



**CITY OF HUBER HEIGHTS
STATE OF OHIO**

City Council Work Session

May 2, 2022

5:30 P.M.

City Hall – Council Chambers – 6131 Taylorsville Road

1. **Call Meeting To Order/Roll Call**
2. **Work Session Topics Of Discussion**
 - A. City Manager Applicant Interviews
3. **Adjournment**

AI-8383

Topics of Discussion A.

Council Work Session

Meeting Date: 05/02/2022

City Manager Applicant Interviews

Submitted By: Anthony Rodgers

Department: City Council

Council Committee Review?: Council Work Session **Date(s) of Committee Review:** 05/02/2022

Audio-Visual Needs: None **Emergency Legislation?:** No

**Motion/Ordinance/
Resolution No.:** N/A

Agenda Item Description or Legislation Title

City Manager Applicant Interviews

Purpose and Background

The City Council will interview the four finalist applicants for the City Manager position in public at the Council Work Session (see attached interview schedule).

The application information for the four finalist applicants for the City Manager position: Richard Dzik, Luke Sims, Gerald Smith, and John Russell has also been provided (see attached).

Fiscal Impact

Source of Funds: N/A

Cost: N/A

Recurring Cost? (Yes/No): N/A

Funds Available in Current Budget? (Yes/No): N/A

Financial Implications:

Attachments

Interview Schedule

Applicant Information - R. Dzik

Applicant Information - L. Sims

Applicant Information - G. Smith

Applicant Information - J. Russell

**CITY OF HUBER HEIGHTS, OHIO
CITY MANAGER
INTERVIEW SCHEDULE**

Location

City of Huber Heights
6131 Taylorsville Road
Huber Heights, OH 45424

Names:

Jeff Gore – Mayor
Kathleen Baker – Councilmember
Nancy Byrge – Councilmember
Mark Campbell – Councilmember
Anita Kitchen – City Councilmember
Ed Lyons – Councilmember
Glenn Otto - Councilmember
Richard Shaw – Councilmember
Don Webb – City Councilmember
Anthony Rodgers – Clerk of Council
Patty Heminover – Baker Tilly

Monday, May 2, 2022

City Tour		Meeting With The City Leadership Team		City Council Interview	
9:00 – 10:00am	Richard Dzik	1:00 – 1:50pm	Richard Dzik	5:30 – 6:20pm	Richard Dzik
10:15 – 11:15am	Luke Sims	2:00 – 2:50pm	Luke Sims	6:30 – 7:20pm	Luke Sims
1:00 – 2:00pm	Gerald Smith	3:00 – 3:50pm	Gerald Smith	7:30 – 8:20pm	Gerald Smith
2:15 – 3:15pm	John Russell	4:00 – 4:50pm	John Russell	8:30 – 9:20pm	John Russell



RICHARD DZIK

RICHARD S. DZIK

dzik.rick@gmail.com

(216) 401-4845

109 East Lamartine Street

Mount Vernon, Ohio 43050

March 7, 2022

Patty Heminover
225 South Sixth Street
Minneapolis, MN 55402

Ms. Heminover:

I would like to express my strong interest in the position of City Manager for Huber Heights.

My background and recent accomplishments are an excellent fit for this position. I hold a Master's Degree in Public Policy and Management from Ohio State University. I have also spent 5 years as 9-1-1 Director for Knox County, Ohio followed by 2+ years as Safety Service Director for the City of Mount Vernon, Ohio. Prior to that, I served 10 years as Lieutenant, then Captain, with the College Township Fire Department.

Throughout my career I have implemented innovative solutions to improve efficiency and productivity. Some of these efforts include:

- Facilitation and development of Mount Vernon's first City Strategic Plan.
- Consolidation of county dispatch centers as Knox County 9-1-1 Director which realized \$250,000 in annual savings.
- Transition of all county public safety agencies to the Ohio MARCS radio system as 9-1-1 Director. This included securing a \$500,000 grant from the State of Ohio to facilitate this transition. Annual user fees for the system were half of the ongoing cost of maintaining a County owned radio system.
- As Safety Service Director, restructuring of Mount Vernon's parks, public lands, public buildings, cemetery and streets departments into the Department of Public Works. Sharing of personnel improved service delivery, most notably with improved street clearing times during snow events.
- Leveraging landscaping contracts for City parks and lands in lieu of hiring more City staff to handle increasing demands on the workforce.
- As a government performance improvement consultant with Crowe, LLP I worked with a number of State and Local clients to improve performance through streamlined processes and/or implementation of technology solutions. Notably, assisted the City of Indianapolis with development of their "Digital City Hall", a re-envisioned City/County website.

I look forward to the opportunity to discuss these, and other, experiences that I can bring to the City of Huber Heights.

Sincerely,



Richard S. Dzik

RICHARD S. DZIK

dzik.rick@gmail.com

(216) 401-4845

109 East Lamartine Street

Mount Vernon, Ohio 43050

SUMMARY

Experienced public administrator with a passion for innovation, change management, customer service and performance improvement.

EXPERIENCE

City of Mount Vernon, Ohio
present

12/19 -

Safety Service Director

- Serve as Chief Operating Officer for the City overseeing all safety and service departments, which includes police, fire, engineering, public utilities, public works and human resources.
- Spearheaded City's response to COVID-19 and worked with Mount Vernon Police Department to hire the City's first licensed social worker Community Advocate.
- Hired the City's first Human Resources Director.
- Work with City Council to consolidate streets, parks and buildings and lands departments into Public Works.
- Facilitate first strategic planning initiative for the City leveraging previous consulting experience.
- Develop plan for modernization of City services through investment in new technologies.
- Work with City departments to align strategic plan with customer focused performance metrics.
- Work hand in hand with City Auditor on budget development and management.

Crowe, LLP
12/19

9/16 –

Manager, Government Performance Improvement

- Assist large and small, state and local, government clients with performance improvement initiatives.
- Initiate business process and organizational change management techniques to support public needs.
- Provide expertise and support for technology procurement and implementation.
- Provide project management oversight for numerous change management and technology implementations.

Knox County 9-1-1
9/16

7/11 –

Director

- Managed 30-person workforce comprised of unionized 9-1-1 public safety dispatchers.
- Maintained the agency's \$2 million annual operating budget.
- Strategic planning for the agency, including large-scale consolidation of county dispatch operations and revision of the county's 9-1-1 operations plan.
- Secured \$350,000 award from Ohio Local Government Innovation Fund for 911 consolidation project and \$500,000 grant from the Ohio Local Government Safety Capital Grant Program for countywide transition to the MARCS radio system.
- Oversaw all major agency projects including upgrade to county's 9-1-1 call taking systems and upgrades to the county's public safety radio communications system.

- Responsible for human resources functions including oversight of FMLA as well as recruitment, interview, promotion and hiring of new employees.
- Reported to 9-1-1 Board comprised of county elected officials and public safety administrators requiring continued negotiation between stakeholders.
- Member of Knox County Local Emergency Planning Committee and Emergency Operations Team.

Knox County Emergency Management Agency

1/12 –

8/12

Director

- Maintained State and Federal grants supporting county emergency management and public safety.
- Assisted county human resources during the search and appointment of a new Director.
- Performed county emergency planning.
- Oversaw county response related to June 29, 2012 natural disaster and federally declared emergency.

College Township Fire Department (volunteer)

8/01 –

9/16

Captain (2008-2016)

Lieutenant (2005-2008)

- Served as Lieutenant then Captain of the main fire station.
- Managed the department's annual operating budget, performed strategic planning for the agency and oversaw the planning and purchase of capital resources.
- Served as the department's EMS Site Coordinator.
- Served as President of the College Township Firefighter's Association.
- Developed the department's Standard Operating Guidelines and the Township's Employee Handbook.
- Developed and oversaw the department's recruiting, interview, hiring and promotional processes.

Multiple Positions

8/04 –

8/11

Firefighter/Paramedic

EDUCATION

The Ohio State University, John Glenn College of Public Affairs, Columbus, OH
Master of Arts, May 2013 Field: Public Policy and Management

Kenyon College, Gambier, OH
Bachelor of Arts, May 2004 Majors: Psychology and English

CERTIFICATIONS

Project Management Professional, Project Management Institute
Firefighter II, Ohio Department of Public Safety
EMT-Paramedic, Ohio Department of Public Safety

PROFESSIONAL ASSOCIATIONS AND COMMITTEES

Ohio Municipal League – OML Representative to the Ohio MARCS Local Government Subcommittee
Ohio City Manager's Association – Member of the OCMA Leadership Development Committee

Candidate Questionnaire

Name	Richard S. Dzik	Primary Phone	216-401-4845
Email	dzik.rick@gmail.com		
Education	Master of Arts in Public Policy and Management		

	Current (Most Recent) Position	Previous Position	Previous Position
Title	Safety Service Director	Manager	9-1-1 Director
Dates of Employment	1/1/2020 - present	9/1/2016 – 12/23/2019	7/1/2011 – 9/1/2016
Organization	City of Mount Vernon, Ohio	Crowe, LLP	Knox County, Ohio
Jurisdiction Population	17,000	N/A	60,000
Reports To (Title)	Mayor of Mount Vernon	Partner, Local Government	Board of County Commissioners
# Department Staff	150	8	30
Department Budget	\$50,000,000	N/A	\$2,000,000

Instructions:

The purpose of this questionnaire is to provide us with additional information about you as a candidate and to gather examples of professional work that illustrate your background and experience. This information will be shared with hiring officials and others involved in making decisions about candidates selected to move forward in the selection process.

Please respond to each of the following questions by providing pertinent information. Some questions ask you to provide examples; please be sure to describe your direct level of involvement in the project or initiative. **Please be succinct – limit your responses to 300 words per question.**

1.	<p>Why are you interested in the City Manager position at this specific time?</p> <p>Obtaining a position as City Manager with a modern, innovative city like Huber Heights is my ultimate career goal. My time as Safety Service Director for Mount Vernon is an opportunity to highlight my capabilities while gaining additional local government experience. I plan for my next career move to be more permanent than my previous experiences and the City Manager position with Huber Heights is the right opportunity at the right time.</p>
2.	<p>Describe your current scope of responsibilities and explain how these responsibilities prepare you to take on the leadership and management responsibilities of the City Manager position.</p> <p>As Safety Service Director for the City of Mount Vernon I oversee the majority of the City's departments and workforce. The exception being those departments managed by elected officials other than the Mayor (Auditor, Treasurer, Law Director and Municipal Court). The City's police, fire, engineering, public works, public utilities and human resources departments are within my purview. This includes management oversight, budgeting,</p>

	<p>and strategic guidance. I handle labor relations and negotiation with the City's three bargaining units. I also attend all City Council meetings providing policy advisement to the Mayor and information and policy options to City Council. My role as City Manager would be similar, though I would report directly to Huber Heights City Council and implement their legislative priorities while providing similar guidance. Additionally, I view the Council-Manager form of government as more collaborative than my current statutory structure.</p>
3.	<p>Describe your experience and approach to financial management, budget development, and fiscal sustainability. Briefly describe a challenging situation involving your organization's annual budget and what steps you took to address the issue(s), and the outcome.</p> <p>Throughout my career I first seek opportunities for improved efficiency through redesigned organizational structures, technology investments and economies of scale. This ensures that the resource investments we make with the budget garner the most value. I then work with departments to plan long term for their operational and capital needs while placing equipment and resources on regular replacement schedules that spread the cost of upgrades evenly year-to-year. It's also important to ensure that sufficient financial resources are maintained for times of emergency while not hoarding taxpayer dollars unnecessarily. This requires strategic investment, but also strategic use of debt on things like major facility projects. Finally, to the extent, data and performance metrics should drive budgetary decision making. Occasionally, this may require diverting funding from one priority to support something more important. A decision ultimately made by council.</p> <p>Mount Vernon recently experienced a spike in maintenance spending in fire/EMS. The solution is replacement of both an ambulance and fire engine within the next year. Chief noted that vehicle orders placed today would take 10-16 months to fill. When he approached the City Auditor he was advised that the City could not afford to purchase both items this year. I worked with the City Auditor and explained that I understood that funds had to be encumbered before orders are placed, but also explained that we wouldn't realize these costs until the next budget cycle and that our maintenance costs would continue to rise until new equipment was received. The Auditor and I worked together toward a solution that included borrowing funds from the City's investments to allow for these purchases to be made now. I had engaged in similar financing with Knox County when we had to invest in a major change in public safety radio systems in 2015.</p>
4.	<p>Describe your experience working on levy (referendum) campaigns that require voter approval.</p> <p>While with the College Township Fire Department we frequently had to seek levy renewals, replacements and occasionally new levies. Prior to my time with Mount Vernon they were also able to successfully obtain a ½% income tax increase. When working on levies or referendums the most important factors are community outreach, having good data and evidence to support the levy and having a good marketing campaign to explain the need to the voters. Community meetings or public hearings are always good ways to get the information out, but they are also essential in hearing public concerns and answering questions. That being said, not all residents are highly engaged which requires working through the media with press releases, social media campaigns and other marketing initiatives to reach these residents. Finally, the best way to receive levy increases is to provide exceptional service to the community. This is built through internal culture and good management of operations.</p>
5.	<p>What has been your role in working with members of a governing body, collectively and individually? What steps do you take to support the governing body's policy-making activities?</p> <p>I have learned a lot over the past two years as it relates to working with governing bodies and elected officials. Early in my career I worked with three-member boards of trustees and commissioners. In these instances, the governing body was often, if not always, aligned. This made operational and policy decisions much easier. In working with Mount Vernon City Council many of my previous techniques are still applicable. I ensure that I am responsive to every member of the legislative body. This includes answering questions, obtaining information, and handling constituent questions/requests/complaints.</p> <p>That being said, with a larger governing body it is often not possible to garner universal consensus. For this reason, I do my best to provide as much information as possible to allow the governing body to make their decision. Each council member is different. Many receive the bulk of their information during committee or</p>

	legislative meetings. Therefore, I attempt to provide as much information as possible, while remaining concise and to-the point and prepared to answer questions. Other council members prefer to take time to sit down with me and discuss things in more detail. For that reason, I always make time when a council member needs to meet or have a call.
6.	<p>Since 2002, please explain all situations where you were in a position for less than two years and describe the reason for your departure. If not currently employed, please describe the terms of the departure from your most recent employer.</p> <p>I have never held a position for less than two years. That being said, when I was a firefighter/medic in my 20's I frequently changed departments after just over 2 years while I was figuring out where I wanted to be. Eventually, I realized I wanted to do more and moved into administration. My time with Crowe, LLP was a little over 3 years. In that case I realized that my passion was in government service when the opportunity with Mount Vernon presented itself.</p>
7.	<p>Briefly describe your experience (if any) leading and/or managing any of the following:</p> <ul style="list-style-type: none"> a. Management of municipal utilities including water, sanitary sewer, storm sewers, etc., b. Establishing policies and initiating projects to encourage neighborhood revitalization and commercial redevelopment, c. Working collaboratively with community, neighborhood, civic and business organizations and leaders, <p>I currently oversee Mount Vernon's public utilities which include water, wastewater and stormwater. This includes serving as Chair of Mount Vernon's Utilities Commission. I work closely with our Utility Director and City Engineer. I recently hired our newest Utility Director in February.</p> <p>I work closely with our Area Development Foundation and Land Bank. Mount Vernon does not have an internal economic development department therefore these are our development driving organizations. I recently worked with them, successfully, to implement a city-wide Community Reinvestment Area (CRA) to stimulate housing growth. We are also working together to find opportunities to bring new commercial business to Mount Vernon in two of our legacy industrial areas.</p> <p>Last year, given my private sector experience, I facilitated the development of Mount Vernon's first strategic plan. This involved numerous stakeholder focus groups that included residents, business leaders, nonprofit leaders, elected officials, etc. I also frequently work with organizations throughout the city such as our chamber of commerce and downtown business organization.</p>
8.	<p>As City Manager, how would you work with department heads to stay abreast of their progress meeting goals and responding to challenges? Give examples that illustrate your approach.</p> <p>During my time consulting we replaced traditional annual evaluations with a philosophy of career coaching. Since department heads are highly professional staff I've had success in using a similar approach while Safety Service Director. In this model, the department head and myself work together at the beginning of each year to identify their goals and priorities for their departments. We also identify how they want to develop as professionals by setting education, training or networking goals. We then meet quarterly, if possible, to determine their progress toward these goals. This works well on a macro level.</p> <p>On a micro level, to address those challenges that come up day-to-day, I try to maintain an open-door policy with my department heads to meet with me, call, text or email so that I can provide real-time guidance. Finally, I keep a standing department head meeting monthly as an opportunity for all of the department heads to collaborate.</p>
9.	<p>Inherent in every City Manager's job is the need to evaluate, hire, discipline, promote or terminate the employment of an employee or senior leader in an organization.</p> <ul style="list-style-type: none"> • What is your philosophy and leadership approach toward employee performance evaluations, development, training, selecting and leading others?

	<ul style="list-style-type: none"> • Include your views on succession planning and the key ingredients required to build a great team.
	<p>As mentioned above I believe timely feedback is essential for all levels of an organization. The annual evaluation will always be necessary to wrap up the previous year and set goals for the next, but the annual evaluation alone is insufficient. I work with my leaders to try to help them get comfortable with difficult conversations about performance before subpar performance becomes problematic. Along the same lines I try to get leaders to be better at providing positive feedback in real time. That is an area that I've actively tried to improve upon. That being said, I always select the leaders who are best suited for the position, not just the leaders with the most institutional knowledge. This means that those employees who dedicate themselves to development, training and coaching others are frequently the employees who are promoted. This also means that, as an employer, I must provide resources for employee development and training.</p> <p>Throughout my career I've worked heavily in succession planning holding the belief that no organization should be wholly dependent on any one person. While at Knox County 9-1-1 I hired the first Operations Manager with the expectation that this person would eventually fill the role of Director. Recently, Mount Vernon hired its first Assistant Engineer to ensure the City has a professional Engineer on staff at all times, including when the City Engineer retires or resigns. Along with developing our next leaders within the organization, succession planning also involves sharing knowledge across team members. This collaboration, information sharing and skill development/sharing amongst team members are also the key ingredients to building a successful team.</p>
10.	<p>What steps have you taken in your organization to build a culture that fosters teamwork, communication, and an appreciation for diversity?</p>
	<p>As mentioned above we encourage collaboration and information sharing among department heads while ensuring they have a similar culture down the chain of command. We also support multiple forms of communication such as in person, virtual, email and text. This way we can streamline the communication process and provide multiple means of communication that work within each employees' duties and schedule. When I started in 2020 the City only provided email accounts to some employees. In order to foster a more collaborative culture that allowed for easier information sharing I assigned email accounts to all city employees along with equipment at their departments to access their email regularly.</p> <p>I've long appreciated the necessity of diversity. Not only should opportunities be available to people of all backgrounds and experiences, but diverse perspectives make an organization stronger. Mount Vernon long lacked gender diversity in certain public safety and leadership positions. We've started working toward more gender diversity, first by hiring a female Human Resources Director who, unfortunately, is the only female member of my current leadership team.</p> <p>I worked with the Mayor and our Civil Service Administrator to hire the City's first female firefighter/paramedic. Because I had taken the City's physical agility test prior to my hiring as a firefighter I suspected that the test was slanted toward male applicants due to the emphasis on upper body strength and not whole-body strength. To test this hypothesis, I had a female police officer, who was also an avid cross-fitter, take the firefighter physical agility test. She was unable to complete the test within the necessary timeframe despite all firefighters recognizing that she had the strength to do the job. After slightly revising the agility test we were finally able to bring highly qualified female candidates successfully through the process.</p>
11.	<p>Describe your experience and approach to labor relations and contract negotiations.</p>
	<p>I served 10 years as a firefighter/paramedic in a bargaining unit and now 7 years representing management in bargaining related matters.</p> <p>During my time as 9-1-1 Director and Safety Service Director I understand my role to represent the interests of the City, but also maintain fairness with the workforce. I believe I have developed a professional relationship</p>

with all of the bargaining units and union reps by being straightforward and trustworthy. That being said, I have seen firsthand the problems created when contract provisions and other rules aren't enforced or grievances are accepted in error. During my time with Knox County 9-1-1 I facilitated 2 contract negotiations and handled all grievances and arbitrations. This included an arbitration for a dispatcher that had to be dismissed. During my time with Knox County 9-1-1 all of my grievance (approximately 8) and arbitration decisions were upheld.

I continue to handle all bargaining unit matters in my role with the City of Mount Vernon. I have negotiated 3 contracts (FOP, IAFF and OCSEA) and recently started another round of negotiations with all 3 bargaining units, with the pandemic somewhat behind us. The 12-18 month contracts negotiated in 2020 didn't provide any compensation without an offset in cost, giving the City time to get a clearer picture of the pandemic's effects. Most grievance issues have been resolved successfully. This past year we dealt with a compensation issue related to the COVID-19 pandemic. All three bargaining units brought grievances claiming that employees should receive double-time while City offices were closed. I was able to settle the grievances with two bargaining units. Due to unique circumstances, I was not able to settle with the FOP and ultimately lost at arbitration, but the financial impact was manageable. This reinforced that arbitration rulings can be unpredictable.

12. How do you as City Manager approach economic development? Please describe any successes in this area.

I believe communities should encourage economic development that reinvests into the community. Often this means targeted tax incentives to encourage those things that will strengthen the community while repaying those incentives through job creation. While working as a consultant with Crowe, LLP I had the opportunity to work with the Indiana Economic Development Corporation and draft their annual jobs report for three years. This jobs report was an important piece of their economic development strategy by identifying the cost of tax incentives versus the increased withholdings that those incentives brought back into the state. Indiana's economic development initiatives always returned double their initial cost, or more.

In Mount Vernon our Area Development Foundation (ADF) has identified that the housing shortage in our community has become an economic issue. We have vacant factories that are ripe for new manufacturing, but most employers recognize that there is nowhere for their employees to live. For this reason, my greatest success of the past 2 years is working with City Council and ADF to pass a citywide CRA. In the past 12 months we've met with half a dozen developers and 2 new development projects have started due to this CRA. With progress on increasing housing stock, we can now focus on bringing new industry into Mount Vernon.

13. Have you utilized any performance measurement and benchmarking strategies or practices in determining the effectiveness and quality of services provided to the customers, visitors, and residents of a community? Please describe an example.

While I'm eager to implement performance management strategies, Mount Vernon must first develop the systems and technology to capture performance data. In the past month I've purchased 3 new software products to track performance across the organization bringing Mount Vernon closer to this initiative. Recently we've started to utilize community and employee surveys to identify needs and shortcomings. Additionally, our strategic planning process was integral in identifying what the City of Mount Vernon is doing well and where it needs to improve.

Now that we have systems to capture data and track progress I will be working with all City departments over the next few months to work through phase II of our strategic planning process. This will include identifying measurable performance metrics for each department, in addition to setting goals and priority projects.

14. Describe your experience and any success in developing public-private partnerships or initiatives. How do you measure or determine if an initiative is successful?

In the past two years I've overseen a number of public-private partnerships. In 2020, the City partnered with all of our downtown businesses to resurface the alleys between businesses. The City managed the engineering

and contracting for the projects while each business provided a 50/50 cost share. This allowed the City to complete the project twice as fast as it could have with City funds alone.

As Mount Vernon realizes ever increasing demands on our public services, we have tried to keep our operations as efficient and effective as possible. With a 4 employee parks department and 4 employee public lands and facilities department the City fell significantly behind in the upkeep and preventative maintenance of our assets. In lieu of hiring additional city staff, I worked with our Public Works Director to begin a public-private partnership to contract city landscaping needs. This allowed us to take our workers off of mowers and assign them to more specialized maintenance and beautification projects. In 2021, all city lands outside of parks were contracted to a private landscaping company. In 2022 we are expanding the project to include all City parks. What we found in 2021 is that we were able to complete mowing and landscaping for significantly less than hiring additional City staff, while using current staff for more specialized duties.

We've been able to measure success in a number of ways. First, complaints about landscaping of City lands decreased, while positive feedback increased. Since the private landscaping firms can treat these areas more frequently than our limited staff service was improved. Additionally, the cost per hour for landscaping was significantly lower than the labor cost of our workforce. Taken together, the City determined that landscape contracting was successful in 2021 and we decided to expand it citywide in 2022.

**Ohio Association of Public Safety Directors
Project Management Institute**

LIST

- Indiana Economic Development Corporation (Indianapolis, Indiana)
- City of Indiana and Marion County Information Services Agency (Indianapolis, Indiana)
- Franklin County Courts (Columbus, Ohio)
- Aurora Police Department (Aurora, Illinois)
- Chicago Public Schools (Chicago, Illinois)
- Indiana Integrated Public Safety Commission (Indianapolis, Indiana)
- Health and Hospital Corporation of Marion County (Indianapolis, Indiana)
- Indiana Department of Revenue (Indianapolis, Indiana)



LUKE SIMS

Luke N. Sims
LukeNSims@gmail.com
277 East Fourth Street
Winona, MN 55987

City of Huber Heights City Council

Huber Heights, OH

Dear Members of the City Council:

I am writing to express my interest in the City Manager role with the City of Huber Heights, Ohio. I am excited to bring my strong background in public management, project management, and city planning to serve the residents of Huber Heights.

After earning my master's in public administration and master's in urban planning, I have worked to provide innovative solutions to help my community thrive. My past work in planning at the municipality and county level has included diverse project management. The 2017 Complete Streets Policy and Pedestrian and Bicycle Plan which I directed won the Planning in Context Award from the Minnesota Chapter of the American Planning Association. I am currently co-leading the Winona 2045 Comprehensive Plan Update and have been involved in sustainability plans, unified development code development, arts and culture plans, and others. Through the COVID-19 Pandemic, I have been managing an interdepartmental task force to develop policies to keep the Winona community safe.

I am a high-capacity public servant capable of developing plans and supporting documentation that is well received by the communities I have served. My work is regularly referenced for its professionalism in public meetings and I have had the pleasure of working on a diverse number of projects that have resulted in quality outcomes for the communities I serve.

I believe I am well suited to serve as the next City Manager of Huber Heights and am excited to grow with the city.

Thank you for your time and consideration,

Luke N. Sims

Education

Master's of Arts in Urban Planning, 2016 - Minnesota State University, Mankato
Master's of Public Administration, 2012 - The University of Montana, Missoula
B.A. Political Science, 2011 - The University of Montana, Missoula

Relevant Work Experience

Assistant City Planner (April 2017 - Current)

City of Winona, Minnesota

- Develop staff reports and enforce land use, code, ordinances, and compliance programs
- Coordinate applicant permit processing, communication, and public notices
- Develop and implement community development projects
- Present to City of Winona public bodies, including Planning Commission, Board of Adjustment, Heritage Preservation Commission, and City Council among others
- Develop and implement pilot projects such as temporary curb extensions and bike lanes
- Serve as primary staff liaison and grant project manager for historic preservation
- Chair the interdepartmental Community Response Team addressing the COVID-19 pandemic

Interim Economic Development Coordinator (December 2016 - April 2017)

Winona County, Minnesota

- Assisted in developing staff reports and ensuring zoning compliance for development requests
- Re-codified the Winona County Zoning ordinance and implemented updates as needed
- Provided assistance drafting plans for communities in Winona County
- Coordinated loan applications through the Winona County Revolving Loan Fund
- Drafted loan documents for Winona County Economic Development Authority loans
- Prepared, organized, and presented at Winona County Economic Development Authority meetings
- Presented to Winona County Planning Commission

Community Development Intern (May 2016 - December 2016)

City of Mankato, Minnesota

- Prepared staff reports for development requests and presented to Planning Commission
- Researched policies on economic development, land use, community development, and housing
- Performed code compliance for building permits, fences, and signage
- Coordinated and created City of Mankato 2016 Bicycle Friendly Communities application
- Studied, researched, and compiled data on past developments and adherence to policies

Associate Director of Marketing and Communications (July 2013 - December 2014)

Asian University for Women

Chittagong, Bangladesh

- Led strategic planning for two departments
- Supervised fellows to develop private company partnerships
- Created and implemented outreach activities to the surrounding community and internal and external customers
- Developed and delivered a complete university website
- Developed and maintained social media presence, reaching 20,000 people daily
- Re-branded Asian University for Women across multiple platforms
- Wrote university press releases and content for publication locally, nationwide, and internationally
- Directed and oversaw media and content creation and strategy across the organization
- Acted as primary point of contact for the organization
- Presented to governance boards for international partners and the organization

Relevant Work Experience

Business Manager (May 2011 - May 2012)

*The University of Montana, Associated Students of The University of Montana
Missoula, Montana*

- Co-led organization's first strategic planning process
- Managed a multi-department budget of \$1.2 million
- Organized and facilitated budgeting for 10 agencies and departments, including ASUM Transportation
- Oversaw major third-party and organization expenditures and transactions
- Created and enacted a capital project to increase organization funding
- Wrote press releases for campus, local, and state media outlets
- Reviewed and updated fiscal policy

Other Professional Work Experience

Independent Contractor (January 2015 - September 2017, January 2012 - June 2013)

Fansided Network

- Created daily website content relevant to NFL football teams
- Developed relationships with other sports writers and editors for other media outlets
- Promoted and managed social media accounts
- Managed a staff of nine contributing writers
- Increased readership by 270%, reaching over 239,000 unique visitors annually

Innovative Housing District Project (August 2016 - December 2016)

Minnesota State University, Mankato Studio Project

South Bend Township, Minnesota

- Developed a mixed-use affordable housing planned unit development on a team of four
- Lead community association and stakeholder meetings
- Performed housing analysis of the region and target community
- Designed new tiny home and small footprint home district
- Organized annexation process into the City of Mankato

Related Skills & Leadership

SE District Director, Minnesota American Planning Association Chapter (2020 - Current)

Board Member, Winona Advocacy Center (2020 - Current)

Congress for the New Urbanism Accredited

Commissioner, Winona Heritage Preservation Commission (2016 - 2017)

Adobe Creative Suite (InDesign, Photoshop, Illustrator, Premiere Pro)

Geographic Information Systems (ArcGIS)

- Used in support of Planning Commission reports and project analysis

Microsoft Office Suite (Word, Excel, Outlook, PowerPoint, OneNote)

Professional and Personal Interests

Strategic Planning

Incremental Development

Multimodal Transportation, particularly biking and parking

Heritage Preservation, rehabilitation and redevelopment

Writing, brand communications, marketing, content creation, and editing

Tennis, high school coach (2010-2012)

Candidate Questionnaire

Name	Luke Sims	Primary Phone	952.465.7002
Email	LukeNSims@gmail.com		
Education	Master's of Arts in Urban Planning from Minnesota State University, Mankato (2016) Master's of Public Administration from The University of Montana, Missoula (2012) Bachelor of Arts in Political Science from The University of Montana, Missoula (2011)		

	Current (Most Recent) Position	Previous Position	Previous Position
Title	Assistant City Planner	Interim Economic Development Coordinator	Community Development Intern
Dates of Employment	April 10, 2017 - Current	December 12, 2016 - April 7, 2017	May 9, 2016 - December 3, 2016
Organization	City of Winona	Winona County	City of Mankato
Jurisdiction Population	26,000	59,000	42,000
Reports To (Title)	Director of Community Development and Port Authority of Winona	County Administrator	Planning Coordinator
# Department Staff	10	1	9
Department Budget	\$760,000	\$650,000	\$3,050,000

Instructions:

The purpose of this questionnaire is to provide us with additional information about you as a candidate and to gather examples of professional work that illustrate your background and experience. This information will be shared with hiring officials and others involved in making decisions about candidates selected to move forward in the selection process.

Please respond to each of the following questions by providing pertinent information. Some questions ask you to provide examples; please be sure to describe your direct level of involvement in the project or initiative. **Please be succinct – limit your responses to 300 words per question.**

1.	Why are you interested in the City Manager position at this specific time?
I am interested in a step forward in city management. My past education and experience working in leadership roles in planning, community development, and non-profit management have prepared me well for organization leadership at the municipal level. The City of Huber Heights offers an excellent opportunity to grow with a community and to help develop a place where people want to live, work, and play. I see organizational, programmatic, and investment potential in Huber Heights and believe I am well positioned to help reach that potential.	

2.	Describe your current scope of responsibilities and explain how these responsibilities prepare you to take on the leadership and management responsibilities of the City Manager position.
<p>I am currently in a city planning role with a municipality of similar size to Huber Heights. My work includes interfacing with developers and shepherding projects through public process; managing and reporting to a half dozen boards and commissions; developing and updating city ordinances addressing economic development, community development, and planning; managing grant applications and administration; and project management including citywide projects, projects with other government partners, and internal planning development projects. These responsibilities create a strong foundation on which communities can be successful. I regularly work interdepartmentally in my responsibilities and projects, including leading the Community Response Team addressing the COVID-19 pandemic from April 2020 to the present.</p>	
3.	Describe your experience and approach to financial management, budget development, and fiscal sustainability. Briefly describe a challenging situation involving your organization's annual budget and what steps you took to address the issue(s), and the outcome.
<p>I am trained in municipal budgeting and am involved in developing Capital Improvement Plan (CIP) projects, planning projects, grant-funded budget projects, departmental budgets, and have been involved in departmental budget review with the City Manager of the City of Winona. My past work has included developing fiscal policy for a university-based non-profit and administering the Economic Development Funds for Winona County. I am used to balancing multiple deadlines for other organizations' fiscal years in my roles with the City of Winona and additionally in a volunteer capacity on the Board of Directors for the Advocacy Center of Winona where I am the Fund Development Chair.</p> <p>A recent challenging budget situation was the failed Broadway Street Road Diet in 2021. I had managed an award-winning 2017 Complete Streets Policy and Pedestrian and Bicycle Plan that incorporated the road diet as a centerpiece project. I then worked with our Engineering and Public Works departments to incorporate matching funds into our CIP three years out to coincide with US AID funds for a mill and overlay of the road, pedestrian and Americans with Disability Act compliance improvements, and bicycling route improvements totalling \$2.3 million. The City was successfully awarded the grant funds and incorporated funding for expenditures beginning in 2021 and began design work. When it came time to bid the project, the City Council reversed course and declined to select a consultant and voted to return the money and not do the project. We had already spent \$300,000 on design work which was a sunk cost. I worked with the City Manager, City Engineer, and Public Works to ensure that we could salvage the design expenditures for scaled back pedestrian and ADA accessibility work which was completed and encumbered for continued work in 2022. We managed to improve pedestrian access for the corridor but were ultimately not able to complete the entire road diet project, which has returned to the planning stages for a future date.</p>	
4.	Describe your experience working on levy (referendum) campaigns that require voter approval.
<p>As a member of the Winona Area Public Schools task force on facilities, I have worked to propose a district-wide facilities levy that will see reinvestment in historic neighborhood schools and re-configure the use of facilities space in the Middle School and High School. The referendum will be for the 2022 election and will address the initial portion of \$64 million of improvements over five years.</p> <p>I also led a capital campaign for ASUM at the University of Montana which required a vote from the 15,000 constituents of the University of Montana to approve over \$1.5 million in investments in new offices for the dozen agencies that served the university population. That referendum was approved with over 60% support and resulted in renovation of office space and expansion of operation space for the organization.</p>	

5.	What has been your role in working with members of a governing body, collectively and individually? What steps do you take to support the governing body's policy-making activities?
<p>I currently report to and serve as the secretary for four government bodies, including the Heritage Preservation Commission, Planning Commission, Board of Adjustment, and City Council. I have also presented to other governance bodies including the Winona County Board of Commissioners and Planning Commission, City of Mankato Planning Commission, and the Board of Trustees of the Asian University for Women. My presentations are widely respected for their professionalism and thorough nature.</p> <p>I am a big proponent of education for government bodies, including scheduling pre-meeting workshops, utilizing regularly scheduled meetings for board and commission trainings, and meeting with governing body members on legal requirements. This helps lay the foundation on which sound decisions are made. It helps to “prepare the ground” for future decisions that must be made in a quasi-judicial manner as required by state statutes or governing by-laws. I also utilize check-ins for input as a way to generate buy-in with the governing body. A recent example of this is the 2045 Comprehensive Plan Update for the City of Winona that I am co-leading. This included check-ins with the City Council and the Planning Commission on the budget, Request for Proposals, proposed vision and values, proposed subcommittees, and the work generated by the Steering Committee and subcommittees. This ensures that the City Council does not feel that projects have been conducted without their consent and buy-in, leading to more productive outcomes.</p>	
6.	Since 2002, please explain all situations where you were in a position for less than two years and describe the reason for your departure. If not currently employed, please describe the terms of the departure from your most recent employer.
<p>Interim Economic Development Coordinator, Winona County: I left for a permanent position with the City of Winona.</p> <p>Community Development Intern, City of Mankato: I left for a more senior role with Winona County.</p> <p>Independent Contractor, FanSided Network: I left for roles more closely aligned with professional goals.</p> <p>Associate Director of Marketing and Communications, Asian University for Women: I left due to the instability of the country of Bangladesh following elections determined to be “not credible” by the UN and criticized by the UN, EU, United States, and United Kingdom.</p> <p>Business Manager, ASUM at The University of Montana: I left to finish my Master’s in Public Administration after my first term ended.</p>	
7.	Briefly describe your experience (if any) leading and/or managing any of the following: <ol style="list-style-type: none"> a. Management of municipal utilities including water, sanitary sewer, storm sewers, etc., b. Establishing policies and initiating projects to encourage neighborhood revitalization and commercial redevelopment, c. Working collaboratively with community, neighborhood, civic and business organizations and leaders,
<p>A. I do not have experience directly managing municipal utilities. However, I do have experience developing programmatic methods to account for the maintenance and replacement costs of infrastructure, which is addressed through the subdivision process and development pattern of the City of Winona.</p> <p>B. I worked to have the 2017 Unified Development Code approved, which resulted in removing zoning barriers to development, including eliminating parking minimums, setbacks, and lot area minimums for downtown and re-legalizing mixed use development. This has led to city-high building permit valuations and the most new building and redevelopment since the early 1900s. I have also led the usage of historic designation as a means for economic development, including the designation of individual properties and amending historic districts to include properties that led to five historic tax</p>	

credit projects valued from \$2,000,000 to \$12,000,000 and resulting in dozens of new housing units and mixed use building revitalization. Over the last five years, Winona has made up 10% of historic tax credit projects in the State of Minnesota, returning \$11 for every \$1 spent. One of the best tools we have utilized is the development of “traditional neighborhood” land use classifications in the Comprehensive Plan and creating the “Mixed Use Neighborhood” zoning district to encourage small neighborhood nodes that include mixed use properties in residential neighborhoods, thereby providing walkable neighborhood services and amenities roughly .3 miles in linear distance throughout the city.

- C. I am a co-founder of Bikeable Winona, a local biking advocacy group that has worked closely with the Recreation Alliance of Winona to organize monthly fundraising bike rides throughout the Winona region for local non-profits. Additionally, I am a co-founder of the Emerging New Urbanists, a national group of architects, urban designers, and urban planners focused on developing traditional neighborhood development practices. I serve as a member of the Board of Directors of Advocacy Center of Winona, I am also the SE District Director for the Minnesota Chapter of the American Planning Association, and serve on the facilities task force for Winona Area Public Schools and the strategic planning committee for Minnesota State Southeast, a local college. I sit on the Development Committee of Winona Main Street and co-organize Welcoming Week with Project FINE for incoming immigrant populations. As a professional effort, I worked with Engage Winona to develop the East End Planning Project, which worked on creating neighborhood identity and facilitating empowerment and personal agency for the East End Neighborhood, which has traditionally been marginalized in Winona. Working closely with community groups, neighborhoods, and other civic, business, and government leaders is a core part of my professional aspirations.

8. As City Manager, how would you work with department heads to stay abreast of their progress meeting goals and responding to challenges? Give examples that illustrate your approach.

I believe in collaborative department work. This involves professional development of department heads and those under them and the development of strategic plans for the organization as a whole and individual departments. An example of this was my work to develop strategic plans for the Marketing and Communications Department and Admissions Department at Asian University for Women and the first organization strategic plan for ASUM at the University of Montana, which I co-led. In municipal work, I believe that public works projects, planning projects, and park and recreation projects should all go through a multi-departmental review similar to a site plan review process to ensure compliance with city goals and strategies adopted by elected leaders. Additionally, I believe in utilizing development accounting for infrastructure maintenance and replacement to set priorities for the Capital Improvements Program and budgeting. Day to day management involves regular check-ins with department heads and formal regulatory check-ins for projects before they return to relevant government bodies for review and approval. A recent example is the 2045 Comprehensive Plan Update for the City of Winona, which has included the incorporation of previous department-specific planning efforts coordinated to fit the Comprehensive Plan from 2017 to the current day. This has helped to ensure buy-in for the strategic direction of the city and set department goals and deliverables that are addressed through the budgeting and CIP process.

Inherent in every City Manager’s job is the need to evaluate, hire, discipline, promote or terminate the employment of an employee or senior leader in an organization.

- 9.**
- **What is your philosophy and leadership approach toward employee performance evaluations, development, training, selecting and leading others?**
 - **Include your views on succession planning and the key ingredients required to build a great team.**

I believe in regular, scheduled reviews of performance for all employees. Department heads should meet with the City Manager and should also conduct annual reviews of the employees in their departments. But annual reviews should never result in “out of the blue” outcomes and there should be regular check-ins with staff members throughout the year to encourage and foster a supportive, collaborative work environment. I strongly

feel that professional growth and personal growth should be encouraged through team building activities, strategic planning check-ins, and support of professional growth learning opportunities. A strong municipal organization is one where employees feel emboldened to come up with creative ideas and work on them together. And strong employees should be encouraged to enrich their skills, hone them, and grow within the organization. This starts with leadership from the city manager position and the development of “champions” within departments to encourage and enrich the culture internally.

Succession planning is important to city continuity, particularly where institutional knowledge is critical to the regular function of municipal operations. But I believe that all positions of leadership should be opened to the public to ensure that Huber Heights is always getting the best applicant for an open position. Key ingredients to develop strong leadership include encouraging professional development, providing opportunities for growth among those who show promise, and creating an environment where employees are encouraged to try creative solutions to problems and regular operations.

10. What steps have you taken in your organization to build a culture that fosters teamwork, communication, and an appreciation for diversity?

I have worked closely with my peers to develop get-togethers after work, team building activities during the work day, and mid-level management and employee empowerment workshops. This has included working with trusted facilitator partners in a formal workshop environment to simple activities like a walk audit or visiting a beer garden after work. Many of my work colleagues in my career have become close friends who I work with to develop new ideas from infancy into whole programs. Bikeable Winona, started in collaboration with my former planning colleague at Winona County, began after seeing a need to fill a void for programmed biking activities in our community. Those initial teamwork meetings evolved into collaboration with city government, community-wide communication, and reaching across a diverse population in town. My time working for Asian University for Women taught me that diversity should be intentional and if an organization says it values diversity, it needs to be reflected and addressed at meetings and openly discussed as a goal. My role there reached to communities in 16 different nations, including establishing relationships with donors and media groups.

11. Describe your experience and approach to labor relations and contract negotiations.

In my past work, labor relations and contract negotiations vary depending on how strong labor groups have historically been. While I have not negotiated from the administration side, I have had experience advocating from the union side and have learned that labor culture is important to developing productive outcomes. I believe that there are fair outcomes for all sides that can, and should, be pursued. That starts with clear communication from both sides.

12. How do you as City Manager approach economic development? Please describe any successes in this area.

The most important component of economic development for a community is to have a financially sustainable model for community development. To that end, infrastructure maintenance and replacement models dictate how much private investment is needed for the community to be successful. Utilizing Tax Increment Financing and other tools to lure businesses should be used when it is financially sustainable to utilize the specific tool. I have been blessed to work in communities that have active economic development authorities, including my recent job with the City of Winona which features the second busiest public port on the Mississippi River in Minnesota. Utilizing an economic development authority to purchase, sell, and prepare land for development is critical for ensuring that growth is both possible and has outcomes, through development agreements, that are beneficial for the community. All of that should be based on the sustainable development pattern of the community. One recent example that has been tremendously successful was the closing of a Hardees on a whole city block which was acquired by the Port Authority of Winona. With our recent re-zoning of the

downtown to allow mixed use development without parking minimums, setbacks, and lot area minimums, we were quickly able to identify a development partner who built a Montessori Pre-school, 68 luxury and market rate apartments, and 18,000 square feet of Grade A office space totalling \$28,000,000 of investment. I measure productive outcomes on a taxable value per acre model, and \$14,000,000/acre in this instance is among the most productive land uses in the City of Winona. Similar returns on investment on a per acre basis can be achieved with smaller-site redevelopment. An example I helped shepherd through the process was a recent renovation of an historic chocolate company building into 26,000 square feet of commercial space following the expansion of our historic district to enable Historic Tax Credit use. That property saw \$11,000,000 in investment on .3 acres of land and was directly facilitated by three years of city staff work to study the historic district, expand the district through the Minnesota State Historic Preservation Office and United States Department of Interior, creating a TIF District, and selling a small city parking lot to the developer.

13 . Have you utilized any performance measurement and benchmarking strategies or practices in determining the effectiveness and quality of services provided to the customers, visitors, and residents of a community? Please describe an example.

I build feedback loops into our projects to ensure we have measurable outcomes. I also typically include reevaluation periods built into the programmed project as approved by City Council to keep city staff accountable. One such example was measuring the use of 1 mile of bike lane which replaced three blocks of single-sided parallel parking, connecting Bluffside Park and the Mississippi River. This was achieved by working with businesses along the corridor to measure sale receipt increases over multiple years, hand counting utilization of the bike lane, and monitoring use through Strava Metro smartphone data. That measured use, which was a programmed part of the Complete Streets Policy, led to expansion of a perpendicular bike boulevard and another two miles of bike lanes connecting that corridor to downtown. Feedback loops and benchmarking methods should be chosen on a case-by-case basis but should always be considered when implementing a project or policy.

14 . Describe your experience and any success in developing public-private partnerships or initiatives. How do you measure or determine if an initiative is successful?

Public-private partnerships can be effective to provide services to the public at a reduced cost from the city side. One example I was involved in was reevaluating the current contract with the Prairie Island Campground in Winona for the Park and Recreation Department for the first time in approximately 12 years. The new operators selected to run the park have invested significantly and seen significant returns as a result, which are split by a set rate with the City of Winona. This partnership evolved to include additional housing elements legalized through our Planning and Zoning department whereby the operators can provide cabin-style tiny house rentals. I feel strongly that contracts should be made open to new bidders when they expire, even if the private party currently contracted with is effective. Re-opening after contracts expire provides an opportunity to evaluate success. Measuring success, in the campground case by counting receipts and receiving feedback on service, should vary based on the partnership.



GERALD SMITH

Mr. Gerald C. Smith

MPA, (ICMA-CM, pending reinstatement in 1st QTR 2022)
Experienced City Manager - Email: gcsmith2909@gmail.com - Mobile: 919-600-8477

February 13, 2022

To Whom It May Concern:

Please find my confidential cover and attached resume for the City Manager for Huber Heights, Ohio. For over 25 years, I have served as City Manager, Department Director, Assistant City Manager, and Municipal Management Consultant in communities ranging from 5,000-460,000 in population, and coordinated budgets from \$5 million to approximately \$100 million, with all funds, budgets up to \$1.6 billion. Given my years of municipal service, you will find that I have an unwavering passion and respect for my profession, and an approach that motivates me to continuously seek how to improve it. You will note by my resume that I am an engaging and enthusiastic municipal leader with substantial experience in managing full-service communities and expertise in management oversight over most municipal operational areas from my years of public service. I presently serve as the City Manager in the City of Creedmoor, North Carolina, after leaving the City Managers position in Maquoketa, Iowa, eleven months ago. Recently, my mother-in-law's health has resulted in my family seeking relocation back to the Midwest region of the country. After briefing the Creedmoor Mayor and Board of Commissioners, they have extended their unanimous support due to my anticipated premature departure from their community as a result of this unexpected circumstance.

Over my years in municipal service, I have had success in building and motivating teams and organizations. I have also developed exceptional leadership skills, and have successfully navigated communities through numerous capital improvement projects in the areas of utilities, facilities, and reconstruction projects. I have initiated comprehensive studies to guide communities in strategic planning efforts to establish, clarify, and define the goals and objectives for the governing leaders and community stakeholders, in organizational development and in anticipation of growth. From a detailed review of my resume, you will find that I have extensive experience in the following areas:

Economic Development, Expansion and Implementation Technology to increase Operational Efficiencies, Experience working Collaboratively with County Government and Working on Shared Initiatives and use of Shared Resources, Growth Management, Stormwater Management, Capital Infrastructure Planning, Housing, Organizational Development and Restructuring, Collective Bargaining, Succession Planning, Environmental Sustainability Initiatives, Operational Sustainability Measures for City Services, Experience with Operational Oversight of Traditional Municipal Operations, identifying Creative Solutions for both Old and New Challenges, and most recently Diversity, Equity, and Inclusion Initiatives (DEI), Strong Financial, budgeting, and Asset Management Skills, etc., .. Etc...

Throughout my years of experience, you will find that I have focused my career on being a transformative leader by empowering and motivating staff while guiding them along a path of innovation, results-oriented performance, transparency, accountability, and the adoption of industry best practices. My focus and drive on building high-performance-based organizations are rooted in the training that I received, having worked in such organizations early in my career, which has aided me in achieving success as an effective change agent, if and when required. Moreover, I have demonstrated success in building and motivating teams and organizations along with my willingness to take strategic risks to advocate for organizational objectives and advance transformative initiatives.

You will also find that an honest assessment of my performance throughout my career will demonstrate my comprehensive skills and abilities that equip me with the tools required to meet your needs and collaboratively work with the City leadership to establish goals and objectives. My tenure in the city

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management profession has resulted in a successful and well-documented career of establishing and implementing organizational modernization, operational efficiency, and promoting overall transparency throughout the process.

Additionally, I have experience promoting internal personnel growth and development of staff, developing creative solutions to aid and support small businesses, experience in collective bargaining and union management, and financial management oversight and strategies. I also bring expertise in identifying funding solutions, improving workforce morale, and working collaboratively with internal and external groups. I also have demonstrated experience in organizational stewardship, establishing Diversity, Equity, and Inclusion dialogue within the community, along with the establishment of formal groups to expand beyond the DEI conversation.

Moreover, within the DEI space, I have been active in guiding and leading conversations in my present and former community on issues related to DEI and worked to establish a group of local stakeholders interested in facilitating the DEI conversation, as well as the establishment of a city-sponsored DEI Commission. I have also taken it upon myself to publicly speak out through several newspaper articles outlining my perspectives of the Black Lives Matter (BLM) movement after a young high school senior successfully fought to hold a BLM rally in the community. My articles inspired several adjacent communities to give serious thought to the message and the need to foster such conversations in their communities. The article also produced positive comments from people from across the state, including celebrities, politicians, and City managers alike. The bottom line is that I am more than comfortable as a minority manager in initiating and participating in a community's dialogue/conversation on DEI, and in using my personal and professional journey to advance that discussion.

In 2006, I was hired by the City of Kansas City, Missouri, to establish the Department of General Services (GSD) and centralize numerous internal operations under GSD's control, which were previously decentralized and administered by 17 separate departments, resulting in the loss of the City's economy of scale. While the department's establishment and its operational restructuring was initially opposed by many of the core operating departments, I was eventually able to obtain universal support within 24 months due to my ability to influence, negotiate and mediate with tact and diplomacy throughout the transition. It wasn't long thereafter that the department received local and national recognition in several areas (e.g., central fleet, procurement, and facility services). In due course, my leadership over the department resulted in a broader level of support from those same core departments once they realized more significant operational and service delivery efficiencies under the new centralized model. Ultimately, the formula that led to my success was based on the approach that depended on creating an environment and atmosphere of collaboration, establishing cross-departmental partnerships, and obtaining support from management and the governing officials to support the forward-thinking and innovative initiatives that I successfully introduced and implemented.

In addition to the establishment of GSD, I was given the latitude to implement measures that would allow the city to reduce its carbon footprint (greenhouse gas carbon emissions) after the City Council adopted the Climate Protection Plan, and GSD was given free rein to lead that effort internally. With this new mandate, the fleet division transitioned 35% of its rolling fleet to alternative fuel sources, contracted for privately owned Compressed Natural Gas (CNG) fueling stations for City and County CNG vehicles and privately owned CNG vehicles as well. In addition, the Facilities division initiated efforts to upgrade building mechanical systems to high-efficiency systems through performance-based contracts and acquired a sustainability

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platform software system to monitor 160 buildings representing 7.7 million sq. ft. of commercial and industrial space. Additionally, I was also able to install solar panels, green roofs, and vertical windmills on several City structures and buildings. I then coordinated with the other City departments to obtain commitments to adopt Green Building design standards for all future construction projects. GSD also committed to applying Green Building design standards for all preexisting facilities. As a result, in the last round of Greenhouse Gas Reduction testing for the Kansas City area, the region saw a reduction of greenhouse gas carbon emissions (CO₂) from 384,000 CO₂ down to 230,000 CO₂. While the City can't claim the entire CO₂ reduction, it can be argued that the City's GSD department was a significant contributor to that reduction.

Overall, the success that I have had throughout my career was the result of my fundamental belief in the fact that effective public administrators are more than merely past titles and accomplishments and that in order to effectively lead an organization, one must be able to inspire the led to follow willingly. The leadership I offer is deeply rooted in a foundation of high ethical standards and a commitment to accountability and transparency. My experience has also taught me that quality public administrators are best determined by their management style, which can influence the culture, health, staff drive, morale, motivation, and the strength and resilience of an organization's ability to adapt to changing and challenging dynamics promptly. I believe that these abilities are best instilled in managers that adopt a progressive and collaborative management style/approach, which I embrace.

In short, my management style is designed to improve the organization through an empowerment and team partnership approach. Whereby, I actively engage in mentoring and encouragement of continuous and ongoing career development to promote operational modernization, the use of technical data to both drive change and measure results, and to ensure that industry best practices are not only identified and adopted but implemented as well, and made part of staff performance goals and objectives. Additionally, I have a keen understanding of the symbiotic relationship that must exist with the business and/or stakeholder communities and the importance of establishing and maintaining public/private partnerships, as well as regional relationships to enhance and promote greater efficiencies, collaborative partnerships, and collegial relationships, all in the effort to improve the quality of service we provide all residents. However, and equally as important, my role is to partner with the city leadership and the executive leadership team in the facilitation of the City's vision and direction and to ensure that such vision and direction is replicated down and throughout the entire organization.

As a seasoned public administrator, I firmly believe that my achievements, education, experience, and progressive management style would make me ideal for the City Manager's position. Additionally, I would like to offer my aggressive energy, innovative and engaging approach to public management. Therefore, I would welcome the opportunity to discuss further how I may be of assistance. Please find my attached resume for your consideration.

Thank You.

Sincerely,



Gerald C. Smith

Mr. Gerald C. Smith

MPA, (ICMA-CM, pending reinstatement in 1st QTR 2022)
Experienced City Manager - Email: gcsmith2909@gmail.com - Mobile: 919-600-8477

SUMMARY

Experienced professional City Manager with more than 25 years of municipal experience in working in communities with populations from 5,000-490,000, with 60 - 6,000 employees, and in communities with all funds budgets ranging up to \$1.6 billion.

SKILLS AND ABILITIES

- *Strategic Goal Setting*
- *Operations Management*
- *Performance Evaluation*
- *Policy Development*
- *Cross Departmental Coordination*
- *Succession Planning and Employee Retention*
- *Economic Development & ED Tools*
- *Promoting and Implementing Diversity, Equity, and Inclusion Initiatives*
- *Budget Development and Coordination*
- *Council Guidance*
- *Management of Executive Staff*
- *Community Engagement*
- *Stake Holder Engagement*
- *Collaborative Management/Leadership*
- *Accessibility to Council, Public*
- *Intergovernmental and Public/Private Collaboration & Partnerships*
- *Community and Neighborhood Engagement*
- *Facilities Management*
- *Managing in High Performance Based Organizations*

PROFESSIONAL EXPERIENCE

City Manager - City of Creedmoor, NC – population 4,800, (2021 – Present)

Responsible for the day-to-day management of municipal government to aid and transition the community on track through the leadership of a professional City Manager

- Completed Organizational Operational Assessment
- Initiated the City's Comprehensive Master Plan
- Presently Implementing a Comprehensive Restructuring Plan
- Restored COVID19 Lost Revenues through ARP "Loss Revenues" Funds to support New City Operations
- Aided in the Establishment and Facilitation of a Diversity, Equity, and Inclusion Commission
- Navigating the City through a CONFIDENTIAL Investigation
- Establishing a Creative Use to Distribute COVID Funds to our At Risk Populations with a Buy One Get One Free Gift Credit Card for Use at any Participating City Merchant Establishment
- Coordinated Efforts with County and the South Granville Water and Sewer Authority to Improve System Upgrades to Support the Housing Developers Seeking to Build throughout the Community
- Facilitated a Regional Dialogue Relating to Equitable Funding of Voluntary Fire Department
- Coordinated with the School of Government at the University of North Carolina (Chapel Hill), the Local Area COG, the North Carolina League of Cities, and others to assist with the Training of the Roles and Responsibilities and DEI Training for the Governing Officials.

City Manager – City of Maquoketa, IA – population 6,000, (2017- 2021)

Responsible for the day-to-day management of municipal government while working to transition a small rural City into a progressively managed community by introducing industry best practices.

- Urban Renewal and Tax Increment Financing (TIF) Expansion
- Substantially Improved Community and Economic Development Management and Strategies
- Successfully Secured \$3.8 million Grant from Feds for a Federal BUILD Grant Transportation Project and \$3.5 million from Iowa DOT to fund a \$13 million Street Reconstruction Program
- Secured \$1 million CDBG Grant from the State of Iowa for the Conversion of a Downtown Main St. Structure into Upper Story Apartments
- Successfully Secured a \$1 Million Grant for Main St. Bridge Replacement Project
- Successfully Secured \$2.88 Million Grant for a Comprehensive Storm-Water Program
- Successfully Collaborated with the Federal Government, State of Iowa, the County, and the local Council of Government to Fund and Develop a Low to Moderate Pocket Neighborhood Project

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- Led the Community in Completing a Comprehensive Master plan after 39 years, Introduced Better Model for Capital Improvement Planning
- Established Property Maintenance Enforcement Program, leading the city towards the Adoption of a Building Code
- Successfully led the community towards the Adoption and Implementation of a Citywide Waste Hauling and Recycling Program
- Building & Maintaining Internal/External Collaborative Partnerships Promoting Economic Development & Housing Growth
- Collaboratively worked with the Local Council of Government to Build a Pocket Neighborhood for Low to Moderate Income Families
- Expanded Communities Recreational Amenities to Promote City and Region Tourism and Facilitated the Discussion to Establish a Diversity, Equity, and Inclusion initiative within the community

City Manager - City of Junction City, KS – population 25,817, (2013 –2014)

Managed the day to day operations of the full-service community (\$49 million budget with 190 +/- employees) and was tasked to identify a strategy to move the community forward after a series of devastating public policy decisions that resulted in the community's debt obligations skyrocketing from a total debt load of \$26 million and \$1.9 million of annual debt load payments in 2006 to a total debt load of \$133 million within eight years resulting in \$14.75 million of new annual debt load payments. Responsible for the supervision of all department heads: police, fire, municipal services, finance, treasurer, planning and zoning, parks & recreation, human resources, and information technology.

- Aided the community in finding a pathway forward after completing a comprehensive strategic plan
- Identified significant infrastructure improvement needs and deferred maintenance obligations of well over \$137 million in addition to the outstanding debt obligations of \$133 million.
- Acknowledged by the City Commission, the military post (Fort Riley), and several community stakeholders for promoting transparency and engaging the community along the way
- Identified a list of alternative strategies to provide for the much-needed non-property tax funding/revenues to begin to address the infrastructural, operational, and financial challenges

Director of General Services - City of Kansas City, MO - population: 460,000, (2006 –2012)

Established and managed the Department of General Services, which consists of various internal operations of the city, Central Fleet Management Division, Facility Services Division, Procurement Services Division, Citywide Security Division, Real Estate Services Division, Records Management Division, Administrative Services Division, and the Safety and Risk Management Divisions. Oversaw the management of all funds departmental budget of \$89 million (up to 280 +/- employees - citywide all funds budget of \$1.6 billion with over 6,000 total employees) and reported directly to the City Manager.

- Consolidated the internal operations of Facility Services, Central Fleet, Citywide Security, Procurement Services, Risk Management, and the Records Management, under the new Department of General Service. Introduced and adopted modern management practices
- Established 3 new divisions of Real Estate Management, Safety, and Fiscal/Administrative Services (housing the H.R. function) Division within the Department of General Services.
- Identified and compiled all City owned real estate assets into a portfolio which had previously been unknown and established a quantified value of over \$1.1 billion dollars and initiated the disposal of excess/surplus real estate holdings resulting in additional revenues (\$5.7 million dollars) back to the City.
- Consolidated procurement activities back to the newly established procurement division and expanded the City's economies of scale by adopting strategic sourcing and embracing supply chain management techniques allowing the City to more strategically and efficiently source commodities and services through partnerships. Efforts that led to the division's achievement were the result of recruiting and hiring a capable procurement manager, and implementing an ongoing training program for procurement staff. Such efforts resulted in the division to receive the 2010 National Purchasing Institute's 15th Annual Achievement of Excellence in Procurement Award.

Mr. Gerald C. Smith

MPA, (ICMA-CM, pending reinstatement in 1st QTR 2022)
Experienced City Manager - Email: gcsmith2909@gmail.com - Mobile: 919-600-8477

- Identified all facility assets which represent 160 buildings/assets representing 7.7 million square feet and a \$350 million dollar deferred maintenance backlog, which had resulted from poor management and neglect over many years and established a minimum funding threshold to effectively maintain the City's facilities based on their life-cycle beginning the process to chip away at the backlog
- Established a comprehensive strategy to modernize and equip City facilities with energy efficiency retrofits and implementation of a sustainability platform system (software) that significantly improved overall operational efficiencies of buildings. Since its implementation, the City has won a number of sustainability awards and achieved a number of Leed certifications as a result of such improvements. To date, the City has begun to receive both national and international recognition for our approach.
- As result of performance baselining and operational assessments, I identified a seriously underperforming Work Comp Program which identified a \$3 million dollar annual overspend to the program, and also identified a dysfunctional and poorly managed decentralized Safety Program.
- Established a host of external collaborative partnerships with local School District, University of Missouri Kansas City, Jackson County Government, Jackson County Election Board, and others
- Central Fleet is nationally recognized around the country for having one of the largest fleets voluntarily utilizing alternative fuels for up to 35% of the City's fleet (900/1000 total vehicles) while not being designated as a non-attainment area, over \$5 million dollars in grants have been awarded to fleet services over the past 4 years, and the recipient of many awards and accolades for our efforts.

EMPLOYMENT HISTORY PRIOR TO 2006

- Assistant City Manager, *City of Upper Arlington, OH* - Pop: 35,327, (2003 – 2005)
- Municipal Management Consultant, *Principle*, (2001 – 2003)
- Village Administrator, *Village of Riverdale, IL* - Pop: 15,055, (1999 – 2001)
- City Administrator, *City of North Chicago, IL* - Pop: 42,435, (1997 – 1998)
- Assistant to Village Manager, *Village of Deerfield, IL* - Pop: 18,420, (1991–1997)

SOFTWARE SKILLS

- Proficient Microsoft Office Suite / SharePoint / Microsoft Teams / Microsoft Project
- Google Work / Google Docs / Google Sheets / Zoom
- **Social Media:** Facebook, Twitter, and Instagram

EDUCATION, CREDENTIALS, & PROFESSIONAL ASSOCIATIONS

- Northern Illinois University – Master of Public Administration
- Elmhurst College – Bachelors of Arts (double major) Urban History & Political Science
- International City/County Managers Association (ICMA)
- National FORUM of Black Public Administrators (NFBPA)
Credentialed Manager (ICMA-CM, pending reinstatement).
- North Carolina City/County Managers Association
- Iowa City/County City Managers Association

PUBLICATIONS

- Numerous published articles in local newspapers and professional periodicals
- The Balancing Act. The Forum Magazine, Summer 2011
- Cable, Modems, and Phones, Oh My, ICMA Technology Journal The Illinois Municipal League 1995 July, Telecommunications Management. The Illinois Municipal League 1995 August

Candidate Questionnaire

Name	Gerald C Smith	Primary Phone	919-600-8477
Email	Gcsmith2909@gmail.com		
Education	Northern Illinois University – Master of Public Administration – Urban Management Elmhurst College – Bachelors of Arts (double major) Urban History & Political Science		

	Current (Most Recent) Position	Previous Position	Previous Position
Title	City Manager	City Manager	City Manager
Dates of Employment	March 2021 - Present	July 2017 to Feb 2021	Oct 2013 to April 2014
Organization	City of Creedmoor	City of Maquoketa	City of Junction City
Jurisdiction Population	5,000	6000	25,800
Reports To (Title)	City Board of Commissioners	City Council	Board of Alderman
# Department Staff	50	60	190
Department Budget	\$8 million	\$13 million	\$49 million

Instructions:

The purpose of this questionnaire is to provide us with additional information about you as a candidate and to gather examples of professional work that illustrate your background and experience. This information will be shared with hiring officials and others involved in making decisions about candidates selected to move forward in the selection process.

Please respond to each of the following questions by providing pertinent information. Some questions ask you to provide examples; please be sure to describe your direct level of involvement in the project or initiative. **Please be succinct – limit your responses to 300 words per question.**

1.	Why are you interested in the City Manager position at this specific time?
	I believe that my extensive municipal management experience in municipal government has prepared me to serve as the City of Huber Heights' next City Manager. These experiences include implementing economic development initiatives, identifying and implementing innovative approaches, embracing and implementing technology solutions, and skills in building and maintaining resilient organizations that are prepared to embrace productive, efficient, and innovative change. I also believe that my experience in developing and mentoring staff and my experience in establishing and promoting diversity, equity, and inclusion, along with my participative and collaborative management style, would make me a good fit in Huber Heights.
2.	Describe your current scope of responsibilities and explain how these responsibilities prepare you to take on the leadership and management responsibilities of the City Manager position.

	<p>I have served as City Manager, Department Head, Assistant City Manager, and Municipal Management Consultant in communities ranging from 5,000-460,000 in population, and budgets from \$5 million to approximately \$100 million, with all funds, budgets up to \$1.6 billion. I have worked collaboratively with County government, local colleges and universities, and businesses in a host of public/private initiatives. I have provided organizational oversight and direction for most municipal organizations and have substantial experience in empowering and motivating staff while guiding them along a path of innovation, results-oriented performance, transparency, accountability, and the adoption of industry best practices. It is because of this comprehensive level of experience within municipal government that I am exceptionally qualified to serve as the City of Huber Heights next City Manager.</p>
3.	<p>Describe your experience and approach to financial management, budget development, and fiscal sustainability. Briefly describe a challenging situation involving your organization's annual budget and what steps you took to address the issue(s), and the outcome.</p> <p>I am fiscally conservative by nature and firmly believe in my financial management team providing monthly and quarterly financial reports alongside of prior performance/experience over the prior period in order to gauge trends in a timely manner. Based on the financial performance, fiscal sustainability can be set in motion well in advance should it be determined if revenues that support a specific activity is falling short, then other revenue sources could be identified within a timely manner to maintain the impacted program.</p> <p>As for budget management, I operate on a budget calendar system that would entail obtaining the Board's goals and objectives and tying those to the proposed budget that will be presented. This may entail having a pre-budget meeting with Board to make sure that we are clear as to those goals and objectives for the upcoming year. Once that has been done, that is shared with the department heads along with a timeline in which to present their first draft to me and my management team for review. Once the internal review is completed, the draft budget would then be presented to the Board for its review and recommended changes. Once that process has been completed, we would then follow the statutory procedures that govern the budget approval process from that point forward.</p> <p>My tour of duty in Kansas City was during a time of financial challenges due to the housing crisis. The City found itself with a reoccurring \$60 million structural imbalance, and I was tasked to make budget adjustments over a period of 3 years. Because of my collaborative management style, I pulled together the division managers to collaboratively work together to meet the budget cuts as a group. Because of this approach, GSD was able to consistently meet the demands without the loss of personnel.</p>
4.	<p>Describe your experience working on levy (referendum) campaigns that require voter approval.</p> <p>This has been the one area that I have not had any direct experience (levy referendums), but I do have experience in implementing new programs and campaigning collectively with the governing officials to obtain community support in the implementation of programs that require the City to either raise taxes, increase user fees, or to establish a Citywide waste hauling program that the individual households within the community would fund.</p>
5.	<p>What has been your role in working with members of a governing body, collectively and individually? What steps do you take to support the governing body's policy-making activities?</p> <p>As a professional administrator, I strive to keep the entire governing body up to date on all issues regarding the organization's business and activities and engage each member equally to ensure consistent and uniform information is communicated to all. I also make time to meet and visit with the governing officials individually to make sure that they are able to have access to address their respective issues and/or concerns.</p>
6.	<p>Since 2002, please explain all situations where you were in a position for less than two years and describe the reason for your departure. If not currently employed, please describe the terms of the departure from your most recent employer.</p>

	<p>City Manager, City of Creedmoor, NC (March 2021 – Present)</p> <ul style="list-style-type: none"> Due to the health issues of a family member, my wife and I have to relocate back to the Midwest <p>City Manager - City of Junction City, KS, (October 2013 – April 2014)</p> <ul style="list-style-type: none"> I left the City of Junction City due to the City's inability to cease several questionable practices after being hired as a reformer to aid the community in overcoming a financial calamity that resulted in the City's total debt increasing from \$29 million in 2009 to \$130 million by 2012. After identifying a pattern of behavior that needed to be discontinued, the governing leaders were not ready to make the changes. Unfortunately, these practices ran afoul of the professional standards/Code of Ethics of ICMA, and I sought permission from the governing leaders to step down and resign since they were not ready for reform as they had initially noted they were. <p>Municipal Management Consultant, Principle, (May 2001 – March 2003)</p> <ul style="list-style-type: none"> I established an municipal management consulting firm when my previous employer decided to transition back to a Strong-Mayor form of government after the current Mayor had to resign due to his expanding employment obligations.
7.	<p>Briefly describe your experience (if any) leading and/or managing any of the following:</p> <ul style="list-style-type: none"> a. Management of municipal utilities including water, sanitary sewer, storm sewers, etc., b. Establishing policies and initiating projects to encourage neighborhood revitalization and commercial redevelopment, c. Working collaboratively with community, neighborhood, civic and business organizations and leaders, <p>a. I have substantial experience in the management and oversight of water, waste water, storm water, solid waste utilities and planning for O/M and funding for system expansion and life cycle replacement.</p> <p>b. I have experience in establishing policies that encourage and incentivize neighborhood economic and commercial development through the use of economic development tools available.</p> <p>c. I also have substantial experience with working collaboratively with community leaders, neighborhoods, civic and business organizations.</p> <p style="text-align: center;">All of the above experiences are from my many years in municipal management</p>
8.	<p>As City Manager, how would you work with department heads to stay abreast of their progress meeting goals and responding to challenges? Give examples that illustrate your approach.</p> <p>I offer a management style that is designed to improve the organization through an empowerment and team partnership approach. Whereby, I actively engage in mentoring and encouragement of continuous and ongoing career development to promote operational modernization, the use of technical data to both drive change and measure results, and to ensure that industry best practices are not only identified and adopted but implemented as well, and made part of staff performance goals and objectives. It is through these performance goals that I am able to monitor how department directors or meeting their goals and objectives that we both establish annually and monitor quarterly.</p>
9.	<p>Inherent in every City Manager's job is the need to evaluate, hire, discipline, promote or terminate the employment of an employee or senior leader in an organization.</p>

	<ul style="list-style-type: none"> What is your philosophy and leadership approach toward employee performance evaluations, development, training, selecting and leading others? Include your views on succession planning and the key ingredients required to build a great team.
	<p>You will find that I have focused my career on being a transformative leader by empowering and motivating staff while guiding them along a path of innovation, results-oriented performance, transparency, accountability, and the adoption of industry best practices. In this effort, I am proactive when it comes to building accountability and transparency within the organization. For me, this is achieved by working with the management team in establishing key performance metrics and then baselining performance. Once the baseline has been established, the management team and I will work on benchmarking that performance with other organizations similar to our own. From there, we work together to identify goals and objectives based on the best practices of the other organization to adopt and implement within our organization. This exercise allows me to collaboratively work with our staff in building and monitoring our path that embraces best practices, and it provides me with the ability to assess the performance of our staff/team. I also encourage staff to maintain an active affiliation with their respective professional associations to ensure that they are aware of cutting-edge practices and nurture and groom our exceptional subordinate staff for growth opportunities within the organization as a means to address succession planning.</p>
10.	<p>What steps have you taken in your organization to build a culture that fosters teamwork, communication, and an appreciation for diversity?</p>
	<p>My management style is based on a participatory model whereby I work collaboratively with my management team to address operation and organizational issues. I also emphasize the need to ensure that diversity is critically important to achieve within the organization at all levels.</p>
11.	<p>Describe your experience and approach to labor relations and contract negotiations.</p>
	<p>In labor relations, I generally like to maintain an open dialogue with the collective bargaining units in order to stay on top of issues and concerns and have served as the chief labor negotiator and have negotiated contracts with numerous collective bargaining groups.</p> <p>As for my approach in contract negotiations, I will look at the communities that are most similar to ours in order to survey their salaries and fringe benefits in order to know how we are performing comparative to them. This way, we have a sense of what our workforce market looks like. Once that comparative assessment is completed, I will then meet with the governing leaders in order to share that workforce market analysis in order for the governing leaders to identify where they would like to be in comparison to our identified market. Once that is determined, I am then able to work in an effort to negotiate an acceptable collective bargaining agreement based on the limits that the governing officials establish and then keep the governing officials informed as to the status of the negotiations.</p>
12.	<p>How do you as City Manager approach economic development? Please describe any successes in this area.</p>
	<p>Throughout my career, I have consistently taken an aggressive approach and have been successful in economic development in the areas of residential, commercial, industrial, and in downtown Central Business Districts (CBD) or downtown revitalization). Previously, I was navigating my prior community through economic development initiatives between \$25-\$40 million projects in a community of just over 6,000 in population. But my career began in the North Shore area of the Chicago metro area, and I was part of a massive redevelopment effort that resulted in residential and commercial redevelopment of two (2) quadrants of the downtown CBD. This development alone resulted in upwards of \$150-\$250 million of newly assessed value to the community's tax base once the development was completed. From this experience alone, I have successfully led communities in establishing and even rebooting economic development strategies and projects in most of the communities that I've worked for, and have negotiated development agreements, established and administered impact fee ordinances, and established and administered TIF projects. In short,</p>

my experience from working in communities of varying sizes has provided me with a much more comprehensive perspective, and allows me to guide communities along a path that produces successful outcomes, without the unnecessary burden of attempting to reinvent the wheel, which can sometimes be a burden for smaller communities, and can result in the only path they're politically able to follow. Additionally, I am open to utilizing any and all tools available to incentivize economic development and familiar with tools ranging from Tax Increment Financing, Sales Tax Rebates, Transportation Development Districts, Community Improvement Districts, Special Business Districts, Neighborhood Improvement Districts, Property Tax Abatements, Land Clearance for Redevelopment, and Local Option Economic Development Sales Tax tools, but the tool vary in each state that may or may not be available.

13. Have you utilized any performance measurement and benchmarking strategies or practices in determining the effectiveness and quality of services provided to the customers, visitors, and residents of a community? Please describe an example.

I have focused my career on being a highly engaging transformative leader by empowering and motivating staff while guiding them along a path of innovation, results-oriented performance, transparency, accountability, and the adoption of industry best practices, and I would seek to follow that approach. As for two examples, I established the baseline of operation of the City of Kansas City's Workers Comp Program. Once it was completed, it was clear that no two departments followed the same practices, nor did they adhere to traditional return to work measures. From there, I looked at (benchmarked) several similarly sized communities that administered their own work comp programs and we were able to determine that our program was shelling out nearly \$3 million a year more than the other work comp programs. Based on this finding, I was able to establish a new division that centralized the City's Safety program at an annual cost of \$750,000 per year, and began the process of reducing the reoccurring overspend. I took the same approach with the City's procurement program, facilities, and fleet operations, to mention a few. All of which were either overspending due to the lack of oversight, some were not being funded to maintain City facilities, and others adopted inappropriate practices in fleet acquisition rather than developing the best practice of establishing a staggered schedule for fleet replacement. Overall, the improvements that I made after establishing the General Services Department resulted in transparent reporting to the City Council, departments, and to City residents about the savings the City was able to achieve by establishing the department, the operational efficiencies that were eventually realized, and the transparency provided to the tax payers.

14. Describe your experience and any success in developing public-private partnerships or initiatives. How do you measure or determine if an initiative is successful?

Throughout my career, I have been involved with the establishment of numerous public/private partnerships

- A reverse commute program that included partnerships with the local businesses, two (2) Chambers of Commerce, the local regional planning agency, and three transportation agencies
- The establishment of the fire protection district in order to relieve the burden from one community to financially support
- Several demonstration projects with the federal government and local university, and
- Collaboratively partnered with county, school district, local university, and numerous others to increase our collective economies of scale in purchasing, and shared service and spaces.
- My most recent collaborative partnership was related to the establishment of a pocket neighborhood housing project. The City was able to obtain federal and state funding and collaborated with the State, the local area Council of Government, and the County.

Each of the above examples were all successful partnerships because they each achieved their goals and objectives by either reducing the negative financial impact from one organization and spreading the financial burden proportionately across the board with others, achieving federal funding to establish a transportation solution for populations unable to access an employment corridor, and the cost savings to the purchasing partnerships due to their increased level of combined spending. All partnerships come together based on a shared interest or objective. If the partnership is able to collaboratively work together, then the efforts will eventually result in positive outcomes, but if the partnership fails to work collaboratively, then it will more than likely in its success. However, even partnerships that have difficulties due to personality conflicts can be

successful, but it requires a leadership that is able to pull the group together in its focus. My leadership over the reverse commute partnership was such a group, but I was able to keep it focused and achieve success.



JOHN RUSSELL

John W. Russell III
6891 Deer Bluff Dr. Huber Heights, OH 45424
(937) 626-2323 cell
jrussell@hhoh.org

Feb 16, 2022

City of Huber Heights
6131 Taylorsville Rd
Huber Heights, OH 45424

Council Members,

As a loyal and dedicated employee who is ready to assume an expanded role of leadership, I am excited to read about the City Manager position that is available. This position is one that I feel requires integrity, trustworthiness and passion for this fine city we call home. As a longtime resident of this city and someone that has seen this city grow, I feel that I possess and embody all these traits. I truly love this city and want this city to be a leader within this region. I feel that my outstanding employment history, along with my passion to make this city one we can all be proud to call home, will help to move this city forward with a bright future. I have first-hand knowledge of the challenges that face the community and have a desire to serve the citizens of this city to face these challenges head on.

As you are aware, since becoming the Administrative Battalion Chief I have quickly worked to gain the knowledge and skills to master the requisite skills for this role. I have helped our department to manage and excel in many areas since taking this position. This experience along with my proven work history will allow me to offer a substantial contribution to the position of City Manager. Over the 27 years of work experience I have developed competencies in:

Strategic Planning	Economic Development	Management	Organizational Building
Labor Relations/Labor Laws	Cost Control	Budgeting	Grant Writing
Capital Expenditure Budget	Land Use/Planning/Zoning	TIF/JEDD	Risk Management

Since starting my career with the Huber Heights Division of Fire I have demonstrated my ability to learn quickly and exceed expectations. During my tenure, I have developed excellent customer service skills, honed my communication skills working closely with a diverse range of customers, and subsequently helped the Fire Division to maintain excellent service delivery to our citizens. Over the years I have emphasized creating a management that provides high performance, citizen-friendly organization. This approach requires establishing an organizational culture with common goals and objectives universally accepted.

I have read the requirements for the City Manager position thoroughly. I firmly believe that my employment and educational histories render me well-qualified for the position of City Manager. I can offer you an ardent desire and determination to succeed based on experience. I feel that my experience and skills developed during my time with the city, as well as my passion for the community make me an ideal fit for this role. I have developed many relationships that will enhance my ability to work with our partners and stakeholders in this great community that I have called home for over 39 years.

I appreciate your time and consideration for this position, and I look forward to discussing the City Manager position with you.

Sincerely,
John W. Russell III

JOHN RUSSELL

6891 Deer Bluff Dr. Huber Heights, OH 45424 | (937) 626-2323 | jrussell2323@yahoo.com

STRENGTHS

Strategic Planning	Crisis Management	Management
Organizational Building	Labor Relations/Labor Laws	Cost Control
Budgeting	Capital Expenditure Budgeting	Risk Management
Planning	Incident Management	Land Use/Zoning

EDUCATION

Sinclair Community College

Associates of Applied Science Degree

2003

Fire Science Administration

Graduated with Honors

Sinclair Community College

Associates of Applied Science Degree

2003

Fire Science Technology

Graduated with Honors

EXPERIENCE

City of Huber Heights

Administrative Battalion Chief

2000 – Current

Manage the EMS operations for the division to include budget and operational guidelines for the division

Manage the State of Ohio Fire/EMS Training site for the division to include all associated training for the division

Develop and manage all EMS protocols for the division to include all optional skills in use by the division

Manage the Fire Prevention Bureau within the division to include the Fire Safety Inspectors and Plans Reviewer

Manage the Maintenance program for the division to include budget and project planning

Manage the ASHI CPR Program as the Site Coordinator for the Fire Division

Manage the Community Outreach Team and the many offering of CPR, First Aid, and Fire Extinguisher trainings to community

Co-Chair of the Standing Orders Committee of GMVEMSC which is responsible for the EMT/Paramedic protocols for a 10-county region

Manage subordinates in the daily functions of both fire and EMS related incidents

City of Xenia**Firefighter/Paramedic****1994 – 2000**

Member of the EMS committee who researched and purchased EMS items in use by the division

Develop protocols for the optional skills in use by the division

Manage daily fire and EMS related incidents

TEACHING EXPERIENCE**Sinclair Community College****Adjunct Faculty, Annually Contracted Faculty (ACF)****2010 – Current**

EMT Lecturer as well as Lab instructor for EMT and Paramedic level

classes. Developed syllabus along with course structure; including weekly

labs and administered all grades.

COMMUNITY/REGIONAL EXPERIENCE**Board of Directors for Firefighters and Company Federal Credit Union****2017-Current**

Duties include setting policy, plan the credit union's course, make sure the credit union maintains its

sound financial condition, keep communication open to educate members on services, review the

manager's progress in achieving goals and objectives, and report to the members at the annual meeting.

Board of Directors for The Y at the Heights (YMCA of Dayton)**2016-Current**

Currently Serving as Board President for the past 2 years

Duties include planning and policy decisions for the branch, within the policies of the YMCA of Greater Dayton. Help with fund raising, monitoring and guiding decisions around strategic planning, budgeting and program delivery for the branch.

OTHER PERTINENT EXPERIENCE**Brennan and Associates Realty, Inc.****2004-Current**

Realtor

Duties include advising clients about market conditions, conduct showings and walkthroughs, provide guidance and assistance through the process of buying, selling, or leasing properties.

CERTIFICATIONS

State of Ohio certified EMS Instructor

State of Ohio certified Paramedic

State of Ohio and IFSAC certified Firefighter 2

State of Ohio and IFSAC certified Fire Safety Inspector

State of Ohio and IFSAC certified Fire Instructor

Fire Officer I, II, III, and IV

NIMS 100, 200, 300, 400, 700, 800

COMPUTER PROGRAMS

Word, PowerPoint, Adobe Photoshop good working knowledge

Excel, Visio basic working knowledge

Candidate Questionnaire

Name	John Russell	Primary Phone	(937) 626-2323
Email	jrussell2323@yahoo.com		
Education	Associates of Applied Science Degree Fire Science Administration		

	Current (Most Recent) Position	Previous Position	Previous Position
Title	Administrative Battalion Chief	Click here to enter text.	Click here to enter text.
Dates of Employment	August 2000 - Current	Click here to enter text.	Click here to enter text.
Organization	City of Huber Heights	Click here to enter text.	Click here to enter text.
Jurisdiction Population	40,000	Click here to enter text.	Click here to enter text.
Reports To (Title)	Fire Chief	Click here to enter text.	Click here to enter text.
# Department Staff	55	Click here to enter text.	Click here to enter text.
Department Budget	8,000,000	Click here to enter text.	Click here to enter text.

Instructions:

The purpose of this questionnaire is to provide us with additional information about you as a candidate and to gather examples of professional work that illustrate your background and experience. This information will be shared with hiring officials and others involved in making decisions about candidates selected to move forward in the selection process.

Please respond to each of the following questions by providing pertinent information. Some questions ask you to provide examples; please be sure to describe your direct level of involvement in the project or initiative. **Please be succinct – limit your responses to 300 words per question.**

1.	Why are you interested in the City Manager position at this specific time?
<p>I truly care about this city that I have called home for almost 40 years. I grew up in this city and have watched it grow from a small suburb of Dayton into one of the best places to live in the Miami Valley. I have served the citizens of Huber Heights for the past 22 years in my many roles with the Fire Division. While not only living in this city but also serving it, I have developed first-hand knowledge of the challenges that face our community and I have a desire to take on an expanded role of leadership to face these challenges head on. I have dedicated my career to public service and want to positively influence change in our local government by helping to bridge the gap between politics and administration. My desire is to successfully manage the city's community relations and to orientate our organization in a manner that can effectively address the needs of the community. Part of that will come by continuing to forge partnerships between community groups and our governmental body, I have those connections and relationships already in place and am ready to address issues that are of mutual concern for all parties. In closing, my biggest desire and the single reason for applying for this position is to see our city be successful at providing high quality services to our consumers, the citizens of Huber Heights.</p>	

2.	Describe your current scope of responsibilities and explain how these responsibilities prepare you to take on the leadership and management responsibilities of the City Manager position.
<p>My current scope of responsibilities includes the following:</p> <ol style="list-style-type: none">1. Oversees the daily operations of the fire division. Developing and/or reviewing department policies and procedures. Compiling reports which are reviewed and monitored on a regular basis. Overseeing the work of subordinate administrative staff.2. Assumes full administrative responsibility for the division in the absence of the Fire Chief3. Acts as the personnel officer for the division. Working closely with HR to ensure policies, procedures, and collective bargaining agreements are properly enforced. Advises supervisors concerning appropriate disciplinary actions when necessary. Participate and advise in the hiring and promotion of division personnel, including interviewing and background checks.4. Serves as a member of the city bargaining team during contract negotiations. Developing proposals and presenting issues important to the division during negotiations.5. Assists Chief in preparing the division budget, budget control, long and short-range planning, and recommends revisions in operating expenditures.6. Supervises the purchasing, inventory control, and maintenance of facilities, equipment, materials and supplies.7. Responds to all “involved” emergency operations and assists in emergency strategies. May assume supervisory authority of an area of responsibility within the emergency or assume overall command and control of the event.8. Represents the division on various committees and boards throughout the region. <p>These responsibilities have prepared me to function as a competent city manager in the roles of human relations/resources, brokering and negotiating, budgeting and finance, planning and evaluating, assisting elected officials and public relations.</p>	
3.	Describe your experience and approach to financial management, budget development, and fiscal sustainability. Briefly describe a challenging situation involving your organization’s annual budget and what steps you took to address the issue(s), and the outcome.
<p>I have been directly involved in preparing the division budget and then establishing budget control as the year progresses. We typically look first at fixed costs when developing our budget such as accounting for increases yearly to personnel costs, facility and equipment needs, including operation and maintenance. Many of these items evolve from our short and long-term planning goals for the division. In recent years with the pandemic and the rise in fuel prices we have had to adjust certain lines to compensate for cost increases. We are constantly evaluating the budget and comparing it to the current expenditures within any calendar year. We try to use a strategic approach to budget spending and compare our projected revenue and expenditures to actual revenue and expenditures so that we are on track entering the 4th quarter. In using a strategic approach, we are able to stay within the parameters of our budget and maintain fiscal sustainability. In looking at long-term local sustainability we must measure assets, revenues, spending per capita, and our ability to provide services.</p> <p>One issue that we have addressed within the fire division was how to pay for some much-needed equipment upgrades while facing budgetary constraints. We have been very successful in recent years evaluating the need for new equipment and then supplementing the funding with grants. One case in point was the need to buy powered EMS cots for the division and how to pay for them. In working through the grant process, I was able to secure funds from a federal grant to pay for a majority of the \$200,000 that brought powered EMS cots to our employees and customers at a cost of only \$20,000 to the city.</p>	
4.	Describe your experience working on levy (referendum) campaigns that require voter approval.

	<p>I believe there needs to be a collaborative approach in passing levies. This collaboration involves city leadership, community leadership, union leadership and outside organizations working together to pass well needed funding for services provided to the community. I had an integral part in the passing of the past two tax initiatives. In November 2014 under my leadership and with the help of our union the city was able to pass a 0.25% increase to the then 2% income tax for the sole purpose of supporting the police and fire divisions. In May 2015 we were able to pass a renewal of 0.25% to maintain the current tax rate of 2.25%. Collaborating directly with the city's consulting firm and through my community contacts we were able to secure funding for both initiatives as well as coordinating volunteers to deliver the message to the community. These initiatives are due for renewal within the next few years, and I have first-hand experience in working to get these initiatives approved by the voters. This becomes even more important due to the amount of money this generates for the city budget and the catastrophic effect it would have if they failed. It is important to provide transparency internally and externally on tax dollars spent in our community. With my community contacts, I will continue to collaborate with community leaders on the use and needs of tax dollars spent in this community.</p>
5.	<p>What has been your role in working with members of a governing body, collectively and individually? What steps do you take to support the governing body's policy-making activities?</p> <p>My current role is one of advisor to the current governing body. When there are issues that affect public safety and questions arise about how to best address these issues, the fire division staff works to bring forward solutions that respects the diversity of perspectives within the community. In my current role I support the council's policy-making activities through implementation and enforcement. If there are policies put into place that affect public safety, then my job is to implement those policies effectively through our division and in turn ensure that it is being enforced. This can also come into play with code enforcement through the fire prevention office of which I am the manager. Another role that I serve to the governing body is to the planning commission. When any plan comes up for review, I direct my staff to evaluate the plans against our current fire code and make recommendations/changes to plan that has been submitted accordingly. We are also sometimes asked to give options for property owners/developers along with agreeing to any variances that may come up during the process. By supporting council in these roles, it hopefully makes the decision-making process more concise and clearer regarding issues within the public safety realm.</p>
6.	<p>Since 2002, please explain all situations where you were in a position for less than two years and describe the reason for your departure. If not currently employed, please describe the terms of the departure from your most recent employer.</p> <p>I have worked and lived in this great community for almost 40 years.</p>
7.	<p>Briefly describe your experience (if any) leading and/or managing any of the following:</p> <ul style="list-style-type: none"> a. Management of municipal utilities including water, sanitary sewer, storm sewers, etc., b. Establishing policies and initiating projects to encourage neighborhood revitalization and commercial redevelopment, c. Working collaboratively with community, neighborhood, civic and business organizations and leaders, <p>In my current position within the city organizational chart, I have the following experience:</p> <ul style="list-style-type: none"> a. Direct contact with the water department to ensure proper water flows are present throughout the city for any project that is being presented. Also ensuring that water flows and equipment are in place for firefighting activities should the need arise. We have directly assisted the water department during their water main re-lining project which began last summer. In doing so we have had to ensure that the citizens have had no loss of water for fire protection while this project was underway. b. While not directly involved in establishing initiatives encouraging neighborhood revitalization and redevelopment, I have been the manager of the fire prevention office and plans review staff. We have assisted in reviewing and making recommendations for the implementation of these projects so that they fall within the scope of the fire code. Included in this role is to ensure that public safety policies and codes are enforced and when applicable come to an agreeable solution to issues that arise in the planning phase.

- c. Also, part of my role within the division is head of the fire prevention and training divisions I work closely each day with community, neighborhood, civic and business organizations. We are constantly in the public arena providing plans review and inspection services to these groups along with a wide variety of training courses that keep our customers informed and educated on the subject of public safety. I am often asked to speak to these groups and provide insight into how they can be better prepared in the event of an emergency.

8. As City Manager, how would you work with department heads to stay abreast of their progress meeting goals and responding to challenges? Give examples that illustrate your approach.

It is important to ensure each department head and executive staff member understands the mission and is committed to their divisions purpose as it pertains to the overall policy of City Council. I will establish weekly department head staff meetings and provide an environment for open discussion on the departments and community needs. I would also establish quarterly meeting with staff in each department to provide open dialogue in regard to the objectives of City Council and city management. By establishing an environment for open dialogue, the department heads can share with their staff and develop a plan to accomplish the goals as outlined by City Council. The next step is to make sure that each departments actions are positively matched with the actions of other departments to allow the overall mission or goal to be successful. Staff for example sometimes have a hard time seeing how their plans or actions affect other departments which can have a negative effect on the entire mission. Lastly, the manager needs to stay informed on the progress of each department as it pertains to the goals established.

One example of this would be the current water main re-lining project. The role of the manager would be to first establish the goals and objectives of this project. Once they have been outlined then make sure that each department understands not only their role but that of the other departments to ensure overall success of the project. Lastly, the manager must stay abreast of the progress of the project and be able to identify and offer solutions to any problems that arise during the project bringing this to completion in the outlined timeframe. During this entire project the manager needs to communicate effectively to council so that they are aware of the progress and completion.

Inherent in every City Manager's job is the need to evaluate, hire, discipline, promote or terminate the employment of an employee or senior leader in an organization.

- 9.**
- **What is your philosophy and leadership approach toward employee performance evaluations, development, training, selecting and leading others?**
 - **Include your views on succession planning and the key ingredients required to build a great team.**

When employees have goals, they tend to be more motivated if they also receive feedback about their progress. While feedback should occur frequently there needs to be a formalized process for providing feedback to employees. A performance appraisal is a necessary process by which a rater evaluates the performance of the employee and communicates the feedback to the employee while also documenting the findings in a formalized way. During this appraisal the goals of the last performance period are reviewed, and new goals are established for the next period. These appraisals provide valuable feedback for employees and should aid in their overall development within their job role. While not a pleasant aspect of performance appraisals they also serve as a way to document poor performances and aid in the termination of under achieving employees. Prior to the termination of an employee these appraisals can help identify areas of weakness and lead to training and development ideas to assist the employee in being a successful member of the city.

By utilizing an appraisal process and developing/training employees in their current roles within the city we are able to prepare them to advance when the opportunity arises. The core concept of promoting from within or succession planning is what leads to high performing employees. When there is a knowledge and belief that an employee can grow and advance within any organization it leads to highly productive employees. With the chance for advancement ever present the manager should foster employees to gain increased knowledge and training for not only their current role but that of their supervisor as well. It has been said that a great

	<p>supervisor is one where his employees can operate in total autonomy in the absence of that supervisor. This is what leads to a highly effective team.</p>
10.	<p>What steps have you taken in your organization to build a culture that fosters teamwork, communication, and an appreciation for diversity?</p> <p>Inherently in the fire service we are a huge teamwork driven workforce. We rely on each other for almost every job function that exists in our division. My time in the fire service has led me to utilize the following steps to build and foster teamwork. First, we must define the purpose/outcome for all members of city staff. Secondly, it is important to develop goals that are in line with the purpose/outcome. Next, once we have a set of goals it is important to set expectations for each member of the team. There must then be regular reviews of the performance/progress of the team and its members. By reviewing the performance, we can establish how we are doing, how far along is the process, what have we learned both positive and negative that will help us to improve and then make adjustments to bring this project to completion. Lastly, we must recognize and celebrate when the job is completed. Employees need to know their work is valued and important to the overall mission of the city. During this whole process the employee needs to believe that they are being heard. Communication and diversity within the team are a key to success. Communication fosters new ideas and helps to improve the process of adjusting when necessary. Diversity encourages creativity and innovation, teams with the largest spectrum of experiences and opinions have the potential to perform the best. The most effective teams embrace different skill sets, experience levels and professional backgrounds. We should strive to include employees who have dissimilar opinions and encourage different ways of thinking. By welcoming employees with diverse views, the team may consider different approaches to issues and problems to solve the goals outlined.</p>
11.	<p>Describe your experience and approach to labor relations and contract negotiations.</p> <p>I have been very fortunate to sit on both sides of this table. I have fostered open communications while representing both labor and management over my career. In the early part of my career, I was chosen by my peers to represent our labor group in contract negotiations. I then was selected to represent the local as the BWC representative working closely with staff and HR. During this time, I was also able to identify some worker related grants that enabled the fire division and city to purchase equipment to assist in moving patients while lowering the chances of injury to our employees. Then I was elected as the president of our local and served in that capacity for eight years. As a union leader I felt it was important to have open discussions with city management and work towards common solutions. I have represented the labor organization for seven contract negotiations. In doing so I have learned to work closely with the management team to come to a mutually agreeable contract each time. In doing so we have been able to avoid any mediation/binding arbitration with the city. In the last few years of my career, I have represented the employer/city in labor management meetings, hearings and now contract negotiations. I have learned to value the employees' ideas and perspective while also being able to convey the management perspective clearly to the labor organization. Over my career I have come to value and appreciate what good labor relations can mean to an organization. I have seen first-hand the ill effects of a toxic labor environment and will strive to maintain a good working relationship with all our labor organizations.</p>
12.	<p>How do you as City Manager approach economic development? Please describe any successes in this area.</p> <p>Economic development is anything a community does to foster and create a healthy economy. From my perspective economic development involves the allocation of land, labor, capital and entrepreneurship in a way that will positively effect business activity, employment, income distribution, and most importantly to the city fiscal solvency. It is a process of deliberate intervention in the normal economic growth by making it easier and more attractive to investors. It needs to be a concerted effort on the part of our city and council to influence the direction of investment toward opportunities that can lead to sustained economic growth. This will provide sufficient incomes for the work force, profitable business opportunities and tax revenue to help maintain our infrastructure to support this growth. There needs to be an understanding that economic development is not</p>

community development. Community development is the process of making our community a better place to live whereas economic development is purely creating wealth within our community which will breed further benefits. There are a few approaches to local economic development that I think the city should explore and utilize to our benefit. First, retaining and expanding existing businesses. Next, business expansion by attracting new businesses to our city. Lastly, creating an environment where we can encourage the natural growth of new businesses. As being an active member of this community and serving on several boards within the community I understand the community needs and challenges. I have knowledge on the need and use of economic development incentives such as TIF, CRA, JEDD, JEDZ, and RID's. While I do not currently have any success in this area it is a desire of mine that we refocus our efforts in this area to be able to manage long term fiscal sustainability.

13. Have you utilized any performance measurement and benchmarking strategies or practices in determining the effectiveness and quality of services provided to the customers, visitors, and residents of a community? Please describe an example.

My role with the fire division is one of EMS coordinator and manager. I have held this position since my appointment to the administrative team as the Administrative Lieutenant seven years ago. After my promotion to the Administrative Battalion Chief, I have retained those roles and responsibilities. Part of that role is to ensure that our providers are delivering quality patient care to our customers. That is done first through our data collection system. We complete a run report on every patient encounter which contains multiple data sets for comparison. Once we have the data, we then benchmark it to compare the performance of our employees against the external standard developed regionally by our EMS council. This is an important tool to motivate our employees to engage in work and service delivery improvement. It also shows them where their performances fall in comparison to others. This leads to a healthy competition between providers as well as helping our members reflect effectively on their own performances. We then share this information regionally to assist in developing quality improvement measures and in turn drive changes to our local protocols. Previously in our division we have focused on delivery of services by conducting customer service surveys. This is an area I would like to revisit and reinstate for all city services. We can learn a lot about our delivery of services as well as identify areas of improvement along with allowing us to discover what areas we are doing well. The city is in the service industry, and it is critical to our success to ensure that we are delivering those services according to the wishes of the community and citizens.

14. Describe your experience and any success in developing public-private partnerships or initiatives. How do you measure or determine if an initiative is successful?

While I do not have experience with large scale public-private partnerships, I believe public-private and public-public partnerships are a way for our community to collaborate, communicate and cooperate with other nearby communities and organizations, cutting down on costs, and resulting in enhanced efficiencies, as well as stronger relationships with our neighbors and community investors. Public-private partnership projects are designed to spread the cost of the project out over the lifetime of the asset. Private corporations earn a return on their risk or may also receive a portion of the higher taxes generated by improved infrastructure. Profits are often tied to performance, while the city retains ownership of the assets. These projects also bring quick decision making and best business practices from the private sector. These partnerships help get projects completed on-budget and within the scheduled timeframe. Usually, these types of partnerships will save our taxpayers money on the cost of the project. With the COVID-19 pandemic hopefully ending, I think the city should start to expand these types of partnerships and find a way to finance some much-needed infrastructure improvements through economic development incentives. The major benefit of a public-private partnership is in getting the private entities involved to deliver a product more efficiently, more cost effectively, and with improved service to the citizens. All-in-all public-private partnerships agreements are a way to reduce duplication of services and improve public infrastructure across the community. This ensures that when our communities and organizations have the resources and infrastructure to support one another, and that everyone is paying their fair share, which in these cases is far less than what we all might be paying if we were not working together. The biggest benefit is we share the public infrastructure needs between the taxpayer and the community investors.