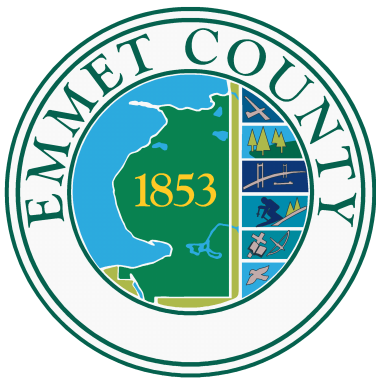




County Administrator Position Available — Apply by: **April 4, 2014**



Emmet County, MI

Population: 32,900

Welcome to scenic Emmet County, a breathtaking, picturesque county located at the northwestern tip of Michigan's Lower Peninsula on the Lake Michigan shoreline. Home to friendly and welcoming people, as well as all the natural attractions one could ask for, the County is looking for an outstanding individual to lead its day-to-day operations. Although technically titled

County Controller, the position has all the responsibilities of a traditional County Administrator. We invite you to apply!

The County has a total area of 882.26 square miles, of which roughly half is water. The major thoroughfares are I-75, US-31 and US-131, and they provide the bulk of the transportation into and throughout the region. Pellston Regional Airport is a commercial airport in the center of the county that offers daily flights on Delta Airlines to and from Detroit Metro Airport; charter air service is available to Chicago's Midway airport and Detroit's county airport.

The county seat is Petoskey, a town of 6,000. Nearby, Harbor Springs boasts the deepest port on Lake Michigan, though it is used for recreational boating and not shipping. Two other working ports, in Charlevoix and Cheboygan, are located 30 miles from the County. The Villages of Mackinaw City, Alanson and Pellston are the other larger communities located in Emmet County.

The County is an outdoor lover's paradise, as nearly half of its total area is covered by water and much of the rest by trees which put on a glorious show each autumn. Some of the

favorite pastimes of county residents include boating, sailing, kayaking and fishing and with a bevy of lakes, rivers, and other bodies of water, each excursion can be a new adventure. For those who enjoy land-based activities, hunting, hiking, bicycling, and running are all regular activities of the residents and visitors. During the winter, Nubs Nob and Boyne Highlands ski resorts turn into local hotspots for winter sports. Ice skating and sledding at the Winter Sports Park in Petoskey are also popular. All in all, for those who love the outdoors, few (if any) places in the world have as much to offer as Emmet County.

The County park system is phenomenal and is headlined by the Headlands International Dark Sky Park. Comprised of 600 acres of old growth timber at the northern end of the County, the Headlands is one of about a dozen certified Dark Sky Parks in the world. Once there, a visitor can get an unsurpassed view of the night sky that is not polluted by artificial light. Along with numerous other parks, the County has an extensive bike trail network that is enjoyed by many.

For the last 100-plus years, the County's natural harbors, incredible scenery and wonderful summer weather have led many of the Midwest's leaders in commerce and industry to establish second homes in the area. Members of the Bush, Ford, Gamble, McCormick, DeVos and Wrigley families are among the notables who have or have had vacation properties in the area. They have been joined by new generations of wealth, and 2 percent of the nation's billionaires have homes within a small radius of Petoskey.

For sports fans, a plethora of high quality sports teams are just a short distance from the County. Michigan State University with its excellent football and basketball teams is a brief three-hour drive from the county line, and the University of Michigan and all of the Detroit professional teams are about 4 hours away. Petoskey High School, the local high



school, has to its credit a number of state championship teams and is a perennial contender for the state title in both boys and girls skiing. The City of Petoskey and the local YMCA also offer youth recreational leagues for children.

On the practical side of life, the schools are highly acclaimed, the community is exceptionally safe, housing prices are reasonable, and health care is excellent. The Public Schools of Petoskey is the main school district in the County, and all of the schools within the district are consistently well ranked. Crime rates are very low in Emmet County and serious crime is virtually unheard of. North Central Michigan College is located in Petoskey and is an exceptional community college that meets the needs of students of all ages and in all life stages.

Home prices range from reasonable to expensive, depending on size, amenities and proximity to the water. A typical 3 bed / 2 bath home can range from \$150,000-\$250,000. More upscale living is also available and can cost multiple millions. Finally, the community offers a number of award winning health care institutions within the County or nearby and world class facilities in Detroit and Chicago can be reached by car or air fairly quickly.



The people who live here tend to be intelligent, collegial, generous and philanthropic-minded, concerned about protecting the special natural features of Northwest Michigan and among the friendliest you will find anywhere.

History

When French fur traders began to arrive around 1615 seeking the pelt of beaver, mink, otter and other animals, the area was inhabited by Odawa Indians who had been here for hundreds of years already. Recorded history began about 1670 when the French built Fort Michilimackinac on the Straits of Mackinac. The region later became controlled by the British and still later by the fledgling government of the United States. Early settlers focused on fishing.

In 1840 the Michigan state legislature outlined the boundaries of certain northern counties including Tonedagana which three years later was renamed Emmet County in honor of Irish nationalist Robert Emmet. It was incorporated as a county in 1853.

In 1873, a newspaper reporter from Grand Rapids conferred the moniker, "Land of the Million-Dollar Sunsets" on Petoskey, and it is still used to describe the area. This ushered in the next phase of life in Emmet County – as a resort area.

Starting over a century ago, the County became the preferred summer-time destination for wealthy Michigan and Midwestern citizens who sought to escape city life for the cool, clean environs of NW Michigan. These families established second homes in resort communities like Harbor Point, Bay View and Wequetonsing, where they still spend summers (and for some, winters too!) today.

The first permanent resort, Bay View, was founded by the United Methodist Church, and it contains 450 cottages, 30 community buildings and two inns on 337 acres. The Harbor Springs resort communities of Harbor

Table II: Climate Data for Emmet County, Michigan

Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year
Average High °F	24	28	39	54	66	75	80	78	70	57	43	29	54
Average Low °F	9	12	22	34	44	54	58	57	49	38	27	14	35
Precipitation Inches	1.13	1.11	1.85	2.63	2.93	3.88	3.50	3.36	3.04	2.44	2.12	1.50	29.5

Source: National Oceanic and Atmospheric Administration

Point and Wequetonsing soon followed and include exclusive acres of magnificent homes and waterfront parcels. Other visitors stayed in a series of increasingly elegant hotels. Much later, in the 1990s, a former cement plant became the opulent Bay Harbor resort area. Today, many visitors have become fulltime residents, drawn by the natural beauty, relaxed lifestyle, friendly residents and business owners and the abundant charm of Emmet County's towns and villages.

Over time, the County has sought to maintain its character as an upscale destination away from the hustle and bustle of everyday life - a place to live, work, play, and vacation. It has succeeded.

Demographics

The median age of Emmet County is 43.1 as compared with 37.2 as the national average. An age breakdown chart follows.

Table I: Population by Age

Age Bracket	Percent
Under 10	11.4 %
10 to 20	13.5 %
20 to 30	10.2 %
30 to 40	11.0 %
40 to 50	13.8 %
50 to 60	16.5 %
60 to 70	11.8 %
70 +	11.8 %

Source: U.S. Census

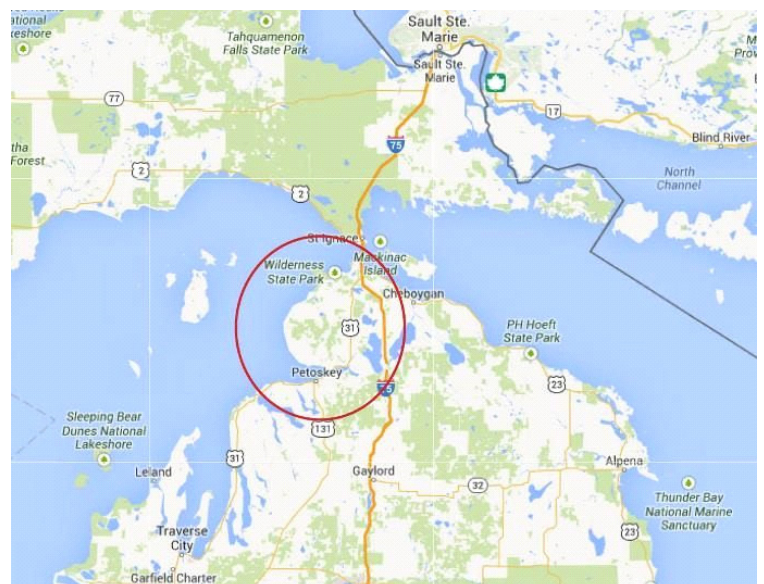
In terms of race, the population is 92.9% Caucasian, 0.5% African American, 3.7% American Indian/Alaskan, with the remainder of the population being made up of other races or more than one race. Regarding ethnicity, 1.3% of the population is composed of Hispanic of any race. 94% of the population has at least a high school degree and slightly over 31% have at least a Bachelor's degree. Per the 2010 census, the median household income (benefit costs included) was \$50,686, while the mean was \$71,096. The unemployment rate was 12.3% at the end of 2013.

Climate

Emmet County is classified as a humid continental climate meaning the area has large seasonal temperature differences. The summers are warm to hot and the winters are cold with abundant snowfall for the enjoyment of winter activities. Table II (above) provides some specifics.

Geography

As noted previously, the County is at the northern end of Michigan's Lower Peninsula. It covers 882 square miles of which



468 square miles are land and 414 are water. The area is characterized as hilly and rocky with numerous bodies of water.

Commerce

Commerce within the County revolves around providing goods and services to residents and those with second homes. There is some industry in the County, with manufacturers producing plastics, aviation electronics and specialized technological needs such as automated guided vehicles. The ten largest employers in the County are listed in Table III (below).

The Government

The Emmet County Board of Commissioners oversees the County’s operation. As with most counties, a number of other key officials are independently elected. These include the Prosecuting Attorney, Sheriff, County Clerk, County Treasurer, Register of Deeds, and Drain Commissioner. Relationships among the elected officials are positive.

The County Board of Commissioners is composed of seven members, each elected on a partisan basis for two-year terms from geographical districts. All seven commissioner seats stand for election in November of even numbered years. In the 2012 general election, the

Table III: Principal Employers within Emmet County

Employer	Product / Services	# of Employees
Northern Michigan Hospital	Health Care	950
LTBB Gaming Administration	Casino/Resort	250
Petoskey Public Schools	Education	238
Bay Harbor Company, Inc.	Land Development	200
Walmart Stores, Inc.	Retail	200
Home Depot	Building Materials	200
Emmet County	Government	160
Bay Bluffs Medical Care Facility	Health Care	160
Lowe’s Home Center	Building Materials	150

six incumbent commissioners who ran for re-election ran unopposed and the other seat was an open seat with two candidates.

The Board leadership is selected each year by the Board, and consists of Chairperson and Vice-Chairperson. The current Chair has served on the Board for almost 24 years and has been Chair for many of those years. While the Board Members do not agree on everything, they get along well, are collegial and are careful not to let disagreements become personal. All the Board Members hold the staff in high regard.

The primary functions falling under the Board of Commissioners purview are:

- Administration and Finance.
- Parks and Recreation (including: Headlands International Dark Sky Park, McGulpin Point Lighthouse, Camp Petosega, Cecil Bay, Fairgrounds and oversight of the Crooked River Lock).
- Planning, Zoning and Construction Resources.
- Public Works (solid waste disposal) and Recycling.
- Pellston Regional Airport.

The Board of Commissioners has been fiscally conservative, yet progressive in addressing the community’s needs. It has encouraged its staff to think outside the box, try new projects and pursue leading-edge technology and opportunities. For example, the County joined with two adjoining counties to create the first three-county 911 system in the nation. The County’s recycling program is one of the country’s premier programs and widely recognized for its excellence. Park staff is always looking for new ways to serve residents and to draw visitors to the County. Additionally and somewhat uniquely, the County has a full-time Communications and Marketing Department that works closely with all department

Source: Emmet County

directors and particularly Parks and Recreation and IT.

The County is extremely sound financially. In fact, several years ago the state took away revenue sharing and is now returning it sequentially to the local governments based upon financial need and other factors. Of Michigan's 83 counties, Emmet will be the last to receive the funds in 2023 (anticipated).

The County's general fund budget for 2014 is just under \$23 million and its total budget is approximately \$37 million. Its fund balance is anticipated to be \$19.7 million. Over the past five years, taxable property values have declined by 10% from \$2.9 billion to \$2.6 billion while tax rates have remained stable.

Emmet County is unique in Michigan in that more than 50 percent of the homes are non-homestead, or non-primary homes, and are taxed at a higher rate than primary residences.

The County has 163 employees. Of those, 82 are represented by one of four unions. The remaining group is unaffiliated. The County also employs a significant number of full time temporary employees through temporary service agencies (composing between 15 and 18% of the workforce).

Two additional entities receive some oversight by the County Board. The Board appoints members to the Board of Directors for Bay Bluffs Medical Care Facility and also the independently operated Road Commission, which handles road maintenance within the County.

Utilities are handled by local townships and municipalities and not the County.

The Position

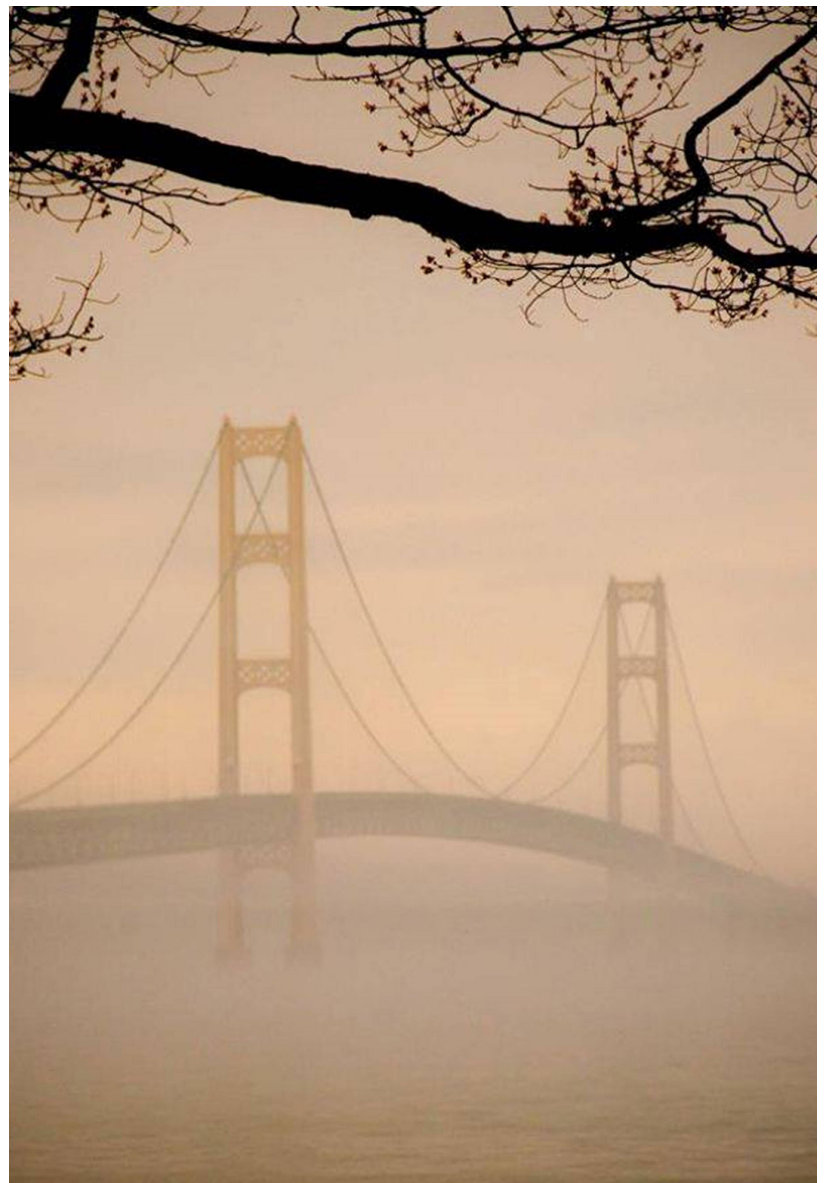
Under Michigan law, the Chief Executive Officer of the County can be either a County Administrator or a County Controller. The

designation is made by a determination of the Board and can be changed by vote of the Board prior to hiring. Both positions oversee the County's day to day operations. The primary difference is that the Controller has some additional financial oversight responsibilities and can only be removed with a 2/3 vote of the Board (in this case, five of the seven Commissioners). Michigan law also allows for a County Coordinator but that is treated essentially as another name for a County Administrator.

In this case, the Board of County Commissioners has opted to continue to use the title of County Controller.

Opportunities for Improvement

There are a few manageable issues within Emmet County that will face the new Administrator/Controller. As noted, the County is



financially sound. The selected individual will need to manage the available resources judiciously.

The first issue involves the Road Commission. It relies on the state gas tax for its funds and the Michigan legislature has refused to raise that tax since 1995. The result is Road Commissions all over the state have suffered. In Emmet County, the Commission has managed to keep the roads in relatively good condition but is facing some capital improvement needs for satellite facilities. Additionally, some of its vehicles are well beyond their recommended useful lives. The Road Commission has approached the County Board for assistance with its financial pressures that also include pension obligations. However, because it is an independent entity, the County Board is not obligated to provide financial resources. One possible solution being discussed is a County guaranteed bond to get the Road Commission back on its feet.

A second opportunity under discussion involves emergency medical service. Currently, ambulance services are provided by one non-profit and a municipality within the County. Adequate funding has been a concern to maintain the level of expected service. For the past several years, a committee of the County Board and other community partners have been studying how to best proceed, ensure appropriate service and plan for capital needs. The Board is considering increasing the annual investment to \$1.3 million to provide facilities and vehicles, for which the non-profit and the municipality (Mackinaw City) would provide the manpower (a current voter-approved millage provides about \$650,000 for ambulance services). Funding considerations include a dedicated voter-approved millage and/or a County guaranteed bond issue.

Currently, there are also several multi-million building projects in various stages of development, from planning to new construction. These are significant and important county investments that will require careful management and will impact the county for generations. Some of the county departments undertaking these projects include Parks and Recreation (Headlands Dark Sky Park); DPW/ Recycling; and the County Building.

The Board is also committed to economic development and keeping residents, resorters, tourists and businesses investing in Emmet County. To that end, the Board has cultivated and maintained numerous collaborative

partnerships throughout the region and state, with all working toward the common goal of keeping this area vibrant, full of opportunity and experiencing job growth and investment. The person qualified for the Controller position will ensure that Emmet County will continue to provide services at the highest level.

Those services include a wide range of important functions, including:

- Parks and recreation
- IT and technology
- Construction codes
- Planning and zoning
- Marketing and communications
- Recycling
- Public safety
- Historic preservation
- Caring for our veterans
- The day-to-day operations of County government that are carried out to these high standards every day.

An additional challenge facing municipalities in Michigan has been the decline in taxable values. This has also impacted Emmet County's general fund revenue. However, property values are beginning to rebound in Northern Michigan. That will restore some lost funding that has resulted in pay and hiring freezes and other cut-backs. The Board and its Controller will be able to better assess the situation as it relates to hiring and wage increases in the near future as tax revenues improve.

There is one unique challenge in filling this position, and that is replacing an individual who held the position for 30 years and whose unexpected passing came in the midst of big projects and enthusiastic momentum. No one expects the next Controller to be the same as the last Controller, but these are big shoes to fill. Undoubtedly the new Controller will have his or her own ideas and bring a fresh set of eyes. The trick will be to merge seamlessly into the system and keeping the momentum going, while also helping it adapt to a new leader.

The Ideal Candidate

The County Board of Commissioners is seeking someone to work with it as a partner, a supporter and a trusted

advisor. The individual will be a dynamic leader who is also upbeat, friendly and outgoing. Emmet County has a small town atmosphere and personal relationships are important. The person will also be organized, positive and progressive – someone with a “can do” attitude and who is visionary yet practical. Recognizing that the government is lean, he/she will be someone who is comfortable rolling up his/her sleeves and pitching in to get the job done. The previous Controller could see over the horizon and that is a valuable skill for the next administrator to replicate. The County is also looking for someone who is high energy and who has a healthy respect for policy and procedure, but who knows when to cut through the red tape to get something done – a leader and not a bureaucrat.



The next Administrator/Controller will have excellent communications skills and will work diligently to disseminate information. The Commissioners expect to be well-informed and never surprised. The best candidate will be someone who can make the Commissioners feel comfortable that their views are being heard and who will help bring them to consensus. He/she will realize that giving the credit to others is often the best way to get things done.

Exceptional customer service will not be just a catchy phrase with the next Controller but rather a core principle and a way of life. Emmet County is a place where one-on-one contact with the public is expected. She/he will be someone who works with the Commissioners and the community to find solutions to problems as opposed to someone who tends to find reasons to say no.



The ideal candidate will be approachable, in the community and part of the community, always listening and always looking for ways to make the government more efficient, effective and responsive. He/she will be respectful of others and will delegate and encourage an environment where creativity will flourish. The individual will be able to recognize talent, mentor that talent and be confident enough

to then step back and let that talent do his/her job. The staff's professional growth will be important to the next Controller.

The ideal candidate will have high standards, give assignments and set broad performance parameters, but will also expect results and hold employees accountable. She/he will also be very open. Other important characteristics are experience managing in lean times and the ability to work with the media.

In terms of specific skills, the individual will have a demonstrated track record of achievement in leadership, management, finance, economic development, and recognizing the importance of tourism and parks and recreation opportunities. The individual will also have a healthy respect for history and its preservation, which is important in this unique geographical area of Michigan and the U.S.

Knowledge of and experience with intergovernmental relations will be paramount. With five constitutional officers in addition to the Commissioners, being able to play nicely inside the government is critical. The candidate will recognize that although Emmet County's Commissioners and leaders are somewhat conservative, they are also very forward thinking and progressive.



The selected candidate will be expected to make a commitment to Emmet County. This position should not be viewed as a stepping stone but as a gem in its own right. The County hopes and expects the next Controller will honor the prior Controller's passion for the County and have a lengthy tenure.

The position requires a Bachelor's degree in business administration, public administration, public policy or related field and seven to ten years of increasingly responsible experience as a senior level government administrator. A Master's degree is preferred.

Those who tend to like the area, who get the most out of the lifestyle, and who are the most successful, are those who enjoy the outdoors and who do not prefer the hustle-and-bustle of metropolitan life. It's an educated, culturally rich region where people who could be anywhere in the world choose to live. The lifestyle includes a broad palette of arts and cultural opportunities; it's an outdoor recreation mecca year round; it's safe; exceptional health care professionals work in the local hospital; and people genuinely care about their surroundings and their community. This is an area that is continually featured in national and international media for its quaint downtowns and unique shops and restaurants; as the top family vacation spot in the U.S. (Mackinaw City, Parents magazine); as a retirement destination; as home to one of very few International Dark Sky Parks in the United States; and as a true outdoor lover's paradise.

Residency

The County Controller is expected to live within County boundaries.

The Past Controller

The prior County Controller served in the post for 30 years before passing away suddenly in January of this year.

Compensation

The salary range is \$ 90,000 to \$130,000. The last Controller's salary was \$111,000. Benefits are excellent.

Confidentiality

The names of the candidates will be kept confidential until the finalists are announced. It is anticipated the selection process will involve some form of public participation.

How To Apply

E-mail your resume to Recruit26@cb-asso.com by April 4th. Faxed and mailed resumes will not be considered. Questions should be directed to Colin Baenziger at (561) 707-3537.

Schedule

Candidates will be screened between April 5th and May 28th. Interviews will be held the first week in June with a selection shortly thereafter.

Where to Find More Information

In addition to the County's web site, www.emmetcounty.org, visit YouTube and access "Emmet County, A to Z."

Other Important Information

Emmet County is an Equal Opportunity Employer and values diversity. It strongly encourages minorities and women to apply. It is also a drug-free, smoke-free workplace.

COLIN BAENZIGER  ASSOCIATES
EXECUTIVE RECRUITING



County Administrator
Emmet County, Michigan