. Responsible for almost twelve million
- Chairman of Davison/Richfield Fire Authority. Elected by community leaders of three communities to oversee fire operations for seventy-two square miles.
- Member Genesee County Technical Advisory Committee (TAC) for Metropolitan Alliance (Regional MPO).
- Legislative Director to the MML
- Emergency Management Coordinator

1997 to 2001 Village of Ortonville Brandon, MI

Village Manager

Oversee day-to-day operations of a municipality, which includes but is not limited to:

- Chief Financial Officer
- Personnel Director
- Grants Administrator
- Executive in charge of leading the Downtown Development Authority
- Ex-officio member to all Village Committees, including Planning Commission & ZBA
- Village's top code enforcement official
- Public Relations

1993 to 2000



**Oakland Community College
Oakland County, MI**

Adjunct Faculty

Instructed college level Criminal Justice Classes. Responsible for text selection, course development and class instruction.

**1996 to 1997
MCCA**

Executive Director

Responsible for day-to-day operations of 501c3 professional association representing carpenter contractors in southeastern Michigan.

- Negotiated contract with the Carpenters Union.
- Grew organization by 50% in 6 months.
- Established Associate Membership
- Developed Marketing plan
- Started Information System Strategy

**1994 to 1996
Advantage Research Group, Inc.**

Executive Director

Started consulting, research and investigate firm from incubation process to operational efficiency. Responsible for day-to-day operations, marketing, and program development.

**1992 to 1994
Phoenix Group International, Inc.**

Vice President of Sales and Operations

Responsible for office operations expansion of clientele for consulting firm.

**1987 to 1992
City of Auburn Hills
Auburn Hills, MI**

Police Officer

Some accomplishments while performing police functions for this community.

- Started DARE Program for Avondale School System, which served residents in five cities.



- Lead department in Felony Arrest
- Lead department in Drug Forfeitures
- MADD Life Saver Award Recipient
- Developed AHPOA to work on Community Projects.

1980 to 1983

US Army Military Police Corps

Non-Commissioned Officer

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Candidate 3

For the Position of

Kent County

Administrator / Controller

April 2021



EDUCATION

2019	Walden University; Minneapolis, MN Ph.D., Public Health/Epidemiology <i>To be verified</i>
2004	Grand Valley State University; Allendale, MI Master of Public Administration <i>To be verified</i>
1998	Ferris State University; Big Rapids, MI B.S., Industrial and Environmental Health Management <i>To be verified</i>



PROFESSIONAL AFFILIATIONS/CERTIFICATIONS

Professional Organizations

- Kent County Family and Children's Coordinating Council, Chair: 2017 – Present, member since 2013
- Kent County Population Health Consortium, Co-founder and member: 2015 – Present
- Kent County Behavioral Health Crisis System Consensus Workgroup, Chair: 2019 – Present
- Kent County Performance Management Review Team, Member: 2014 – Present
- Spectrum Health Grand Rapids Community Board, Member: 2020 - Present
- National Environmental Health Association, President: 2017/18, board member: 2010 – 2019
- Network180 Executive Director Search Committee, Chair: 2018 – 2019
- Kent County Lead Task Force and Lead Action Team, 2017 – Present
- Michigan Community Dental Clinics, Board of Directors: 2015 – 2017
- Spectrum Health: Healthier Communities Advisory Committee: 2013 – Present
- Grand Valley State University – Guidance Committee for the Vice Provost of Health, Board Member: 2013 – Present

Awards, Recognition, Achievements

- Grand Rapids Urban League's Paul I. Phillips Presidential Legacy Award (2021)
- Grand Rapids Business Journal Newsmaker of the Year (2020)
- Grand Rapids 200: The Most Powerful Business Leaders in West Michigan (2020)
- Kent County Board of Commissioners Chairman's Award for Excellence (2019)
- Grand Valley State University School of Public and Non-profit Administration Distinguished Alum of the Year Award (2014)
- Samuel Stephenson Michigan Sanitarian of the Year (2011)
- Leadership West Michigan graduate (2011)



CAREER DETAILS

2010 to Present

County Health Department

2013 to Present

Chief Health Officer (top Health position at the county level)

2010 to 2013

Senior Executive position at county level in Michigan

Executive director of the county health department with approximately 275 employees and a \$33 million budget. Responsible for overall leadership of essential public health services, including:

- Leading the department's successful effort to achieve national accreditation through the Public Health Accreditation Board in 2014 and 2020
- Co-founding the County's Population Health Consortium in partnership with healthcare systems and other community partners
- Facilitating the development of new dental clinics for Medicaid eligible and lower income residents
- Acting as Incident Commander during public health emergencies such as: the COVID-19 pandemic, the historic flooding of a local river in the county in 2013, E. coli contamination event in a city within the county during the summer of 2013, the Ebola Readiness and Response Initiative of 2014, and the PFAS public health response beginning in 2017
- Establishing policies for Cultural Competency, Quality Improvement/Performance Management, Workforce Development, and Academic Public Health Department

2015 to Present

Grand Valley State University

Allendale, MI

Adjunct/Guest Faculty

Teach multiple courses in the fields of Public Administration and Public Health for undergraduate and graduate students.

2018 to Present

Michigan State University

East Lansing, MI

Adjunct/Guest Faculty

Teach multiple courses in the fields of Public Administration and Public Health for undergraduate and graduate students.



2018 to Present
University of Michigan
Ann Arbor, MI

Adjunct/Guest Faculty

Teach multiple courses in the fields of Public Administration and Public Health for undergraduate and graduate students.

2013 to 2015
University of Phoenix

Adjunct/Guest Faculty

Teach multiple courses in the fields of Public Administration and Public Health for undergraduate and graduate students.

This report has been prepared for the exclusive use of **Kent County** in conjunction with a search for an **Administrator**. It is recommended that circulation be limited to designated executives concerned with the candidate selection process. The information contained herein has been voluntarily provided by **Candidate 3** and is subject to verification by Korn Ferry.



Confidential Candidate Report on

Candidate 4

For the Position of

Kent County

Administrator / Controller

April 2021



EDUCATION

	Aquinas College B.S., Business Administration <i>To be verified</i>
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PROFESSIONAL AFFILIATIONS/CERTIFICATIONS

Professional Organizations and Involvement

- Grand Rapids Symphony Board Member and current Donor Development Chair
- Grand Rapids Chamber of Commerce Governance Committee Member
- Aquinas College – board member and member of various committees
- Broadway Grand Rapids Board Member
- Adoptive Family Support Network Board Member

Community and Professional Achievements

- Co-Chair West MI Inclusion/Diversity Council for seven Business Resource Groups: African American, Asian/Pacific Islander, Hispanic, LGTBQ, Military, Women's, Young Professionals (in total over 300 members)
- Co-Chair Retail Women in Leadership for eight high potential leaders with half being diverse leaders.
- Junior Achievement Advisor for fifteen years
- Numerous Bank Leadership & Performance Awards



CAREER DETAILS

2012 to 2021

Large Retail Bank

Retail Head

- Sales Leadership – top performing Retail Leader leading teams in West Michigan (600 employees & 92 branches), East Michigan, Indiana and Northern Ohio. Consistent leader in revenue growth (balance sheet, deposits of \$7.2 billion, loans of \$1.2 billion) and new households with singular focus on the customer including over 228,000 households. Grew deposits in 2020 by over \$1 billion and loan volume over \$300 million for 2019 & 2020. Best customer experience scores for Western MI in 2020 along with lowest turnover in the Bancorp and industry.
- Talent Development – Mentored and developed multiple former direct reports for promotion into my previous roles of Bancorp Director of Operations, Bancorp Director of Credit, Market and Group Retail Executive. I personally mentor over twenty high potential diverse and female employees and will continue per their request. Led and transformed the West Michigan Retail Women in Leadership Group. Co-chair of the West Michigan Inclusion/Diversity Council and grew membership by 35%.
- Collaboration & Engagement – Consistently delivered record Gallup Survey (Employee Engagement) results in all roles. Upon return to West Michigan took inherited scores from lowest in Bancorp to Top Quartile. This was accomplished through an inclusive leadership style that allowed me to be able to earn the trust of teammates and business partners.

1996 to 2012

Bancorp

2009 to 2012

Director of Central Operations

- Led Bancorp support functions for Customer Contact Center, Wholesale Bank, Consumer Bank, Check Services and Strategic Optimization.
- Responsible for accurate and timely processing of deposit, loan, lease, and debit/credit accounts as well as providing exceptional Call Center support for the Consumer & Commercial customers. Responsible for accurate and timely processing of millions of checks and lockbox payments.
- Supported Customer Contact Center services to nearly six million customers. Improved customer experience scores each year. Implemented customer interaction management routing which included phone, email, and chat. Implemented Service to Solutions.
- Achieved 99.9% item processing efficiency with by implementing imaging process replacing manual keying at several Bancorp locations.
- Achieved Top 5 JD Power Mortgage Servicing Ranking. An increase of 15 spots.
- Led the development of the first formal strategic plan and tactical goals and strategic planning systems.
- Created the Strategic Optimization team to identify process improvement training



programs, expand our off-shore capabilities (up to 800 employees off-shore), created “Top 10 Customer Service Issues” reporting for prioritization. Also created Innovation Station for employees to submit improvement ideas.

- Achieved expense and FTE plans each year with Gap Closer Strategies and execution.

2006 to 2009

Director of Credit

- Led two Bancorp Consumer Credit Centers, Business Loan Centers and Vista Title Company.
- Primary focus around Auto (Direct/Indirect), RV, Marine, Home Equity, Mortgage Refinance, Unsecured Term, Line of Credit, Credit Card and Small Business requests.
- Developed and implemented strategies, which resulted in effective consumer and business lending consistent with Bancorp policies, guidelines, and standards.
- Optimized sixteen Market Loan Centers to four Regional Centers and ultimately down to two in Cincinnati and Grand Rapids. Achieved expense plan each year leveraging both on-shore and off-shore resources and with Gap Closer Strategies and Execution.
- Reduced credit exceptions from 20% at Market Loan centers to 5% with four Regional Centers and ultimately under 1% with the two Regional Centers.
- Drastically reduced credit decision turn times for Indirect Auto from 30 minutes to 10 minutes, credit cards to 90% instant automated decisions. Home Equity contingent decisions to 24 hours and closure in less than 35 days. Cross-trained underwriters to be able to transition immediately where needed.
- Created vendor standardization to improve cycle time and reduce expense.

1996 to 2006

Consumer Sales & Training, Marketing Manager

1983 to 1996

National Bank of Detroit (Chase)

Detroit Michigan

Consumer Loan Manager, Supervisor and Assistant Brand Manager

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Confidential Candidate Report on

Candidate 5

For the Position of

Kent County

Administrator / Controller

April 2021



EDUCATION

1988	University of Delaware Bachelors, Chemical Engineering (University Honors Program, Tau Beta Phi Engineering Honor Society) <i>To be verified</i>
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PROFESSIONAL AFFILIATIONS/CERTIFICATIONS

Certifications

- Six Sigma Green Belt Certified



CAREER DETAILS

2014 to 2020

Grand Rapids Area Manufacturing Company

A 240-employee manufacturing and distribution company specializing in surface finishing products, industrial commodities and pool treatment chemicals, as well as a rapidly growing contract manufacturing segment. Approximately \$200 million in sales

Vice President & Chief Operations Officer

Responsible for directing all aspects of operations including five manufacturing facilities, EHS, engineering, maintenance, quality, inventory/scheduling and customer service. Primary objective is to effectively lead improvement in the company safety and environmental culture and performance, while simultaneously driving quality, productivity and growth improvement.

- Instilled process fundamentals into all operational activities. Defined processes and documentation to support training, auditing, incident investigation and continuous improvement.
- Reduced recordable injuries (13 per year to 4 per year) and other significant incidents by introducing root cause analysis techniques and action item follow up.
- Implemented an incentivized scorecard program to drive visibility of KPI's and execution of improvements across all facilities.
- Implemented organizational changes to support significant improvement in process engineering, capital project execution and in implementation of key Process Safety Management elements.
- Implemented labor productivity metrics as part of departmental scorecard program that resulted in first year improvement of 7.5% in labor productivity and continued improvement thereafter.
- Led cross-functional teams that improved returnable container fleet management, product quality, on-time shipment and inventory control.
- Developed sales profitability metrics and segmentation tools to drive increase in net income.
- Developed and implemented sales forecasting and on-time delivery metrics and processes.
- Key member of acquisition and integration team for two acquisitions.

2007 to 2013

H.B. Fuller, Inc.

Grand Rapids, MI

A 56-employee reactive adhesives manufacturing site of a \$2 billion global manufacturer of specialty adhesives and sealants.

Plant Manager

Responsible for managing all aspects of plant operations. This PSM facility manufactures reactive adhesives, demanding high attention to detail to meet safety, environmental, quality



and productivity goals.

- Reduced recordable injuries from four per year to one per year using hazard identification programs, action item follow up and visible prioritization of safety over productivity.
- Increased production volume 100% through organic and acquisition growth.
- Leader of the Reactives Integration Team following acquisition of a large competitor.
- Reorganized facility to support growth and improve line management accountability.
- Implemented visual management boards to improve communication and schedule attainment.
- Led capital project to install three new reactor systems and related utilities to support growth.
- Increased employee engagement through implementation of process improvement teams.

1996 to 2007

Honeywell International, Inc. Muskegon, MI

A 120-employee high-purity chemical manufacturing site of a \$24 billion global manufacturer of chemicals, controls, aerospace and automotive products.

2004 to 2007

Operations Manager

Responsible for managing the chemical manufacturing, packaging and warehouse/shipping departments. Responsible for seven direct reports and a total of 60 employees. Line-management responsibility for safety/compliance, production, quality, process engineering and cost management in a site producing over \$35 million in revenue. Key member of Site Leadership Team.

- Led implementation of Toyota Production System in Operations areas.
- Led reorganization in department to increase productivity and organizational effectiveness.
- Created and implemented capacity model to predict impact of sales growth and product mix changes for a plant producing over 700 end products.
- Implemented metrics to drive productivity improvements in production, packaging areas.
- Reduced absenteeism by 18% by creating tracking system and consistently enforcing policy.

1998 to 2004

Site Services Manager

Responsible for managing the engineering, maintenance, and health, safety & environmental organizations in a high-growth business. Responsible for six direct management reports and a total of 15 employees. Managed capital budget of \$5MM. Key member of Site Leadership Team.



- Led \$1.3MM project to upgrade 10 distillation systems to meet current ASME code for flammable solvent processing vessels, on schedule and under budget. Saved \$700k versus original scope by championing the proper interpretation of state OSHA regulations to upper management.
- Key member of site Growth & Optimization team. Provided leadership in the Six Sigma/Lean analysis of plant-wide manufacturing processes, identified capacity and productivity constraints and actions required to meet 36-month sales growth plan. Obtained approval for \$5MM in capital improvements as a result of team's work.
- Negotiated agreement between local Fire Marshal, Building Inspection Department and insurance carrier to allow continued production of important product line worth \$1.6MM in annual sales.
- Led capital project to install \$810k clean room for packaging flammable solvents for electronic microchip industry. Included conceptual design, scope development, detailed design and execution.
- Established and led site Six-Sigma Steering Team, managing the deployment of personnel on process improvement teams and coordinating site business, safety and quality metrics. Created sub-teams to resolve customer complaints and internal product rejections, and track corrective actions.
- Managed upgrades to the site's PSM standards compliance program, including generation of P&ID's and improving the quality of written standard operating procedures. Established equipment lockout procedures, Mechanical Integrity, Management of Change and Pre-Startup Safety Review systems.
- Actively involved in implementation of SAP software for entire business. SAP "Superuser" on Project Systems and Plant Maintenance modules.

1996 to 1998

Facility Engineering Manager

Responsible for managing the engineering and maintenance organizations. Responsible for two direct reports and a total of 11 employees. Managed site capital budget.

- Implemented improvements to site capital project system to provide faster execution and more effective closeout of projects. Established PSM compliant management of change procedures. Established service standards for valves, gaskets, and pipe.

1988 to 1996

E. I. Du Pont De Nemours, Inc. Montague, MI / Deepwater, NJ

A \$40-billion global manufacturer of chemicals, fibers, polymers and petroleum products.

1995 to 1996

Production Area Manager Montague, MI

Manage production and maintenance organizations for continuous CFC manufacturing unit.



Responsible for eight direct reports and a total of 37 employees. Direct plant de-commissioning activities over an eight-month period including decontamination, partial dismantlement and disposal of hazardous waste.

- Started-up, operated and shutdown Freon® 11/12 production campaign, including management of company's CFC inventory to ensure compliance with international regulations. Led design, implementation and start up of Freon® 22 reclamation process. Re-structured organization to address shutdown needs and activities.

1991 to 1995
Quality & Engineering Manager
Montague, MI

1989 to 1991
Production Shift Supervisor
Montague, MI

1988 to 1989
Engineer
Deepwater, NJ

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Confidential Candidate Report on

Candidate 6

For the Position of

Kent County

Administrator / Controller

April 2021



EDUCATION

	Western Michigan University; Kalamazoo, MI M.B.A., Finance <i>To be verified</i>
	Indiana University; Bloomington, IN B.S., Public Policy and Administration <i>To be verified</i>



PROFESSIONAL AFFILIATIONS/CERTIFICATIONS

- **Former Chairman**, Wastewater Board of Ontwa Township
- **Member**, AIM Committee of MI-WEA
- **Member**, Michigan Infrastructure Council Asset Management Champions Advisory Group



CAREER DETAILS

2011 to Present
Innovatrack LLC.
Wayland, MI

President, Executive Director / Senior Consultant

Founded consulting company providing asset management, operations and supply chain solutions to the public sector (cities, villages, townships, associations, Counties, and regional planning councils/commissions) and to private sector companies. Partner with civil engineering and technology consulting firms. Research and propose stormwater, sanitary, water, road and other asset class programs and capital improvement plan (CIPs) to improve capital infrastructure in the State of Michigan. Conduct extensive business development, foster and cultivate key relationships with municipal and regional planning agencies and software technology companies. Attend industry related conferences and events, accept invitations for various speaking engagements.

- Championed assessment, evaluation, and implementation of the Storm Water, Asset Management and Wastewater (SAW) program in Michigan's aging infrastructure to provide long term asset management programs for capital asset system maintenance, funding, reporting and investment.
- Collaborated with the Southwest Michigan Planning Commission (SWMPC) to deliver Communitywide Asset Management Programs (CAMP) program template, scope: 20-year plans for the concurrent management, funding and reporting of multiple asset classes to provide a sophisticated operational and technology platform supporting the MIC Asset Management Assessment program.

2016 to 2021
Wightman & Associates, Inc.
Kalamazoo, MI

Infrastructure Program Manager

Directed, administered, and managed \$16.5M in Storm Water, Asset Management and Wastewater (SAW) grants for 26 public clients. Oversaw disbursement, financial analysis, engineering and GIS analysis, client/ vendor relationship management, and project management. Created and architected Communitywide Asset Management Program (CAMP) providing concurrent management of sanitary, storm, water, road and other system assets for clients in Michigan.

- Captured 30% of revenues and 40% of gross profit for the company; directed a team of 12 direct reports.
- Created asset management programs including the specifications for sanitary and stormwater infrastructure and led multi-disciplinary project teams.
- Mentored, coached, and trained clients, peers and stakeholders on the various facets of capital infrastructure management.
- Led financial management of projects, led budgets, engineering and GIS management.



2004 to 2008
Inca Products, LLC
Indianapolis, IN

President & Chief Executive Officer

Managed the launch of this products consulting and services company providing the sourcing, and consolidated distribution services for large, retail chain clients such as 7-Eleven and CVS. Triggered \$3.7M in sales with a 28% increase in the 2007 forecast. Successfully sold the company for 6x industry average, valuation multiple on EBITDA.

2008 to 2018
Midwest Therapy Services LLC
South Bend, IN

Chief Executive Officer

2002 to 2004
Air Road Express
Indianapolis, IN

Lead Acquisition Consultant Interim President and Chief Operating Officer

2000 to 2002
Copera, Inc.
White Plains, NY

President and Chief Operating Officer

1989 to 2000
Mitsui
Dallas, TX

1992 to 2000
Vice President and General Manager, Mitsui Logistics

1989 to 1992
Director, US Market Development, Mitsui Plastics

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Confidential Candidate Report on

Candidate 7

For the Position of

Kent County

Administrator / Controller

April 2021



EDUCATION

	Western Michigan University; Kalamazoo, MI M.P.A. <i>to be verified</i>
	Lake Superior State University B.S., Recreation Management <i>to be verified</i>



PROFESSIONAL AFFILIATIONS/CERTIFICATIONS

Training

- FEMA – Incident Command Systems (ICS-100); National Incident Management System (IS-00700)
- Form Based Codes (1,2,3 Series)
- Open Meetings Act/FIOA/Staff Relations Respect, Responsibility, & Conflict Management

Honors and Awards

- Larry Murry Award of Excellence in Leadership, Innovation, & Collaboration, from Area Agency on Aging of Western Michigan
- Program Leadership Award, Michigan Recreation and Park Association
- Exemplary Project Status, Corporation for National Services
- Certificate of Recognition, Wyoming-Kentwood Area Chamber of Commerce

Community Involvement and Achievements

- Greater Wyoming Community Resource Alliance, Board of Directors
- Michigan Parks and Recreation Association, Public Policy Committee (former Chairperson)
- South Kent Rotary*
- Wyoming Community Foundation*
- UCOM*



CAREER DETAILS

1995 to Present City in Michigan

2008 to Present Director of Community Services

Managing director of the Community Services Department, including the offices of Planning, Community Development, Building Inspections (including rental property inspections, construction permitting, and code enforcement), Facilities, and Parks and Recreation, for a tier one suburban city of 75,000.

Lead a team of 6 supervisors, 30 full time equivalent indirect reports, 50 permanent part-time staff, and up to 33 seasonal and instructional staff at any given time. Oversee annual operating and capital budget responsibilities of \$10 million.

Lead and manage the investment of over \$10 million in park development. \$7 million recently completed with \$1.5 million under development now and an additional \$2 million in the construction document design phase for bid award and groundbreaking in 2021.

Fostering economic development is a key component of current portfolio and currently support developers in obtaining site plan approval, economic incentives, and processing construction permits, resulting in over \$98 million in new construction within our community.

Lead teams in the development and revision of community Consolidated Action Plan, Master Plan (including Land Use), and Parks and Recreation Master Plan (including park specific planning).

1998 to 2008 Director of Parks and Recreation

Responsible for administrative and program policy development, staffing and operations planning, facility marketing and customer relations, maintenance, capital planning and development of a 700-acre urban/suburban park system, senior center (60,000 attendees annually), and 200+ community recreation, leisure, cultural, sport, and after-school programs. Led a team of 32 fulltime, 50 permanent part-time park maintenance, recreation programming, after-school, and office support staff. Met operational demands with an additional 35 seasonal maintenance, 25 health, wellness and leisure instructors, and 150+ volunteers. Average annual budget: \$4.2 million.

1995 to 1998 Director of Senior Services

Responsible for the daily operations, maintenance, direct programming and fund development of the municipally owned Wyoming Senior Center and its affiliated non-profit, Wyoming Senior Fellowship Club, Inc. Led a team of 3 full-time staff, 4 part-time staff, and 90+ volunteers. Managed annual budgets of \$425,000 (WSC), and \$120,000 (WSFC). Annual attendance: 60,000; daily: 200-500.

1992 to 1995 Friendship Center of Emmet County



Petoskey, MI

Director of RSVP for Charlevoix and Emmet Counties

Engaged, advocated, and managed over 200 older adult volunteers supporting 80+ agencies across two counties. Grants management, annual report and newsletter publishing, database maintenance, and fund development.

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Confidential Candidate Report on

Candidate 8

For the Position of

Kent County

Administrator / Controller

April 2021



EDUCATION

2014	The Pennsylvania State University; Middletown, PA M.P.A., Finance <i>To be verified</i>
2007	Michigan State University; East Lansing, MI B.A., Political Theory & Constitutional Democracy <i>To be verified</i>



CAREER DETAILS

2018 to Present City in Michigan

Assistant City Administrator

- Serve as “chief-of-staff” for c-suite operations including Human Resources; Communications; the City Clerk; Safety; Fleet, Facilities, and the Airport; and as the business administrator for the Independent Community Police Oversight Commission.
- Manage the city’s legislative policy agenda, working with City Council, state, and local leaders to achieve favorable changes in state law and regulatory decisions.
- Serve as Interim Human Resources Director starting in April 2018, leading a cultural change process to prepare the department for new leadership and a new organizational direction.
- Worked with managers and the recruiting staff to update the city’s recruiting processes, digitize HR paperwork and record keeping, and served as the chief negotiator on all of the city’s new collective bargaining agreements-all of which have been negotiated within budget targets.
- Helped plan the construction of a 20-megawatt solar power plant on the City’s landfill property, which would offset 100% of the city’s carbon use from electricity.
- Worked with HR staff to launch the City’s Diversity, Equity, and Inclusion program in 2019, which includes the creation of the DEI steering committee, special leadership training sessions, town hall meetings with staff, and the creation of a DEI curriculum to train city staff on an ongoing and regular basis.
- Helped create Future Corps, a program in partnership with the Neutral Zone to give at-risk youth who have graduated from high school or with a GED a job and professional development training in City government, along with tuition support at Washtenaw Community College, a bus pass, and a cell phone.
- Procured a digital performance management platform that integrates into the city’s existing HRIS systems.

2016 to 2018 Pittsburgh Parking Authority Pittsburgh, PA

Director of On-Street and Metered Parking

- Managed day-to-day operations of the department including parking enforcement, residential parking permit (RPP) program, meter repair, coin collection, and parking variances, including a \$6 million budget and management of 55 employees.
- Worked with city leadership to help plan and executive a multi-modal transportation network in the city that includes bike lanes, a bike share program, a forthcoming bus rapid transit expansion, and developing walkable thoroughfares.
- Developed and implemented a virtual cloud-based permit system for the RPP program where our approximately 40,000 annual permits can be applied for, paid for, and managed completely online from the comfort of resident’s homes at



www.PittsburghRPP.com.

- Passed legislation and worked with neighborhood and city stakeholders to create a parking benefits district in Pittsburgh's South Side neighborhood, which sequesters all meter revenue from nighttime collection into a fund to be invested directly back in the neighborhood.
- Led the Authority's effort to become an International Parking Institute Accredited Parking Organization With Distinction, working with each Authority department to improve customer service, financial accounting, HR, data security, sustainability and other operations.
- Worked with the Authority's Department of Finance to move the Authority from a mostly paper-based financial accounting and control system to a modern, hosted system that will digitize and automate many of the Authority's financial operations.
- Helped plan and implement the most technologically advanced parking system in North America including digital pay-by-plate meters, a pay-by-phone program for meters, online virtual permitting, enforcement by license plate recognition, and online ticket adjudication.
- Provided consulting services to other cities looking to modernize their parking operations, including Baltimore, MD; Oakland, CA; Atlanta, GA, Montreal, QC; and New York, NY.

2014 to 2016

Office of Pittsburgh Mayor William Peduto Pittsburgh, PA

Deputy Chief of Staff

- Oversaw administrative functions of the city by providing direction to department heads and their staffs regarding important legal, financial, and operational issues on a daily basis.
- Directed the Mayor's legislative agenda to achieve dozens of major policy changes annually by drawing on extensive policy knowledge and managing teams of colleagues from the Mayor's Office and departmental staff to draft, finalize, and implement policy proposals.
- Completed program and policy evaluations on a daily basis by preparing complex budgetary and financial evaluations, working with our legal team to provide relevant legal analysis, and drawing on my own knowledge and experience as a public administrator.
- Led negotiations between the Mayor's Office and other agencies, including serving as the lead negotiator and architect of the City's \$575 million FY2015 budget and leading negotiations to draft a new cooperation agreement with the Pittsburgh Parking Authority in 2014.
- Represented the Mayor and Chief of Staff at meetings, public events, and to testify as a representative of the Mayor at City Council meetings on a regular basis.
- Managed twenty-five person staff in the Office of the Mayor including administering the Office's \$2.4 million budget, personnel management, and office procedures and policies.
- Oversaw the Office of Community Affairs, the Mayor's constituent services office, which included four staff members and responded to more than 6,000 constituent calls for service annually.



- Coordinated relationships with dozens of officials from City Council all the way to the White House to achieve the city's public policy objectives such as local government services coordination, enhancements in state aid, and support for economic development initiatives.

2010 to 2012

Pittsburgh City Councilwoman Natalia Rudiak Pittsburgh, PA

Chief of Staff

- Prepared complex financial and policy analysis for the Councilwoman and her colleagues on important issues before the City Council, including a successful bailout of the city's pension fund and serving as the lead investigator and author of a 200-page report on the city's response to the so-called "Snowmagedon" snowstorm in 2010.
- Played a leading role in the development and passage of the city's FY 2010, 2011, and 2012 budgets by completing quantitative budget analysis, preparing budget revisions, and writing recommendations for the Council.
- Researched, wrote, and ensured the passage of major legislation including an overhaul of the city's capital budget rules and processes to bring them into compliance with GFOA standards.
- Managed a four person staff including administering the Office's \$147,000 budget, personnel management, and office procedures and policies.

2008 to 2013

Leland Public Strategies

Owner and Principal

- Provided public policy research and recommendations to elected officials and community leaders on important issues before their communities, such as economic development proposals and implications of important budget changes.
- Prepared complex financial analysis of government proposals to public leaders and organizations.
- Designed and produced written, print and digital communications products for public organizations and leaders to use in their communities including brochures, posters, websites, radio advertisements, and more.

2013 to 2014

Pittsburgh Federation of Teachers (PFT) Pittsburgh, PA

Communications Director

- Served as press secretary, planning and developing earned media campaigns, and serving as the writer for all official communication, talking points, and digital content.



- Managed social and digital media presence on Twitter and Facebook, quadrupling the PFT's followers on Twitter and running a sophisticated Facebook ad campaign that increased awareness of PFT events and issues.
- Completely Restructured the PFT's IT systems by deploying a new desktop computing infrastructure, replacing their internal server, replacing their mail server, and redesigning the PFT's website from scratch.

2007 to 2008

LBJ School of Public Affairs

Communications Specialist

- Planned and executed large to medium scale public events working with the staffs of national political leaders, foreign dignitaries, and public policy experts, including US Senator Tom Harkin, Prime Minister of the Palestinian National Authority Salam Fayyad, and a Democratic Presidential Debate between then Senators Barack Obama and Hillary Clinton.
- Worked with the Center for Politics and Governance to write, edit, and publish publications analyzing local and state level policy and the politics.

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Confidential Candidate Report on

Candidate 9

For the Position of

Kent County

Administrator / Controller

April 2021



EDUCATION

1986	Michigan State University; East Lansing, MI M.P.A., Concentration in Urban Administration To be verified
1984	University of Michigan; Ann Arbor, MI B.A., Political Science To be verified



PROFESSIONAL AFFILIATIONS/CERTIFICATIONS

Additional Community Involvement

- City Manager/County Manager Think Tank, Imagine That Performance, September 2020 – present
- Basecamp, Private-Public Sector Think Tank, author Rex Miller, 2018-present.
- Michigan State University, School of Social Science, Mentor, 2018-present.
- Grand Valley State University, School of Public, Non-Profit and Health Administration, Adjunct Faculty, undergraduate and master programs, 2013 – present.
- Grand Rapids Community College, Social Science Department, Adjunct Faculty, 2001-2018.
- Kent County Learning Ensures Achievement Program (Developed)
- The Michigan Civics Institute, Local Government Curriculum Development Project, prepared white paper utilized by 15 curriculum writers as foundational material for writing a high school age curriculum.
- Member, Grand Valley State University, School of Public and Non-Profit Administration, Public Management Advisory Board, 1993 - 2003
- Member, Michigan State University, Master of Public Administration External Advisory Committee, 2001 – 2004.
- Frequent presenter and/or panelist for a wide range of organizations and conferences over many years.

Additional Education and Certifications

- Artificial Intelligence: Implications for Business Strategy, 2020, Massachusetts Institute of Technology, Sloan School of Management, Certificate of Completion.
- Oxford Strategic Alignment Programme, Oxford University, Said Business School, Certificate of Completion, 2020
- Disney Approach to Business Excellence, Disney Institute, Orlando, Florida, 2013
- ICMA- Gettysburg Institute, Certificate of Completion, 2008
- Certificate of Achievement in Six Sigma Greenbelt, Villanova University, 2006
- Program for Senior Executives in State and Local Government
- Harvard University, John F. Kennedy School of Government, 2002
- Motivation and Behavior, Menninger Leadership Center, Topeka, Kansas, 1997
- Senior Executive Institute, University of Virginia, Weldon Cooper Center for Public Service, 1996
- Economic Development Finance Professional - Certificate #8912-365,
- National Development Council, New York, New York, 1989



Professional Organizations

- International City/County Management Association (ICMA), Full Member
- Government Finance Officers Association, Member
- Michigan Local Government Management Association (MLGMA), Full Member
President, Board of Directors, 2010
- Michigan Association of County Administrative Officials (MACAO), Full Member President,
Board of Directors, 2011
- National Association of County Administrators (NACA) Member
- Michigan Municipal League Centennial Youth Committee, Chair, 1999-2003
- The Civics Institute, Board of Directors, 2002 - 2010
- Walker Charter Academy, Board of Directors, 2003 – 2014
- Remembrance Church
 - Elder, Vice-President of Consistory, 2005 – 2007
 - Management Elder, Chair of Management Board, 2011-2013, 2018-present
- City of Walker, Local Officers Compensation Commission; Volunteer Services/Community Relations Committee, 2001-2003; Citizen Advisory Committee for Police and Fire Services, 2003
- Boy Scouts of America, Pack 3224, 2001-2004: Treasurer; Charter Representative; Webelos Den Leader, Troop 325, 2004-2012 - Merit Badge Counselor.
- South Haven Area Chamber of Commerce, Board of Directors 1997-1999
- South Haven Kiwanis Club, 1992-1999
- Founder and Chair, South Haven Community Riverfront Concert Series, 1998-1999
- Michigan Maritime Museum, Board Member, 1992-1998
- Hope Reformed Church of South Haven, Member, Deacon, Chair of Deacons, 1993-1995

Statewide Leadership Activity

- 2018 – Present – Michigan Council for Local Government and Education on Equity and Inclusion, appointed by the Michigan Civil Rights Department.
- 2018 – Present – Michigan Municipal League, participant – Fast Forward, Leading the Future of Michigan Cities, four future planning sessions; presenter, panelist, speaker on diversity, equity & inclusion for newly elected mayors and other educational programs.
- 2017- Present - Michigan Child Lead Exposure Elimination Commission, appointed by Governor Rick Snyder, 2017; reappointed by Governor Gretchen Whitmer, 2019
- 2016 – Present – Affiliate, Michigan State University Extension Center for Local Finance
- 2012 – Present – The American Legion High School Oratorical Scholarship Program, Judge, State Finals at the Gerald Ford Museum Auditorium.
- 2015-2018 – Governing Magazine – Michigan Leadership Forum Advisory Board



- 2017 – Michigan Department of Treasury – Local Government Discussion, part of 6 member group representing cities, townships and counties that advised State Treasurer Nick Khouri on local government tax and finance issues, concerns and reform proposals.
- 2014-2017 - Michigan Municipal Services Authority Board of Directors and Executive Committee, appointed by Governor Rick Snyder
- 2015 – Michigan Economic Development Corporation, appointed by State to two of four committees tasked with consolidating and reforming Michigan's tax increment finance laws.
- 2011-2012 – West Michigan Personal Property Tax Work Group, appointed by Lt. Governor Brian Calley to the team that he worked with to rewrite Michigan's personal property tax law.
- 1986 – Present – Michigan American Legion Auxiliary Girls State Program, Government Coordinator (since 1997, Instructor prior to that), hire staff & secure speakers for annual one-week local & state Government simulation for 300 plus "citizens" competitively selected from the ranks of high school seniors.

Achievements / Accomplishments

- 2020 Traeger Award – The ELGL (Engaging Local Government Leaders) Traeger Award annually recognizes the 100 top influencers in local government nationally.
- Champion of Diversity Award Recipient, Michigan West Coast Chamber of Commerce, 2019
- Transform Magazine – global publication, examines rebrands and visual identities from around the world – recognized Ottawa County's new brand as a "standout", 2017
- ICMA 30-year service award, 2016
- Digital Counties Survey Winner, National Association of Counties, mottawa.org recognized 10 times in 13 years with top 10 national ranking.
- Paul Harris Fellow – Rotary International, 1999
- City of South Haven, Certificate of Achievement for Greatest Reduction in Loss Modification Factor in Premium Category 3 - for Policy Year Ended July 1, 1999, Michigan Municipal Risk Management Association
- Michigan Municipal League - Michigan Municipal Achievement Award -1st Place Adolescent Youth Program, for Skatepark Project - 1999
- Government Finance Officers Association, Certificate for Excellence in Financial Reporting - Comprehensive Annual Financial Report for Fiscal Year Ended
- June 30, 1999, City of South Haven, each year in Ottawa County.
- Government Finance Officers Association (GFOA), Distinguished Budget Presentation Award, 1994-1996 in South Haven and each year in Ottawa County.
- Michigan Senate Declaration of Honor, July 7, 1999
- City of South Haven, Governor's Tourism Award, 1992
- Community Leader of the Year Award – Bobby Walker Ministries, 1992



Publications

- Co-Author, Racial Equity in Action: How to Get Started, ICMA PM Magazine, Vol. 102 No. 10, October 2020.
- Co-Editor (two-chapters), Guide to Michigan County Government, 5th Edition, MSU Extension, Amrein, Neumann, Schindler, Schultz, Walcott, 1972, 1987, 1997, 2007, 2019, by the Michigan State University Board of Trustees
- Author, Ottawa County Tackles Diversity Issues, Future Prosperity at Stake, Michigan Municipal Review, Vol. 91, No. 6, November/December 2018
- Co-Author, The “Ottawa Way” Thrives, ICMA PM Magazine, Vol. 97 No. 6, July 2015.
- Author, A local government curriculum, at last!, Michigan Municipal Review, Vol. 76, No. 6, July 2003.
- Author, County Government in Michigan, NACA County Administrator, February 2003.
- Co-Author, City management. County management. Not so similar after all. Michigan Municipal Review, Vol. 75, No. 8, September-October, 2002.
- Author, REGIS provides area management tool in Kent County: County pulls together to develop new PTAS. Michigan Municipal Review, Vol. 74, No. 6, July 2001.
- Author, Girls State teaches local government and citizenship. Michigan Municipal Review, Vol. 73, No. 9, November 2000.
- Co-Author, Fire/Ambulance Services: SHAES makes major impact in Southwest Michigan. Michigan Municipal Review, Vol. 73, No. 6, July 2000.
- Author, Water/Sewer Services: Local government partnering at work in South Haven; South Haven Charter Township Voters Approve Briar Hills PA 425 Agreement, Vol. LXIX No. 4, Michigan Municipal Review, May 1996.
- Interviewed in the video production entitled, Pier Safety: A Matter of Life or Death produced by the US Army Corps of Engineers and the Grand Haven Public Schools.
- Interviewed and Ottawa County featured in Chapter 13 – The Disney Way, Bill Capodagli & Lynn Jackson, 3rd Edition, 2016, McGraw-Hill Education, LLC



CAREER DETAILS

2003 to Present County in Michigan

County Administrator

Chief Administrative Officer for one of Michigan's largest counties with a population of almost 300,000 and 1,200 employees. Responsible for oversight of administrative departments and other departments. Represent County on West Michigan Enforcement Team (WEMET) Policy Board (Chair); County Central Dispatch Authority Board of Directors; County Insurance Authority Board of Directors (Treasurer) and Workgroup (Chair); County Building Authority; County Economic Development Corporation, Board of Directors (President); County Brownfield Redevelopment Authority, Board of Directors (Chair); Multi County Foreign Trade Zone Board of Directors; Grand Valley Metropolitan Council Board of Directors and Executive Committee (former Chair), Lakeshore Advantage Board of Directors, and the Housing Next Board.

1999 to 2003 Kent County Grand Rapids, MI

Deputy County Administrator/Controller

Second ranking administrative official for Michigan's fourth-largest county. Responsible for oversight of Bureau of Equalization, Facilities Department, Parks Department, John Ball Zoological Garden, Community Development/Housing Department and supervision of Administrative office staff. Represented County on REGIS Board of Directors and Executive Board Chair (2001-2003) and the Grand Rapids/Kent County Convention Arena Authority Operations Committee.

1991 to 1999 City of South Haven South Haven, MI

City Manager

Chief Administrative Officer for a full-service community offering police, fire, ambulance, water, sewer, electric, parks and recreation, marinas, beaches, streets and highways, economic development and other municipal services. Managed a total funds budget of approximately \$22 million and 80 full time and 45 seasonal employees. Also served as Board member and Administrator of the South Haven Area Emergency Services Authority (fire and ambulance) and member of the Downtown Development Authority Board. Initiated Total Quality Management (TQM) organizational improvement process.

Hired for and achieved implementation of extensive operational, organizational and administrative changes intended to improve the quality of city services, to establish stronger ties between city government and city residents and to create new economic opportunity within the community. Became longest serving City Manager in South Haven history.



1988 to 1991
City of Greenville
Greenville, MI

Assistant City Manager

Chief assistant to the City Manager responsible for all city functions in the Manager's absence. Responsibilities included management of personnel functions and city economic development program. Secured over \$8 million in state and federal grant and loan funding for the following projects: five-mile truck bypass route of downtown area (this \$7.7 million dollar project was funded utilizing \$7 million in state/federal grants); construction of the Jackson Street Riverside Park; landfill cap and closure; industrial park development; Greenville West commercial development; land acquisition for a bike trail; and airport development.

1986 to 1988
Lenawee County
Adrian, MI

Budget-Policy Analyst

Chief assistant to the County Administrator in the area of financial Management including budget preparation, fiscal analysis, computer system management, and management of economic development grant programs.

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Confidential Candidate Report on

Candidate 10

For the Position of

Kent County

Administrator / Controller

April 2021



EDUCATION

	University of Louisville; Louisville, KY M.P.A., Public Policy and Administration <i>To be verified</i>
	Kansas State University; Manhattan, KS B.A., Political Science <i>To be verified</i>



PROFESSIONAL AFFILIATIONS/CERTIFICATIONS

Additional Education

- Completed multiple courses towards Economic Development Certification (CEcD)

Professional Organizations

- Konza United Way Board of Directors (2019 - present)
- Charlotte Works Board of Directors (2016 – 2018)
- Flint Hills Regional Leadership Program (2019 – 20)
- Theta Xi Fraternity, National Board of Directors, National President (2001 – 2014)

Community Achievements / Awards

- Class of Forty Under Forty, Charlotte Business Journal (2008)
- Customer Service Award, Life in Charlotte organization (2006)
- One of the Ten People to Know in Charlotte, Charlotte Observer (2005)
- 10 Most Outstanding Young Professionals, Charlotte Jaycees (2004)
- Leadership Charlotte, Class XXIII (2003)



CAREER DETAILS

2019 to Present **City in Kansas**

Assistant City Manager

Provides complex and managerial duties to direct the operations and strategies of the City and serves as the Department Head for the City Manager's Office. Supervises staff, administrative policy development and leads various projects, ordinance development, and economic and financial activities. Coordinates with the Chamber of Commerce in economic development activities. Facilitates legislative and other intergovernmental activities between City officials, State legislature, and other county, City, and regional government officials. Engages the community and diverse stakeholders on key city initiatives, including the Unified Development Ordinance, flood preparation and public safety. Manages assigned projects with Department Heads and City staff; evaluates matters of policy and procedures; compiles reports and proposals. Serves as Acting City Manager, assuming full operating authority and responsibility, in the absence of the City Manager and/or Deputy City Manager

- Provides general citywide management oversight related to the budget, municipal services, policies and procedures development and public-private partnerships
- Oversees the City Clerk's Office and engagement/communications and safety functions
- Serves as liaison to Kansas State University managing Town/Gown relationships
- Serves as liaison to the Riley County Law Board to ensure comprehensive police services are provided to the City with the budgeted support provided to the law enforcement agency
- Coordinates the federal and state legislative agenda of the City
- Lead City Commission initiatives, including the Area Recovery Task Force and Diversity, Equity, and Inclusion Task Force
- Lead team for Organization Excellence Initiative (OEI) to develop and implement a forward-thinking workplace environment to recruit and retain the future city workforce

2017 to 2018 **Employment Gap**

Position at United Way was eliminated as part of restructuring of the management team when a new CEO was hired. Used the opportunity to assist an elderly parent and move to my hometown (Manhattan, KS) to be closer to family and return to employment in local government.

2012 to 2017 **United Way of Central Carolinas** **Charlotte, NC**

Vice President – Community Investment & Impact

Provided leadership, strategic vision and direction for United Way of Central Carolinas to advance community impact initiatives in the areas of children and youth, housing, financial stability, and health. Developed key partnerships, staff, and systems to connect people, ideas



and capital together to leverage and measure impact. Managed all aspects of the community investment department including; research of community impact initiatives, budgeting, community investment process (allocations) and volunteer engagement. Developed and maintained strong relationships with volunteers, nonprofits, government partners, funders, faith communities, and other community leaders. Communicated program goals and outcomes to local policy leaders, donors, service providers, community advocates and media. Supported all aspects of the annual community fundraising campaign. As a member of the United Way of Central Carolina's senior leadership team, participated in recommending policy, practice and operational direction to the Board.

- Envisioned, executed and rallied the community for the Collective Impact work in housing/homelessness that led to the successful establishment of the community's Homeless Coordinated Assessment system
- Led the Collective Impact work in Children and Youth to improve the high school graduation rate over seven years
- Streamlined the agency funding application and standardized goals and outcomes for the funding focus areas
- Established "Agency Criteria for Funding" that was adopted by the Board
- Created a five-year, \$125,000 partnership with the Atlantic Coast Conference to support education initiatives
- Administered the Emergency Food and Shelter Annual Grant of the Federal Emergency Management Agency for Mecklenburg County (\$508,000) and the Critical Needs Response Fund (\$200,000)
- Oversaw NC211 information and referral phone/web service for the five county Charlotte-region that annually generated 20,000 calls for health and human related services
- Member, Keeping Families Together Steering Committee, Mecklenburg County DSS
- Member, United Way NC 211 Board of Directors

2009 to 2011
City of Charlotte
Charlotte, NC

2009 to 2011
Economic Development Program Manager

Managed activities and initiatives to meet the City's economic development goals in the areas of strategic planning, business retention and growth, public/private partnerships, small business development, and innovation & entrepreneurship.

- Drafted City of Charlotte's three-year Economic Development Strategic Plan, comprised of six focus areas, and based on extensive community input
- Collaborated with key economic development partners to create a Small Business Strategic Plan, adopted by City Council, that detailed 35 action steps, and included extensive public stakeholder input
- Oversaw City of Charlotte's Business First retention program, with the Charlotte Chamber, aimed to solve business problems and support company growth in Charlotte-



Mecklenburg area

- Developed City of Charlotte's first "Small Business Week" celebration and recognition activities, including an Extreme Makeover: Small Business component
- Led City of Charlotte's \$230,000 partnership with Grameen Bank to establish a microloan program for entrepreneurs in Charlotte

2000 to 2009

Chief of Staff / Assistant to the Mayor and City Manager

Oversaw all aspects of the Mayor's Office to ensure professional local government services were provided in a seamless manner under the Council-Manager form of government. Led special mayoral initiatives, media relations, constituent services, national involvement, and strengthened relations with citizens and City Council members.

- Established relationships with all segments of the community including media, developers, faith community, business leaders, non-profit organizations, neighborhood associations, other local governments, and general citizens to ensure they had a contact in city government
- Oversaw mayoral initiatives: Travel and Tourism Task Force, Immigration Study Commission, Mentoring Alliance, EPA Regional Elected Leaders Sustainable Environment grant, Citizens Corps/Homeland Security Preparedness initiative, and Caravan to Raleigh, an effort of 250 citizens that lobbied the NC legislature to adopt anti-gang legislation and more Courts funding
- Coordinated all media to promote citizen awareness and publicize city/mayoral initiatives: produced a monthly TV show; managed international press, national morning television shows and cable news shows; developed news releases, editorials, speaking points, and congressional testimony for the Mayor and City Council members
- Designed and implemented the merger of Charlotte Sister Cities with the Mayor's International Cabinet to create the Charlotte International Cabinet
- Wrote the Mayor's Immigration Study Commission Final Report
- Supported the Mayor's involvement with national organizations and appointments: Homeland Security Advisory Committee, US Conference of Mayors, NC Smart Growth Task Force, NC Metropolitan Mayors Coalition, The Afterschool Alliance, The Truman Scholarship Foundation, and the Federal Communications Committee's Intergovernmental Advisory Council

1998 to 2000

Budget and Evaluation Analyst

Performed budget duties to ensure sound budgetary practices safeguarded the financial health of the City of Charlotte. Developed and administered a performance measurement/management program using the Balanced Scorecard system. Assisted with initiatives to enhance organizational effectiveness.

- Assisted in the development and administration of the City of Charlotte's billion-dollar budget
- Provided budget oversight and assistance for the Charlotte Convention and Visitors Bureau, Charlotte Center City Partners, and Carolina's Partnership for Regional



Economic Development

- Formed the first municipal service district outside the central business district; provided oversight and administered more than one million dollars in municipal service district revenue
- Presenter, “Balanced Scorecard/Performance Measurement” Toronto, Canada
- Lead author for the book, Public Service Is Our Business: Charlotte’s Roadmap to Change and Improving Performance Management (2000)

1996 to 1998 County of Kent Grand Rapids, MI

Management Assistant

Assisted a County Administrator with a comprehensive transformation of the county government. Efforts focused on developing a professional, accountable organization that was motivated by performance measures and human resource concepts using work teams and employee recognition.

- Served on the Executive Management Team that reorganized eight departments and developed recommendations for the Operating and Capital Improvement Program Budgets (total budget of over \$600 million)
- Managed the County of Kent’s performance measurement initiative
- Created County of Kent’s comprehensive Employee Recognition Program (1,800 workforce)
- Authored “Local Government Internet Policies: Kent County’s Experience”, Public Management Magazine (January 1998)

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