CLEVELAND HEIGHTS

ASSISTANT DIRECTOR OF PUBLIC WORKS

CLEVELAND HEIGHTS, OHIO

EXECUTIVE RECRUITMENT
COMMUNITY BACKGROUND
Cleveland Heights, OH (Pop. 46,238) - The City of Cleveland Heights is located in Cuyahoga County and is an inner-ring suburb to Cleveland, OH. It was originally founded as a village in 1903 and became an official city as recognized by the State of Ohio in 1921. The city has a total area of 8.13 square miles. Six miles east of downtown Cleveland, it is bordered by East Cleveland to the north, east by South Euclid and University Heights and south by Shaker Heights. Cleveland Heights was originally farmland in East Cleveland and South Euclid Townships. Today, Cleveland Heights is an oasis of culture, nature, community and fun.

In 1895 developer Patrick Calhoun (with a substantial loan from John D. Rockefeller) created what would become the first section of Cleveland Heights named Euclid Heights. The plan was to create a suburb for the wealthy in the style of the Garden City Movement popularized in England. It gained traction, albeit slowly and within a couple of decades there was more development and it became a “streetcar suburb” with commuter rail lines running into the City of Cleveland.

Spurred by a bond issue in 1916, Cleveland Heights developed a particularly extensive (135-acre) park system. Forest Hill Park, formerly the summer home of John D. Rockefeller, was donated to the City in 1938 by his son and developed into a large park with recreation areas and various ball courts. Like Forest Hill Park, Cumberland Park and Cain Park follow the path of Doan Creek and are equally developed with passive and active areas. Cain Park is home to the Alma and Evans theaters which opened in 1939. The Community Center houses the city’s fitness center and ice rinks along with their senior center.

Among the tree lined streets of Cleveland Heights are eclectic architecture, from historic to modern and most everything in between. With exceptional parks and recreational facilities, most residents would not choose to live anywhere else. The fabric of Cleveland Heights is its diversity through a rich tapestry of thought, education, beliefs and heritage. Residents often describe Cleveland Heights as friendly, eclectic, creative, green, unique, progressive and thriving.

Over the middle and later part of the twentieth century, Cleveland Heights became home to a diverse mixture of immigrants and people of different ethnic backgrounds, all living in a community of unique, tree-lined streets, dotted with beautiful neighborhood parks and with homes and businesses built by beautifully crafted architecture. Today, Cleveland Heights retains the charm and character established in the early part of the twentieth century, and the architecture very much stands as it did in those early days.

Cleveland Heights is a desirable location for development and redevelopment. Two large-scale development projects are in the works – Top of the Hill and Cedar-Lee-Meadowbrook (CLM). As the gateway to Cleveland Heights, the Top of the Hill project is expected to welcome people with up to 15,000 sq. ft. of retail, 25,000 sq. ft. of green space, 250-300 luxury apartments, along with a parking garage. Located in one of Cleveland heights most desirable and walkable communities, the CLM project will bring a vibrant, mixed-use development to the Cedar Lee District. This development will create a dense, vibrant, pedestrian friendly and unique commercial, residential mixed-use development.

City Government and City Organization
Cleveland Heights is governed by a city charter adopted in 1921 and amended in 1972, 1982 and 1986. The charter specifies a council-manager form of government, with seven members of council elected to four-year terms. All are elected using an at-large, non-partisan voting. The mayor is elected by council from among its members.

The 2019 operating General Fund budget for the City is $79 million. There are over 600 total employees of the City encompassing the Departments of Community Services, Finance, Law, Planning & Development, Public Safety, Public Works and Parks and Recreation.
Public Works Department
The Public Works Department is responsible for maintaining and enhancing all public infrastructure of the City through oversight of all municipally owned facilities and infrastructure. The Public Works Department is comprised of six divisions: Forestry, Refuse/Recycling/Transfer Station, Street Maintenance, Utilities, Vehicle Maintenance and Capital Projects. Recently the Building Maintenance and Public Properties divisions were moved to the Parks and Recreation Department.

The department has approximately 85 allocated full-time employees and an annual operating budget of approximately $16.4M from all funds. This operating fund consists of the general fund allocating approximately $6.4M with Enterprise Funds/Special Funds contributing $10M. The employees within the department are represented by the Local 860 union and their contract is currently negotiated through March of 2022.

Challenges/Issues for the Assistant Director of Public Works
The next Building Director for the Village of Franklin Park The next Assistant Director of Public Works for Cleveland Heights will play a formative role in continuing to move Cleveland Heights forward to making it the best it can be. The Assistant Director is expected to offer the following:

- Creating a culture within the department that yields itself to team building within the department and collaboration with other departments as well as outside agencies.

- Provide any expertise to the current Task Force for Refuse which is currently studying the feasibility for maintaining the refuse/recycling services in-house verses contracting out those services to a private firm or a combination of both.

- Provide an expertise in stormwater management and the ability to introduce new ideas into their operation. The City is currently under a consent decree by the E.P.A. for stormwater conformance and overflow.

- Demonstrating an ability to be politically savvy and understand the importance of strong citizen communication as well as understanding the need to keep all departments and divisions within the City informed on issues facing Public Works.

- Developing a strong working relationship with the Division leaders within the Department and helping them to operate more efficiently and effectively on a day to day basis. Assisting them in managing their divisions and creating opportunities for training and succession planning within the entire department.

- An ability to complete an organizational analysis for the department and offer suggestions on how the divisions can work more closely together and create opportunities for greater efficiencies within the divisions.

- Conducting a thorough study of the existing policies and procedures used by the Department and introduce new and/or implement changes based upon current services being offered and reflect changes that have occurred within the department.

- An ability to introduce new technology within the divisions that allows personnel to better perform their tasks, communicate better with residents and provide data for future analysis within the department.
CANDIDATE QUALIFICATION CRITERIA

The Assistant Director of Public Works is an integral part of the City of Cleveland Heights leadership team, requiring well-developed leadership abilities and management skills that are based upon consensus building, visioning and problem solving. The Assistant Director must have a strong desire to work in a collegial, fast-paced, team-oriented environment. They must be a highly motivated, self-starting and confident individual with excellent interpersonal skills. It is anticipated that the Assistant Director would eventually become the Director through succession planning and have the ability to introduce succession planning into each division of the department as more and more employees become eligible for retirement and newer employees are given the opportunity to advance.

The City is seeking proven, progressive and passionate-for-public-service candidates committed to excellence in the delivery of public works services. The following factors of education, experience, leadership, management style and personal and professional traits have been identified as necessary and/or desirable for the Assistant Director to succeed in this position. The anticipated hiring salary range for the position is $66,929 - $107,139 DOQ with excellent benefits. Residency is not required, but it is highly desired.

Education and Experience

A bachelor's degree in engineering, construction management, public administration, public policy, business administration or a closely related field from an accredited college or university and extensive experience in Public Works is desired. A master's degree is preferred. Five to seven years of progressively responsible public sector public works management, or public administrative or managerial experience, or an equivalent combination of education and experience, is desired. Experience in a larger community at the assistant department head level will also be considered.

The successful candidate will have strong oral and written skills, budget development and administration experience, and the ability to plan, organize, coordinate and supervise the operations of the department. Developing relationships with citizens and community organizations and a demonstrated enthusiasm for working closely with elected and appointed officials is also important.

- Have management experience in creating an environment of trust, integrity and mentorship where employees respect one another and where the department consistently functions at a high level of customer service.
- Have familiarity with systems and metrics which measure the success and effectiveness of departmental programs. Have a demonstrated ability to provide strategic leadership and long-range planning practices.
- Have experience in setting high standards of performance, productivity and initiative by departmental personnel; be comfortable in recommending and administering disciplinary actions if necessary.
- Have proven clear and concise verbal and written communication skills. Be able to present complex technical information to any audience in a manner that is understandable and jargon-free.
- Be computer literate and have a demonstrated record of understanding and utilizing technology systems and procedures to monitor and measure departmental productivity and provide timely information to citizens.
- Experience in working and collaborating with elected officials, boards and commissions, community groups, and the news media.
- Have successful experience in collaborating and interacting with other internal organizational units; experience with external organizations in a constructive, cooperative, and mutually supportive manner, while representing the City’s interests tactfully and firmly.

- Working knowledge or aptitude to gain a quick understanding of federal, state and local policies, practices and standards used in providing public works services and the ability to formulate, initiate, administer and deploy policies, procedures and equipment affecting all elements of a public works department.
- Experience managing personnel within all divisions and the ability to grow talent and recognize the importance of working with the Department of Human Resources as a partner by strategically engaging with them to create professional development and recruitment of employees.
Management Style and Personal Traits

- Have complete personal and professional integrity, gaining respect and inspiring the trust and confidence of subordinates, co-workers and elected/appointed officials, as well as the general public.

- Be a clear and concise communicator, both one-on-one and in a public speaking venue, listening to and treating everyone in a professional and respectful manner. Have an open, friendly personality and communication style with a calm demeanor.

- Have self-confidence and humility in leading the department forward and create stability within the leadership of the department.

- Possess a reputation for fairness in personnel actions and working with employees considering individual employee needs while getting the work of the Department done on a timely basis. Supervisory experience in a unionized department is highly desired.

- Have a genuine passion for public service from both an internal, department standpoint and for service to the community; be devoted to customer, community and departmental service.

- Be a highly motivated, goal-oriented leader with a proven ability to quickly earn respect, gain cooperation and communicate clear direction. Be able to give and take constructive criticism. Have a high-energy level and enthusiasm for meeting the challenges and responsibilities of the Assistant Director’s position; have a good work ethic.

- Be a critical analyst and creative thinker. Be imaginative in solving problems, encouraging, and empowering employees to find new and better ways to get work done, while also applying, maintaining, and respecting the regulatory framework that guides the delivery of municipal services.

- Project a professional presence in appearance, actions and personal demeanor in representing the City and be a person who can inspire confidence and credibility regarding Public Works programs and services.

- Be a positive and flexible team builder who is committed to the well-being of the staff, one who works with staff to identify departmental needs and find solutions which meet those challenges. Be a manager who both defends their staff when appropriate and holds the team accountable.

- Be proactive, anticipatory, and innovative; be someone who can make difficult decisions and stand behind those decisions. Keep the Director apprised of major activities and operations of the Department in a consistent and timely manner, passing on both “good news and bad news” in a tactful, self-confident and professional manner.

- Have a sense of humor when appropriate to the circumstances.
COMPENSATION AND HOW TO APPLY

The anticipated hiring salary range for the position is $66,929 – $107,139 DOQ with excellent benefits. Residency is not required, but it is highly desired. Interested candidates should apply online by February 11, 2020 with a cover letter, resume and contact information for at least five (5) professional references to www.govhrusa.com/current-positions/recruitment

Attention:
Sarah McKee, Senior Vice-President, GovHR USA
630 Dundee Road, Suite 130, Northbrook, IL 60062.
Tel: (847) 401-3240.