

PATRICK B. WATERMAN

Contact Information

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-  7323 Tory Dr. Hudsonville MI 49426

Skills & Competencies

- 23+ years of local government management experience.
- 30+ years of professional planning and community development experience.
- Visionary mindset with ability to strategically analyze and solve problems.
- Extensive experience in strategic planning, public participation/ facilitation processes, consensus building, data collection/analysis, and fostering public-private partnerships in the West Michigan region.
- Public administration competencies in personnel management, public finance, grant writing, strategic planning, economic development, capital improvement planning, policy implementation, media relations, emergency management, and inter-governmental cooperation.
- Exceptional “people skills” with the ability to work cooperatively with a wide range of personality types and competing interests.
- Excellent technical writing and oral communication skills.
- Experience working with a wide range of boards, committees, and agencies in both the public and private sectors.

Education & Training

Master of Public Administration

Grand Valley State University - 2010

Dual Major in Public Management/Urban and Regional Policy and Planning, Graduated with Honors (Pi Alpha Alpha)

B.S.: Urban & Regional Planning

Michigan State University -1997

Majored in Urban Design

A.S.: Geographic Resource & Environmental Technology

Lansing Community College - 1994

Majored in GIS, Graduated Cum Laude

ICMA Gettysburg Leadership Program:

April 23-25, 2014

Professional Recognition

- Michigan Municipal League Community Excellence Award – 2017
- Hudsonville Area Chamber of Commerce Spark Award – 2018
- Hudsonville Area Chamber of Commerce Leadership Award - 2021

PROFESSIONAL EXPERIENCE

Deputy City Manager – *City of Wyoming* (pop. 77,451) – 2023-Present.

Support the City Manager in the oversight of day-to-day operations of City departments, projects, and activities. Wyoming currently has 12 departments, employs around 400 employees, and has an annual budget of nearly \$181M. Experience to date includes:

- Direct supervision of 7 City Departments including Assessing, Communications, Community & Economic Development, Housing Commission, Information Technology, Parks & Recreation, and 62A District Court (indirect supervision).
- Co-led annual City Council retreats and facilitated discussions on several high priority public policy opportunities and challenges.
- Developed and managed the implementation of a new 5-year, City Council-led Strategic Plan, including preparing and presenting quarterly progress updates to Council.
- Supported the development of a new 6-year capital improvement planning process.
- Oversaw a new City-wide branding and website initiative.
- Implemented a new strategic plan, CIP and budget transparency and accountability tracking software program (ClearGov).
- Participated in numerous collective bargaining discussions and related union matters.
- Oversaw and managed several community placemaking projects including a new city marketplace/community event space, 28th St. pedestrian bridge, Veteran’s Memorial Park renovation, and expansion of the City’s non-motorized pathway system.
- Participated in the interview and selection process for key City employees.
- Served in the capacity of City Manager in their absence.

Deputy County Administrator – *Ottawa County* (pop. 296,200) – 2022-2023.

Support the County Administrator in the oversight of day-to-day operations of County departments, programs, and activities. Ottawa County currently has 31 departments, employs about 1,200 employees, and has an annual budget of nearly \$250M. Experience includes:

- Direct supervision of 5 County Departments including Strategic Impact, Creativity & Innovation, Equalization, Innovation & Technology, and Veteran Affairs.
- Oversaw lobbyist function, reviewed pending legislation, and evaluated effects on County operations.
- Assisted in the development of 5-year County Capital Improvement Plan and FY 2024 Operations Budget
- Oversaw and facilitated the recruitment, interview and selection process for various County Boards and Commissions.
- Participated in the interview and selection process for key County employees.
- Maintained communications and relations with leaders from local units of government.

City Manager - *City of Hudsonville* (pop. 7,629) – 2010-2022.

Responsible for oversight of day-to-day operations of 12 city departments with 77 full and part time employees and a \$15.2 annual budget. Key accomplishments include:

- Initiation and oversight of numerous downtown revitalization efforts through a combination of public realm improvement initiatives and private economic development projects.
- Leader of a multi-sector/multi-jurisdictional effort to bring commuter-based, regional public transportation service to the community called the *West Michigan Express*.
- Spearheaded effort to attract and construct new affordable housing projects in the city.
- Developed and implemented city strategic plans based on the identified vision and priorities of City Commissioners and department heads.
- Co-authored and helped implement an award winning, long-range master plan called *Imagine Hudsonville 2030* that establishes a bold new vision for the community.
- Developed a unique partnership with the local Chamber of Commerce enabling the city and Chamber to share a full-time DDA/Chamber Director within City Hall, while also improving city relations with area businesses.
- Leveraged federal, state and local funding to facilitate numerous large city capital projects and initiated asset management strategies for city infrastructure.
- Structured development incentive packages and negotiated purchase and development agreements for private construction projects in the downtown area.

Community Development Director - *Grand Haven Charter Township (pop. 15,049) – 2002-2010.*

Oversight of Planning & Zoning, GIS, Code Enforcement and Building Departments during a period of rapid growth in this lakeshore community. Responsibilities included:

- Management of departmental budget.
- Served as staff Planner/Zoning Administrator, reviewing development proposals and providing recommendations to Planning Commission, ZBA, DDA, and Township Board.
- Authored or co-authored numerous technical documents including Master Plans, Zoning and Regulatory Ordinances, Design Guidebooks, Strategic Plans, RFPs, Grant Applications, etc.
- Assisted Township Superintendent with specialized studies and research projects.
- Managed personnel in the Building, Code Enforcement, and GIS Departments.
- Served as the Township's Acting Manager in absence of Superintendent.
- Served as City Planner for City of Grand Haven for a period.

Project Planner - *LSL Planning –2000-2002*

Directly assisted several Michigan communities and municipalities to develop and adopt various planning and zoning tools. Experience includes:

- Served as planning consultant for numerous west and northern Michigan communities.
- Assisted public and private sector clients with the development of master plans, zoning ordinances, planned unit developments, greenway plans, traditional neighborhood developments, transportation/access management plans, and other specialized studies.
- Conducted numerous citizen focus group sessions and provided guidance on developing community visions.

PROFESSIONAL AFFILIATIONS

Current

- International City/County Managers Association (ICMA)
- Michigan Municipal Executives (MME) Board of Directors, 2025-Present
- West Michigan Municipal Executives (WMME) (Past President)
- American Institute of Certified Planners (AICP), Since 1999
- American Planning Association, (National and Michigan Chapters)
- Kent County Waste-To-Energy Facility Advisory Committee
- Pi Alpha Alpha National Honor Society for Public Affairs and Administration
- Fairhaven Church Production Team (Volunteer)

Past

- Grand Valley Metro Council Board of Directors (Past Chair)
- Grand Valley Metro Council Executive Committee (Past Chair)
- Grandville Clean Water Plant Customer Committee
- Hudsonville Planning Commission
- Hudsonville Downtown Development Authority
- Hudsonville Area Chamber of Commerce Board of Directors
- Hudsonville Lions Club (Past President)
- Michigan Association of County Administrative Officers (MACAO)
- Michigan Association of Counties (MAC)
- Ottawa County Housing Commission
- West Michigan Express (WMX) Task Force (Founder and Chair)
- WCET-TV Board of Directors (Past Chair)
- Ottawa/Allegan County United Way Board of Directors

REFERENCES

Available Upon Request

Q1. First Name:

Patrick

Q2. Last Name:

Waterman

Q3. Population of largest community served:

Approx 300,000

Q4. 2. Largest number of staff supervised:

Approx 1,200

Q5. 3. Largest budget managed:

Approx \$225 M

Q6. Briefly explain how your professional training and education has prepared you for this position. Please limit your answer to approximately 250 words.

As you will see in my application materials, my educational background is in urban and regional planning and public administration, which provided the foundation for my 23-year career in local government leadership roles. Specifically, I have public administration competencies in personnel management (including collective bargaining processes), public finance, grant writing, planning and economic development, capital improvement planning, policy implementation, media relations, emergency management, and inter-governmental cooperation/collaboration. These (and other) competencies will enable me to oversee services and day-to-day operations of the County, and ensure that they are efficient, effective, transparent, and responsive to the needs of the community. Over the course of the public service portion of my career, I've had the honor and privilege of serving hundreds of thousands of residents, businesses and community stakeholders in various township, city and county governments, most of which were here in Ottawa County. This has enabled me to build trust and foster relationships with many of the local officials and community stakeholders in the County. I believe these relationships, which I have continued to maintain, would be beneficial to me as County Administrator. Finally, I have a strong understanding and background in organizational strategic planning, which prepared me extremely well to help shape and carry out an updated strategic vision for the County. It has also enabled me to lead with a visionary mindset with the ability to strategically analyze and solve problems.

Q7. Current & Future Opportunities in Ottawa County

- *Community Reconnection:* Ottawa County is ready for a unifying leader who can help rebuild trust, reestablish collaborative relationships, and guide the organization through a healing and forward-looking process.
- *Strengthening Board Governance:* The next County Administrator will have the opportunity to work with the Board of Commissioners to improve collaboration, enhance training opportunities, and build strong

governance practices.

- *Strategic Budgeting*: With a strong financial foundation, there is an opportunity to further refine budgeting practices, identify operational efficiencies, and ensure long-term fiscal health.
- *Expanding Support for Arts and Culture*: As community identity and placemaking become increasingly important, the County can enhance its role in supporting local arts and cultural initiatives.
- *Sustainable Growth Management*: With Ottawa County experiencing continued population growth, there is a strong opportunity to shape smart, sustainable development that aligns with community values.
- *Organizational Strategic Planning*: A refreshed county-wide strategic plan will serve as a roadmap for aligning vision, policy, and day-to-day operations across all departments.
- *Broadband and Infrastructure Expansion*: Improving digital access and infrastructure across rural and underserved areas will support economic development and quality of life.
- *Veteran Services Momentum*: Ottawa County has made meaningful strides in supporting veterans. There is strong momentum and public support to continue advancing these efforts.

Pick an opportunity from the list above. How will you leverage your experience to ensure that your selected opportunity is maximized? Please limit your answer to approximately 250 words.

I understand that the County Board of Commissioners has identified updating its strategic plan as a high priority initiative. This makes sense given that the (relatively) new Board leadership and incoming Administrator present a unique opportunity to work collaboratively to identify a new set of strategic priorities for the County to achieve over the next 3-5 years. Attaining organizational alignment around a clear mission, vision and measurable goals will be critically important to fostering a healthy culture in the County, one that is built on teamwork, trust and accountability. I bring extensive experience in this area, having facilitated and authored numerous strategic plans, both for the local governments I've served and as a professional consultant. As County Administrator, this is one of the first initiatives I would want to complete within the first 6 months on the job. Specifically, my hope would be to work with staff leadership and elected officials and bring recommendations forward to the Board on how, when, and where the process would occur. Then, after receiving direction from the Board, begin making the appropriate preparations with a goal of having a new Board-adopted County Strategic Plan in place by Q1 of 2026.

Q8. Challenges in Ottawa County

- *Housing Affordability and Availability*: Like many growing regions, Ottawa County faces mounting pressure to address housing affordability, availability, and long-term market stability. Ensuring access to diverse housing options will remain a priority.
- *Workforce Retention and Development*: Retaining experienced talent and attracting new professionals across the organization will be critical, especially in a competitive job market. Workforce development efforts must support both internal teams and the broader economic ecosystem.
- *Navigating a Polarized Political Climate*: National and local political tensions have had a direct impact on governance. The next County Administrator will be expected to lead with integrity and diplomacy, supporting respectful discourse and collaboration.
- *Sustainable Fiscal Planning*: Fluctuations in interest rates, property values, and tax structures require strategic budgeting to ensure financial health. Balancing rising service expectations with long-term revenue sustainability is a central challenge.
- *Cost of Government vs. Revenue Generation*: As service needs grow, identifying sustainable funding sources while maintaining efficiency is a top concern.
- *Leadership Stability*: Ottawa County has experienced turnover in key positions. Ensuring continuity, institutional knowledge, and team cohesion will be essential to long-term success.
- *Government Complexity and Transparency*: The increasing complexity of local governance calls for efficient systems, accessible communication, and a commitment to transparency and accountability.
- *Groundwater Availability and Stewardship*: Despite its proximity to the Great Lakes, Ottawa County is experiencing challenges with groundwater storage and long-term supply. Continued growth will require careful planning, investment, and stewardship to ensure this vital resource remains sustainable for future generations.

Pick a challenge from the list above. How will you leverage your experience to address your selected challenge head on? Please limit your answer to approximately 250 words.

It is difficult to choose just one of the above challenges to discuss because I feel eager and confident to engage in each of them. However, for the purposes of this exercise, I will discuss "Navigating a polarized political environment" since it seems to be one of the most publicized and pressing challenges that County is currently facing. There is no question that we are living in politically divided times in our Country right now, and there has much discussion and debate within my professional management organizations about the fact that local government is being impacted by national politics like never before. Politically controversial topics and issues that have historically been discussed in the legislative chambers of our capital buildings are now finding their way onto township, city and county meeting agendas. Navigating and being effective in this environment will require a strong commitment to political neutrality, active listening, and a focus on shared goals by the next County Administrator. As a professional local government administrator, I adhere a professional code of ethics which requires that I refrain from any political activities which could undermine public confidence in our profession. In practice, this first means that I am committed to maintaining a reputation for serving all members of the governing body equally and impartially, regardless of party. It also means that I can be trusted to offer objective (unbiased), well-researched guidance and recommendations on any given policy or issue that is brought before the Board for consideration. In this area, I am committed to operating objectively, leading with dignity, and garnering trust with the Board and in the community. In addition to remaining politically neutral, I see my role as to help the Board stay focused on the organization's mission, goals and objectives rather than personal or political differences. However, just because I am committed to politically neutrality, does not mean that I do not possess and practice political awareness. I understand and appreciate that board members bring difference perspectives shaped by their values, constituents, and experiences. Ultimately, I view political and ideological diversity not as a barrier but as a strength that when managed well, can lead to better-informed decision making.

Q9. How do you manage your mental and emotional well-being as a leader, and what measures do you implement to foster and maintain a healthy work environment for your team during periods of stress or challenge? Please limit your answer to approximately 500 words.

Local government leadership is, in my opinion, one of the most rewarding and gratifying careers one can choose, which is why I am so passionate about the profession. It offers the unique opportunity to work alongside a dedicated team of professionals working collectively to have a direct positive impact on the quality of life of individuals in our community. However, it can also be extremely challenging and demanding work. The energy level that is commanded of you on a day-to-day basis to lead the organization and keep pace with the community is significant. Moreover, unlike the private sector, local government officials live in a "fishbowl" and are constantly being scrutinized in the public eye, which can weigh heavily on our emotional well-being. It is therefore important, if not imperative, to maintain a healthy work-life balance and take proactive steps to manage your emotional health. Personally, I have learned to do this through a number of ways: - Maintaining positive, healthy relationships outside of work (both personal and professional). Personal relationships are critical in order to "step away" from the work and to be reminded what is most important in life - family and loved ones. Professionally, I have many friends and colleagues in the profession with whom I converse and ask each other for feedback or advice on any given local government issue or challenge. In many cases, these are common issues that more than one community is facing. As such, this practice has enabled me to keep abreast on pending issues, learn about innovative solutions, and implement best practices in local government management. Keeping perspective. Conflict is inherent in local government. Over the years in local government leadership roles, I've learned the hard truth that no matter what you do, or how hard you try, you're simply not going to please everyone you serve in the community. This is merely a reflection of the different viewpoints, values and competing interests of your citizens, which can vary vastly from community to community. Once I came to understand and accept this fact, it enabled me to grow thicker skin and focus on doing the good work without as much fear or concern of the "background noise". Taking time for myself - I have learned that taking time out from the work is critical to staying focused, energized and healthy. Personally, I do this a number of ways including engaging in family time (weekends, vacations, sports, etc.), hobbies (boating, fishing, exercise, DIY projects, etc.), professional development (reading, conferences, etc.), practicing my faith, and volunteerism. Likewise, it is incumbent upon leaders in the organization to promote a positive culture and healthy work environment for the employees. I have found value in implementing employee engagement activities that celebrate success and achievement while fostering teamwork and camaraderie. From what I recall, the County currently does a great job of this with its existing programs and activities. I would look to build upon these types of successful initiatives. In addition, I believe it's critical that leaders in the organization invest in the professional growth and development of their team members on an ongoing basis. This means not only meeting with staff regularly to discuss ongoing projects and priorities, but also guiding them along on their career paths, ensuring that they are aware of and aligned with the mission of the organization. Investing in your people helps prepare the organization well to endure challenging or stressful times and also helps establish a good talent pipeline for succession planning.

Q10. Ottawa County is experiencing both opportunities and challenges as it grows, including addressing workforce needs, ensuring access to affordable housing, and protecting natural resources like the Great Lakes and the Grand River. At the same time, the county's population is becoming increasingly diverse, requiring proactive efforts to foster inclusion and equitable access to services. As County Administrator, how would you balance these priorities while maintaining fiscal responsibility, engaging stakeholders, and building public trust? Use specific examples or strategies to illustrate your approach. Please limit your answer to approximately 750 words.

It is well known that Ottawa County is one of the fastest growing counties in the state, and as indicated in this question, this growth presents several challenges and opportunities which are facing the County's future. The reasons people choose to relocate to Ottawa County are clear: a robust and diverse job market; safe, vibrant communities offering exceptional shopping, dining and quality of life; unparalleled access to natural features and recreational amenities; relatively low property taxes (with no local levied income tax); outstanding public and private school systems; close proximity to the larger Grand Rapids metropolitan area and all it has to offer; and the list goes on. As more and more people move here for these (and other) appealing reasons, and as our senior residents begin to age out of their homes, many are finding it increasingly difficult to secure attainable housing (i.e. within 30% of their earned income). In addition, new development and population growth occurring in the County's more rural areas encroaches upon farmland and puts more and more demand on the County's primary groundwater supply - the Marshall Aquifer. New homes in these areas, which are often unserved by municipal water systems (and in some cases other modern infrastructure such as broadband internet), are forced to sink wells into the Marshall for potable water. However, the increasing volume of water consumption from the Marshall is outpacing the rate at which it naturally replenishes, and this poses a significant environmental health concern for our County. Unfortunately, in many ways the County is caught in a catch-22 with these challenges: People are flocking to move here which is reducing housing supply and driving up home prices. The market responds by demanding the construction of more and more housing supply, at costs that are still widely unaffordable. And as more housing development occurs in the County's rural areas, it places more demand and pressure on the limited natural resources, including farmland, the Great Lakes, the Grand River and our ground water sources. I fully realize that I am "preaching to the choir" on these issues, however my intent is to convey to you that I have a deep understanding of and appreciation of the significant growth-related challenges that Ottawa County is wrestling with. I am confident that my extensive background and understanding of land use, urban and regional planning concepts, economic development, and zoning law will enable me to engage these challenges head on. If appointed County Administrator, I would seek to work diligently and collaboratively with our state legislators, our local government leaders and policy makers, key stakeholders like builders, and economic development agencies, and subject matter experts like Housing Next and Michigan State University (groundwater) to find fiscally responsible and environmentally sensible solutions that are built around community consensus and grounded in common sense. I would envision the County continuing in its important leadership role of convener, educator, and collaborator on these topics. As you are aware, under state law counties cannot (nor should not) usurp local zoning control. It is therefore up to the local units to take proactive steps to implement smart growth strategies in their respective communities. This can include options like reducing minimum lot area and home footprint requirements in their zoning ordinances, or limiting new development to areas served by municipal water systems (or taking proactive steps to expand their municipal water systems). The County can play an important role in helping to educate our local decision makers on the necessity and importance of making smart development decisions. The County can also play a role in garnering the necessary political support needed to receive possible state/federal funding that could be channeled into the financial costs associated with addressing these challenges. As your next County Administrator, I would eagerly embrace the opportunity to roll up my sleeves, jump in and join the important work that is already taking place to tackle these (and other) critical opportunities and challenges facing the future of our great County!

Location Data

Q1. First Name:

Patrick

Q2. Last Name:

Waterman

Q7. First 90 Days Focus:

What specific priorities would you set during your first 90 days, and how would you approach building relationships with key stakeholders?

If appointed County Administrator, I would spend my first 90 days on the job investing my time and energy primarily in establishing relationships and taking stock of the organization. Specifically, within the first few days, I would schedule an introductory meeting with the staff leadership team, including department heads, their deputies/assistants, and the elected officials. The purpose of this meeting would simply be to introduce and share a little about myself and try to get acquainted/reacquainted with the team. Thereafter I would likely begin scheduling regular (monthly or bi-monthly) 1-on-1 meetings with each of the department heads and elected officials to get up to speed on the County's many projects and priorities. I would also schedule ongoing Leadership Team meetings, either monthly or quarterly, based upon their feedback. Next, I would hope to schedule individual meetings with each of the 11 County Commissioners to get to know each of them on a more personal level and hopefully gain a better understanding of their expectations of me, and their interests, hopes and dreams for the County. During this time, I would also plan to tour each of the County facilities and meet and greet as many employees as possible. Once internal introductions are complete, I would turn my attention to the external stakeholders in the County, specifically, the managers and/or elected representatives from the 23 local units of government (with many of whom I am already acquainted). I would approach these meetings with a spirit of cooperation and collaboration, with the goal of establishing new professional relationships built on trust and goodwill. I would likely look to schedule similar meetings with other key stakeholders in the community as opportunities arise. Throughout this "relationship/trust building" phase, I will simultaneously be familiarizing myself with the interpersonal dynamics of the various departments and their staff; evaluating the County's internal systems, processes, policies and procedures; getting up to speed on any pending legal issues or personnel matters; and evaluating any other relevant challenges or issues that need immediate attention.

Q8. Immediate Challenges:

How would you assess and address the county's most pressing operational or financial challenges early in your tenure?

As indicated in my response above, if appointed, I will begin conducting an initial assessment of the County's most pressing challenges (operational, financial or otherwise) during my first 3 months on the job. My initial findings will be based largely on my own observations of day-to-day operations, as well as the feedback and institutional knowledge I hope to gain during my regular 1 on 1 meetings with the leadership team members. I would also solicit input on various County challenges directly from the County Commissioners as we converse. Once I feel I have a good understanding of the most pressing challenges, a sense of their priority level from the Board and staff, and suggested solutions and actions, I will then begin to systematically evaluate these challenges and take proactive steps for their correction. For example, if I were to learn that the County is currently experiencing an internal process efficiency challenge directly related to an antiquated/underperforming software system, I would begin working with the respective department heads and the purchasing team to research alternative options, develop an RFI/RFQ to solicit bids from vendors, and then recommend a new software solution that address the challenge.

Q26. Guiding Principles:

What core principles or axioms guide your decision-making, and can you share an example of how they influenced a key decision in your career?

My decision-making process has evolved greatly throughout my career as I've gained more experience and learned from my successes and failures. The manner in which I make decisions today depends primarily on the type and magnitude of the decision I am considering. When determining the magnitude, I consider factors such as: Will it result in a significant cost to the organization, and is the cost accounted for in the budget? Is there a legal, moral or ethical concern? Might it result in a potential personnel conflict (such as a union grievance)? Will it set an unwanted precedent that could tie our hands in the future? I am experienced in discerning the volume, complexity and magnitude of the many various decisions that a County Administrator is empowered to make on a day-to-day basis. I can assure you that I am more than capable of making smart and timely decisions on matters of low(er) magnitude. With these types of decisions, I may refer to policy or, if financial in nature, verify that it's accounted for in the budget. But generally, I rely on my experience and follow my instincts. I can also assure you that I am equally capable of making smart decisions on matters of high(er) magnitude as well, though I will typically spend more time in discernment, to ensure my decisions are logical, legal and well-informed. In these cases, I may first conduct research and gather relevant data, consult with subject matter experts (including staff, legal counsel, colleagues, outside consultants, etc.), weigh the pros and cons, and, when prudent, confer the Commissioners to seek their input and support based on all of the information at hand. Over the course of my career, I have made numerous key decisions. One example of which was when I was serving as City Manager in Hudsonville. I was approached by a prominent community member who asked me if the City would consider donating a key piece of City-owned property and partner to raise funds to construct a multi-million-dollar development. The "pitch" was that such a development would "put Hudsonville on the map" and would generate a significant amount of economic growth for our community (this was well before the city began making its public investments in the downtown that led to the development that exists today). The cost and long-range implications of the development proposal were substantial (in the tens of millions). Furthermore, such a development would likely be controversial. However, knowing that this proposal would further some of the City's economic development goals at the time, I felt that the proposal deserved serious consideration. Understanding the magnitude of this decision, I immediately brought the City Commission into the discussion. I formed a committee to evaluate the proposal and, at the committee's request, commissioned a needs analysis/feasibility study. I researched fundraising consultants and solicited community feedback. In the end, it was determined that the proposal was cost prohibitive and simply did not have enough community support to continue our efforts. Ironically, my initial gut reaction when I first heard the pitch was to decline, but given the circumstances I highlighted above, it was critical that we went through such a thorough decision-making process.

Q27. Navigating Change:

How do your guiding principles help you navigate uncertainty or lead organizational change effectively?

My guiding principles are rooted in integrity, transparency, collaboration, and a strong commitment to service. When facing uncertainty or leading organizational change, these principles act as a compass to help me stay focused on the bigger picture and ensure that decisions are made with both the community's and the organization's best interests in mind. Integrity ensures that I lead with honesty and stay true to my values, even when decisions are difficult or when the outcome is uncertain. By maintaining transparency in our operations, I can help build public trust in government, demonstrating that the County is committed to responsive public service, fiscal responsibility, and the overall well-being of our residents and visitors. Collaboration allows me to engage with diverse perspectives, bringing together community members, staff, and other leaders to discuss challenges and explore potential solutions. During times of uncertainty, it's essential to tap into the collective intelligence and experience of the team to make informed, strategic decisions. Lastly, my commitment to service ensures that every action I take is aligned with the needs and welfare of the community. This focus helps me guide the organization through change by ensuring that we are not just reacting to circumstances, but actively working to enhance the quality of life for residents in a sustainable way. Overall, my guiding principles serve as the foundation for leading through uncertainty, maintaining calm and clarity, and effectively implementing change while keeping community needs at the forefront.

Location Data