

Recruitment Profile

Director of Public Service



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The City of Dublin is seeking qualified candidates for the position of Director of Public Service. A recent organizational analysis, conducted by the Novak Consulting Group, identified this position's critical need for the successful long-term management of our infrastructure and priorities. This Recruitment Profile highlights:

- the City of Dublin overview
- Public Service mission, philosophy and purpose
- the required/desired qualifications, competencies and capabilities of the ideal candidate

Required education and experience

Bachelor's Degree in Public Administration, Public Works Administration, Civil Engineering or related field from an accredited college or university (Master's Degree preferred); 10 years of extensive progressively responsible experience in management and administration, preferably in an organization of comparable size and complexity at the municipal government level; experience navigating a complex organization; extensive experience managing public sector services; or any equivalent combination of education and experience.

Compensation

The authorized salary range for this position is \$100,000 – \$147,000. The salary offered to the successful candidate will be based on the candidate's qualifications, competencies and experience. The City provides an excellent benefits program including medical, dental, vision, life insurance, deferred compensation and generous vacation, personal and sick leave. Retirement benefits are provided through the Ohio Public Employees Retirement System.

Deadline for application

Applications will be accepted until the position is filled. To ensure full consideration, please apply by September 27, 2013. Applications will be accepted electronically at www.thenovakconsultinggroup.com/jobs. To apply, complete the online application form and include a cover letter, resume, five year salary history, and three to five professional references.

Direct inquiries regarding the recruitment and selection process to:

Catherine Tuck Parrish

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Community Profile

Dublin, Ohio is a progressive, well-educated and innovative city surrounding the Scioto River in the northwest area of metropolitan Columbus.

Approximately 25 square miles and home to 42,000 people, the City annually hosts Jack Nicklaus' PGA Tour Memorial Tournament at Muirfield Village Golf Club and one of the nation's largest Irish cultural events – the Dublin Irish Festival. In September 2012, Dublin was recognized as the Most Outstanding Global Festival and Event City in the World by the International Festivals and Events Association.

Dublin also is known as a leader in municipal innovations, including tax increment financing, underground fiber optics, Wi-Fi deployment and green initiatives.

Dublin has long been recognized as a premier community, not only locally, but also internationally. Home to Ohio's largest corporation, Cardinal Health – 21 on the Fortune 500 list, Dublin also is the headquarters of the Wendy's Company, Ashland Inc. and OCLC – the Online Computer Library Center.

Dublin's diverse and sound economic base provides the foundation for the present and future stability of the City. The City's continued economic vitality is the result of quality development, strategic planning and aggressive efforts to attract and retain high-quality commercial development.

All three high schools were named to Newsweek's 2012 list of top high schools in the country. With 25 institutes of higher learning in Central Ohio, including The Ohio State University, the region offers a pipeline to 115,000 college students and 20,000 annual graduates.



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Dublin's largest source of funding is income tax revenues, which are allocated 75 percent to the General Fund and 25 percent to the Capital Improvements Program (CIP). Dublin's healthy tax base provides the resources necessary to keep pace with the city's growth and underwrite the high quality of life enjoyed by Dublin's corporate and residential citizens.

The CIP establishes a fiscally sound plan for Dublin's future investment in capital infrastructure and provides financial guidelines that identify available revenue sources, debt capacity and policy for projecting revenues and designating reserves to be maintained.

Dublin's fiscally sound stewardship has earned the City the highest available bond ratings – AAA from Moody's Investors Service and AAA from Fitch Ratings – a distinction carried by approximately three percent of rated cities nationwide.

These ratings reflect the cooperative efforts of private citizens, civic leaders, government officials and business representatives. Such widespread commitment to the community ensures that Dublin will remain one of the most desirable suburbs in Central Ohio and the Midwest.

Financial Close Up

The City's current total income tax revenues are \$75.4 million. The City's 2013 Operating Expenditures are estimated to be \$71.2 million, while the General Fund expenditures are estimated at \$60.4 million. The City's five-year (2013-2017) Capital Improvements Program is \$132.2 million with a 2013 Capital Projects budget of \$45.8 million. The City's 2012 year-end General Fund balance was \$52 million, which was 73% of the year-end General Fund expenditures.

The Only City in the World

Home of the Memorial Tournament since 1976, Dublin is the only city in the world to host three of golf's most prestigious international team, match-play competitions

- 1987 The Ryder Cup
- 1998 The Solheim Cup
- 2013 The Presidents Cup



Explore our website and experience Dublin

Find out why 'It's Greener' in Dublin, Ohio, USA

<http://DublinOhioUSA.gov/home-page/about-dublin/>

Join the Team

<http://DublinOhioUSA.gov/dublin-police/join-the-team/>

IFEA World Festival & Event City Award

<http://DublinOhioUSA.gov/government/ifea-world-city-award/>

Video

<http://DublinOhioUSA.gov/video/>

Newsroom

<http://DublinOhioUSA.gov/newsroom/>

City Services

<http://DublinOhioUSA.gov/city-services/>

Living in Dublin

<http://DublinOhioUSA.gov/living-in-dublin/>

Visiting Dublin

<http://DublinOhioUSA.gov/visiting-dublin/>

Government Structure, Leadership Philosophy and Core Values

The City of Dublin is an award-winning local government organization known for its professionalism, vibrant spirit, customer service orientation and a strong commitment to distinctive and well-planned community development. We excel in a dynamic, fast-paced, achievement-oriented culture distinguished by our participative leadership style and collaborative working relationships.

The City of Dublin is a “Home Rule” municipal corporation operating under the authority of our own Charter.

Dublin residents adopted the City’s original Charter in 1979 and later revised the Charter in 1996. The City’s original Charter and Revised Charter have provided for a Council-Manager form of government.

Dublin City Council is comprised of seven members – three elected at large and four elected from each of the four wards of Dublin. All Council members serve a term of four years. As Dublin’s governing body, City Council adopts policies and passes legislation, establishes City goals and oversees and approves the annual budget. The presiding officer of Council is the Mayor, who is elected by fellow Council members for a two-year term.



The **City Manager** is the chief administrative and law enforcement officer of the City and is appointed by the City Council to serve at its pleasure. The City Manager is responsible for day-to-day administration and operations. Dublin City Council annually adopts goals and strategic focus areas providing a blueprint for administrative priorities.

The City Manager is supported by a **Management Team** that consists of directors, managers and other professional administrators who are accountable for strategic, tactical and operational management of their initiatives and leadership of their employees. The Director of Public Service is a member of the Management Team.

While international recognition and financial security are very important to the growth of our community, what sets us apart is the deep expertise and rich experience of our employees. The City of Dublin has 20 principal organizational units comprised of **368 full-time permanent positions** and approximately **232 part-time and seasonal positions**. Each day, this dedicated team of public servants

is committed to delivering high quality services, fair and transparent governance and stewardship of public funds that maximizes accountability and efficiency in local government.

“While City Council determines policy, the City Administration works diligently to implement it. Our focus is on maintaining a high level of service. We also look for ways that we can incorporate sustainable values knowing that what we do today can have long-term impacts on the community,” said City Manager Marsha Grigsby. “We have been gratified to hear from residents, through national and local surveys, that they consider Dublin to be an excellent place to live. We value endorsements like that, but will not rest on our laurels. We are implementing additional customer service training for our employees to ensure that we continue to meet the expectations of our residents. Our employees take great pride in their work. And that’s a healthy outlook, and one that will continue to move our City forward.”

Government Structure | con't.

Mission Statement

The **City of Dublin** strives to preserve and enhance the unique **high quality** of life offered to those who live or work in our community by providing the **vision, leadership and performance standards**, which allow for **managed growth and development**. We endeavor to deliver our services **cost effectively** with an emphasis on **quality and innovation**. The City of Dublin seeks recognition in the field of local government as being **responsive, cooperative and culturally and environmentally sensitive** while embracing the highest standards of **integrity and accountability** to those we serve.

Leadership Philosophy

We are members of an organization that succeed because of teamwork, dedication and innovative spirit. Together we build a culture of trust, mutual respect, creativity, diversity and open

communication. We hold ourselves mutually accountable to promote and sustain continuous learning and to develop the potential that exists in every member of our team. We are the City of Dublin.

Core Values

Integrity. We are open and honest. We honor our commitments to the community and each other. Our actions are consistent with what we say.

Respect. We treat our coworkers and members of the community with courtesy and dignity. We embrace diversity and acknowledge the needs, responsibilities and inherent worth of each individual.

Communication. We maintain an environment in which employees feel free to share ideas and information. We promote open interaction throughout the organization to ensure knowledge and understanding among all employees and our community.

Teamwork. We create a climate in which all employees work together and support the individual talents and contributions of team members. We celebrate successes and see mistakes as opportunities for growth; we will never willingly let a member of our team fail.

Accountability. We are responsible to our community and each other for our personal and organizational decisions, actions and performance results. We are committed stewards of our City's assets and resources.

Positive Attitude. We focus our efforts on constructive behavior, attitudes and solutions. We promote an environment that people love going to every day – a place where each individual can find a sense of belonging, inspiration, enjoyment and meaning.

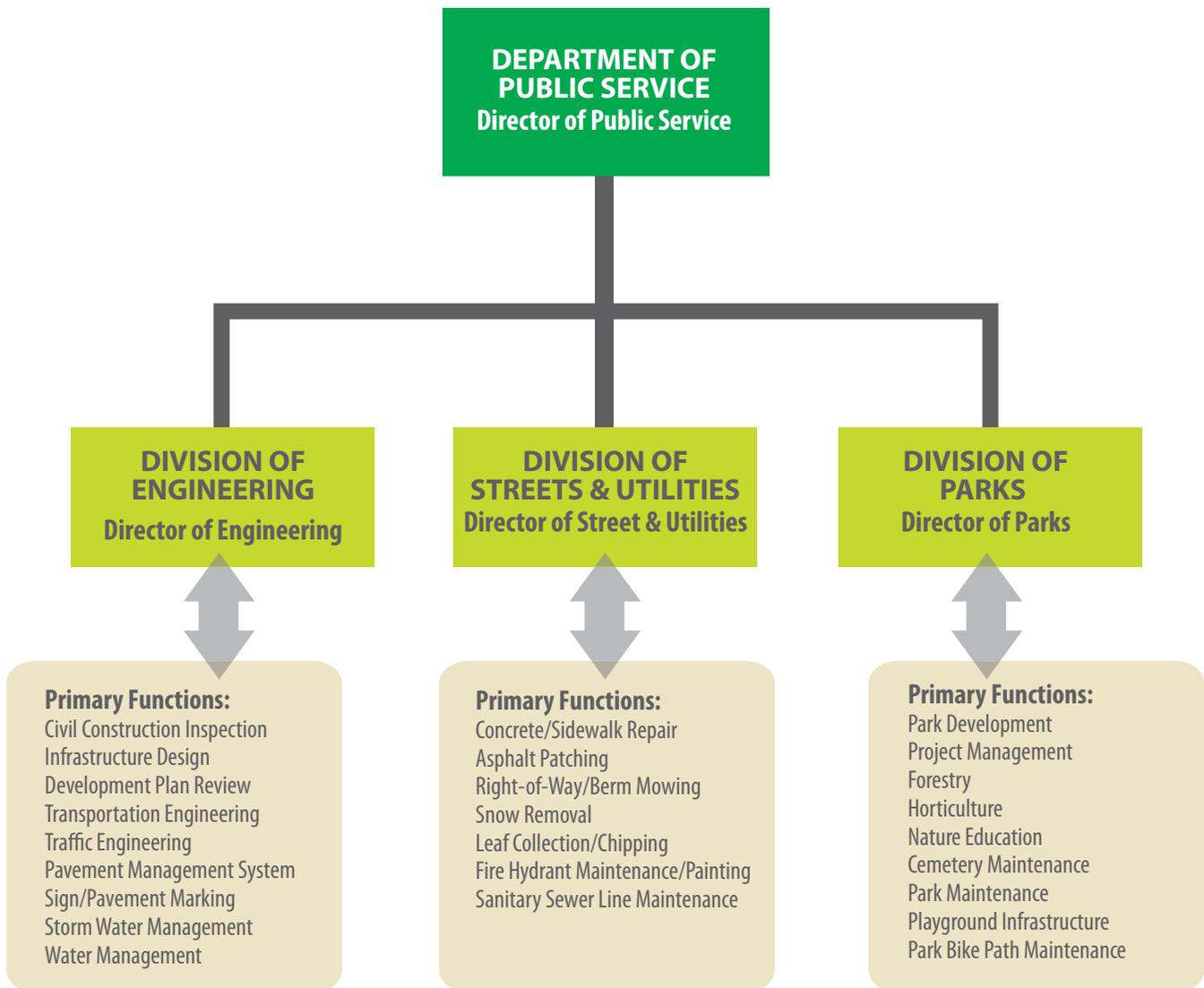
Dedication to Service. We pursue innovation and continuous improvement in all we do. We are committed to efficient, effective and responsive service delivery that makes a difference in the lives of those we serve.

Public Service Staffing and Structure

The Department of Public Service is comprised of a total staffing level of 114 Full Time Equivalent (FTE) and 60 Seasonal professional, managerial, administrative,

technical, maintenance and clerical support staff within the divisions of Engineering, Streets & Utilities and Parks.

Staffing Levels	FTE	Seasonal
Engineering	32	NA
Streets & Utilities	35	19
Parks	47	41



Director of Public Service Projects, Goals, Objectives and Initiatives

The projects, goals, objectives and initiatives that the Director of Public Service will be expected to accomplish within the first 12 months include:

- Build successful working relationships with the City Manager, Management Team, City Council and community leaders in Dublin.
- Engage the Public Service staff to develop sound and effective working relationships and build trust; develop regular meeting schedule and/or communication system.
- Develop team-building and communication systems needed to help integrate the divisions and staff of the Department of Public Service.
- Review the recent Organizational Analysis and employee climate reports; develop a work plan for implementation of key recommendations.
- Evaluate infrastructure maintenance needs and establish assessment procedures, processes and work plans for short and long-term capital maintenance planning.
- Play a key role in the development of the Operating and Capital budgets for the Department of Public Service and be a member of the Administrative Budget Committee that reviews and develops the overall Operating and Capital budgets.
- Set up a management system for reporting regularly to the City Manager regarding operational issues; determine appropriate functional communication with key Public Service staff.
- Assess current policies and practices within the Department of Public Service and make adjustments as necessary to meet the department's and organization's mission.
- Develop a comprehensive understanding of the Bridge Street District project and the related impacts on the demand for City services; collaborate with the Director of Strategic Initiatives and development staff to assimilate future development plans and activity in the Bridge Street District into a comprehensive plan for the delivery of City services.

Background

Since 2000, the City has added 3,600 housing units and has issued 3,500 new residential building permits for new residential construction and over 780 building permits for new commercial construction. Even with the Recession, the City maintained healthy residential and commercial development and new building permits are again on the rise. This growth in development has led to an increased demand for City services and infrastructure. To meet this demand, roads must be constructed and water and sanitary sewer infrastructure must be developed. Since 2002, the City has increased center lane roadways by 34%, sidewalk miles by 58% and bike path miles by 85%. Similar

to transportation infrastructure, the City has experienced a considerable expansion in the number of miles of underground water main, sanitary sewer line, and storm sewer line. Since 2002, development and population growth has necessitated a 29% increase in the number of miles of underground infrastructure. The City has also seen similar growth in parkland infrastructure. The increase in residential development will lead to a need for additional parks and recreation amenities. Since 2002, the City has increased the number of developed park acres by 138%, adding more than 567 acres of parkland.



Challenges and Opportunities

Challenges

Perform in a fast-paced, results-oriented organizational culture marked by high expectation levels, deadlines, time constraints and the accompanying pressures inherent to such an environment. The successful candidate must demonstrate the composure and interpersonal savvy to endure, persevere and perform effectively in such an environment.

Quickly develop a familiarity with the culture of the organization, cultivate collaborative working relationships and demonstrate the agility to successfully navigate the dynamics of the organization.

Fill a role that previously existed within the organization from 1996 to 2006, but which was subsequently eliminated through an organizational restructuring following the retirement of the last incumbent. The recent organizational analysis by the Novak Consulting Group concluded that the Director of Public Service position is critical to the successful long-term management of our infrastructure assets and priorities

Develop early credibility and rapport as the new Director of Public Service to establish short-term and long-term success in the organization.

Evolve the City's service delivery model that shares a focus of maintenance of existing and development of new infrastructure. The City experienced rapid growth in the 1980's and 1990's. The result was a service delivery

model that emphasized development. Then, the new infrastructure required little routine maintenance to remain functional and attractive. Many of these infrastructure investments now require a more focused attention on regular maintenance while still advancing new development.

Opportunities

Develop leadership capacity by serving in a value centered organization that openly embraces the best practices in the field of local government management. This will enable the successful candidate to experience continuous learning and development, contributing to career enrichment opportunities within the organization.

Demonstrate initiative and creativity in recommending improvements to the City's existing Public Service practices, policies, and procedures. This opportunity will involve working collaboratively with a staff of career professionals, technicians, and support staff to research and explore the best practices in field of Public Service management.

Provide leadership and direction to the Public Service staff and the entire organization engaged in the ongoing development of award-winning, leading edge public service programs. The successful candidate will play an instrumental role in providing leadership to the organization in the continued development of unique and highly successful public service programs.



Ideal Candidate Profile

The ideal candidate for this position will be a motivated, highly experienced government professional with a team-oriented, collaborative leadership style; extensive knowledge of relevant public service/ public works practices, policies, and procedures, general management and administrative concepts, principles and strategies and the ability to translate these concepts, principles, and strategies into meaningful action; exceptional interpersonal and human relations skills; excellent analytical skills; a creative problem solving approach; knowledge of and experience with the implementation of high customer service standards; ability to use effective methods to tactfully resolve customer and general public concerns; knowledge of and experience with supervisory practices and principles; excellent communication skills (written, verbal, presentation); ability to present complex information in a concise and understandable manner; ability and experience establishing and maintaining effective working relationships with diverse populations including staff, administrators, customers, residents; experience with change management; ability to work through complicated issues and to work with conflict in resolving disputes; ability to gather, analyze, and review data to make informed decisions and recommendations; and the capacity to build and maintain successful working relationships with Dublin City Council Members and City Manager, other public agency officials and peers within the organization.

One of the most important attributes the ideal candidate must possess is the ability to perform effectively in a fast-paced, results-oriented organizational culture marked by high expectation levels, deadlines, time constraints and the accompanying pressures inherent to such an environment.. The core competencies a candidate must possess to be successful in this position include:

Decision Quality - Makes good decisions (without considering how much time it takes) based upon a mixture of analysis, wisdom, experience and judgment; most of his/her solutions and suggestions turn out to be correct and accurate when judged over time; sought out by others for advice and solutions.

Dealing with Ambiguity - Can effectively cope with change; can shift gears comfortably; can decide and act without having the total picture; isn't upset when things are up in the air; doesn't have to finish things before moving on; can comfortably handle risk and uncertainty.

Strategic Agility - Sees ahead clearly; can anticipate future consequences and trends accurately; has broad knowledge and perspective; is future oriented; can articulately paint credible pictures and visions of possibilities and likelihoods; can create competitive and break through strategies and plans.

Ideal Candidate Profile | con't.

Priority Setting - Spends his/her time and the time of others on what's important; quickly zeros in on the critical few and puts the trivial many aside; can quickly sense what will help or hinder accomplishing a goal; eliminates roadblocks; creates focus

Directing Others - Is good at establishing clear directions; sets stretching objectives; distributes the workload appropriately; lays out work in a well-planned and organized manner; maintains two-way dialogue with others on work and results; brings out the best in people; is a clear communicator.

Command Skills - Relishes leading; takes unpopular stands if necessary; encourages direct and tough debate but isn't afraid to end it and move on; is looked to for direction in a crisis; faces adversity head-on; energized by tough challenges.

Managerial Courage - Doesn't hold back anything that needs to be said; provides current, direct, complete, and "actionable" positive and corrective feedback to others; lets people know where they stand; faces up to people problems on any person or situation (not including direct reports) quickly and directly; is not afraid to take negative action when necessary.

Drive for Results - Can be counted on to exceed goals successfully; is constantly and consistently one of the top performers; very bottom-line oriented; steadfastly pushes self and others for results.

Political Savvy - Can maneuver Human Resources through complex political situations effectively and quietly; is sensitive to how people and organizations function; anticipates where the land mines are and plans his/her approach accordingly; views corporate politics as a necessary part of organizational life and works to adjust to that reality; is a maze-bright person.

Organizational Agility - Knowledgeable about how organizations work; knows how to get things done through formal channels and the informal network; understands the origin and reasoning behind key policies, practices, and procedures; understands the cultures of organizations.

Interpersonal Savvy - Relates well to all kinds of people – up, down, and sideways, inside and outside the organization; builds appropriate rapport; builds constructive and effective relationships; uses diplomacy and tact; can diffuse even high-tension situations comfortably.

Motivating Others - Creates a climate in which people want to do their best; can motivate many kinds of direct reports and team or project members; can assess each person's hot button and use it to get the best out of him/her; pushes tasks and decisions down; empowers others; invites input from each person and shares ownership and visibility; makes each individual feel his/her work is important; is someone people like working for and with.

Composure - Is cool under pressure; does not become defensive or irritated when times are tough; is considered mature; can be counted on to hold things together during tough times; can handle stress; is not knocked off balance by the unexpected; doesn't show frustration when resisted or blocked; is a settling influence in a crisis.

Managing Vision and Purpose - Communicates a compelling and inspired vision or sense of core purpose; talks beyond today and about possibilities; is optimistic; creates mileposts and symbols to rally support behind the vision; makes the vision sharable by everyone; can inspire and motivate entire units or organizations.

Ethics and Values - Adheres to an appropriate (for the setting) and effective set of core values and beliefs during both good and bad times; acts in line with those values; rewards the right values and disapproves of others; practices what he/she preaches.

Understanding Others - Understands why groups do what they do; picks up the sense of the group in terms of positions, intentions, and needs; what they value and how to motivate them; can predict what groups will do across different situations.



Nature of Appointment

Pursuant to Section 6.06 (b) (“Classified and Unclassified Service”) of the Revised Dublin Charter and Section 33.04 (“Classified and Unclassified Service”) of the Dublin Codified Ordinances, the successful candidate will serve in the

“Unclassified Service” of the City and while serving in such capacity, shall serve at the pleasure of the City Manager.

Position Duties/Responsibilities

The Director of Public Service is a member of the City Manager’s senior management team and provides leadership, direction and guidance to a team of professionals, technicians, and technical/administrative support staff engaged in the management, administration and performance of all Public Service Departmental functions.

The Department of Public Service is comprised of the Division of Streets and Utilities, the Division of Engineering and the Division of Parks.

The Director of Public Service reports directly to the City Manager and functions with broad latitude, discretion and independent judgment to manage all departmental functions and to develop and recommend policies, procedures and program improvements. The Director manages three direct reports, including the Director of Streets & Utilities, the Director of Engineering, and the Director of Parks.

The primary role of the Director of Public Service involves the development and management of the City-wide infrastructure assets, maintenance of those assets, and the management of the day to day service delivery.

The Director of Public Service’s work involves leading, planning, designing, organizing, directing, and prioritizing work, managing budgets, projects and capital improvements as well as long and short range maintenance and replacement.

The Director of Public Service also serves as the City’s liaison to City Council, boards, commissions, committees, and other official bodies.

The Director of Public Service sets departmental goals, including the setting of clear customer service standards, and holds division directors accountable for achieving these goals and standards.

The Director of Public Service’s performance is reviewed periodically by the City Manager through regular meetings, reports, outcomes, and overall departmental effectiveness.

Due to the nature of this position’s duties and responsibilities, it is designated as exempt under the Fair Labor Standards Act. Therefore it is not eligible for formal overtime compensation or formal compensatory time.

The position is determined to be a “Key” employee for the purposes of the Family and Medical Leave Act (FMLA).



Specific Duties/Responsibilities

Provides advice and counsel to the City Manager and City Council in all functional areas of Public Service Management; prepares staff reports to the City Manager and City Council on all Public Service-related policy issues and prepares all necessary legislation (i.e. Ordinances and Resolutions) requiring the action of City Council.

Administers and directs a comprehensive City Department. Plans, directs, organizes the work of subordinate division directors and other subordinate staff; plans and supervises a wide variety of infrastructure maintenance functions related to streets, utilities, parks, green space and engineering.

Through subordinate staff, has administrative responsibility for all infrastructure maintenance and asset management; plans and develops department and division budgets and manages expenditures.

Performs various supervisory and administrative functions (e.g. setting goals, coaching employee performance, evaluating performance, recommending personnel actions, assuring proper and consistent implementation

of policy and procedures, interviewing and hiring staff, investigating and approving proposed discipline, approving payroll timekeeping and leaves).

Responsible for the snow and ice removal activities, manages emergency services and repairs such as storm damage, traffic emergencies, and other unforeseen emergencies.

Oversees the process of selecting private waste management collection services. Oversees the process of responding to resident complaints and concerns.

Responsible for an effective program to continually monitor and improve service-related programs.

In collaboration with the other directors, develops short and long-range maintenance goals and plans for each Division. Holds directors accountable for completion.

Responsible for various codes, regulations, ordinances, policies and specifications.