



Profile for the Position of
CITY MANAGER

Resumes will be accepted until October 22, 2010, addressed to:

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EQUAL OPPORTUNITY EMPLOYER

The resumes and all application materials of applicants are subject to Ohio open records law.

FOREWORD

This is an excellent opportunity for leadership and community building in an independent Ohio community with strong traditional values and hometown style. Piqua is 25 miles north of Dayton -- a residential, commercial and light manufacturing community with a distinctive downtown. It is on the Great Miami River, along the I-75 corridor, north of the I-70 interchange, well connected to the rich and historic culture of Ohio and to national markets.

The current City Manager is retiring after thirty-five years of public service, the last five as City Manager of Piqua.

In addition to all the usual public services, Piqua operates a successful municipal electric utility. The appointment of the City Manager is made by the five-member City Commission under a Charter that clearly separates the authorities of the Chief Executive and the Commission. The City seeks the best professionals to work in all its management positions and values stable working relationships.

This recruitment profile outlines the experience, education, skills, abilities and personal characteristics identified as either necessary or desirable for candidates for the City Manager in the City of Piqua.

Information regarding the City's demographics, economic profile, facilities and location have been included to provide potential candidates an understanding of the community. Also, information about the City government as an institution, the service it provides, the employees and the governmental structure is presented. Major issues facing the new Manager are also listed.

The profile will be used as a guide in the recruitment process, providing specific criteria by which applications will be screened and individuals selected for final interview and appointment consideration.

All inquiries relating to the recruitment and selection process for the Manager's position are to be directed to the attention of the Human Resources Department of the City of Piqua as listed on the cover of this Profile.

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I. THE PIQUA COMMUNITY

History

Piqua is a site of the prehistoric Adena and Hopewell people of the Upper Miami River Valley. In the 18th century, the Miami and Shawnee tribes inhabited the area along the river. The future community of Piqua would adopt the name of the Pique clan of the Shawnee. The name refers to the creation myth of the clan that told of the first Pique member rising from the ashes of a fire, which was a symbol of the clan matriarch. The Shawnee were driven out of the area by a military expedition led by General George Rogers Clark, Colonel Daniel Boone and Captain Simon Kenton in 1782.

Piqua was first laid out in 1807 as the village of Washington, with designs on becoming the seat of Miami County, a distinction that was won by Troy later that year. The town of Piqua was eventually incorporated in 1823. When the Miami and Erie Canal reached Piqua, the community began to grow and prosper, with immigrants from Germany and Ireland. Freed slaves from Virginia also traveled to the Upper Miami Valley on the canal. Following the Civil War, in a new era of prosperity, Piqua's first African-American retail business was established. By the turn of the century, an interurban rail linked Piqua to Troy, the first public hospital was built in the Upper Miami Valley and a new high school building was in place. The Ft. Piqua hotel, a German gothic standout, had been built downtown, and was renovated in 2009.

Non-partisan, Commission-Manager local government was adopted in 1930. The City constructed and began operation of the Piqua Municipal Power Plant in 1933 during the Great Depression. Local machine shop industry grew in support of the World War II effort, including one whose descendent, Hartzell Propeller Company, is successful still in its modern form. Lear Avia Inc. became the city's largest employer (since relocated out of state) and was influential with modern changes to the City's operations. During the postwar era, Piqua became one of very few communities to host an atomic power plant operated by the U.S. government from 1963 to 1966. Piqua today is the home of a diversified group of small and medium sized industries.

Important community assets were constructed during the 1970s and 1980s, including an educational campus that includes the Upper Valley Joint Vocational School, Edison State Community College, the Piqua High School and Jr. High School and an enviable local sports stadium, 8,000 seats, financed entirely by local contributions. In 2009, the population of Piqua is estimated at 20,553. This includes about 3.4% African-American, .7% Hispanic and 1% other minorities. There are about 8,254 households in the community. Much more information is available on the City's website at www.piquaoh.org/.

Residential Living

Piqua has a wide range of residential living, including newer subdivisions with homes ranging in price from \$150,000 to \$400,000, older traditional homes of similar value in handsome neighborhoods close to the Great Miami River, and custom homes in rolling hills with values up to \$500,000. There are community playgrounds and pedestrian/bike trails system linking every part of the community to the downtown along former rail beds, beside the river and by the restored canal.

Piqua's older residential districts near downtown include many rental houses interspersed with traditional, small homes that have been neatly kept by more than one generation. Rental apartments and houses provide housing for lower income residents in many regions of town.

Downtown Piqua has a scale that is larger than expected, including handsome older buildings housing the Post Office, the 5/3 Bank, the historic Fort Piqua Plaza and the Municipal Government Complex. Retail includes specialty shops, furnishings and banking in multi-story downtown structures neatly maintained along tree-lined streets. Additional shopping alternatives are in the Miami Valley Centre Mall at the main interchange with I-75, including three major department store anchors, many typical interior stores and outlying restaurants. A Wal-Mart Super Center has been built near other specialty businesses east along U.S. 36.

Schools

The Piqua City School District takes pride in being rated one of Ohio's "Excellent" school districts by the Ohio Department of Education. The district has many strong measures of academic success including the state superintendent designating several district buildings "School of Distinction" and "School of Promise" as acknowledged by the governor's visit in January 2009. A highly qualified staff of professionals have been assembled to deliver a 21st Century Education for Piqua students. Staff members are often recognized throughout the state and region including the Ohio Teacher of the Year Award in 2004 as well as other teachers who have earned National Board Certification and Master Teacher status. Piqua City Schools alumni scatter the world with many giving back through the Piqua Education Foundation which awarded over \$200,000 in college scholarships to be used in the fall of 2010. Graduating seniors were awarded scholarships totaling over \$2.65 million in 2010. A strong partnership with the business community is on-going with direction from a Superintendent's Executive Advisory Committee. All buildings also benefit from business partners including two or more companies and organizations. Community leaders attest to the excellent college preparation of their own families at the Piqua City Schools.

The Piqua City School District has a total enrollment of 3,680 students who attend a Kindergarten Center, three primary schools (grades 1-3) and three intermediate schools (grades 4-6). The Piqua Junior High School (grades 7&8) is located on the same educational campus as Piqua High School (grades 9-12), the Upper Valley Joint Vocational School and Edison Community College.

There are programs at the elementary level for gifted students, 16 advanced placement courses offered for college-bound high school students, combined courses with Edison Community College, and career curriculum at the Joint Vocational School. The junior high offers 26 world languages through the Rosetta Stone program with a Mandarin Chinese program added as a fourth world language opportunity at Piqua High School. Extra-curricular activities are a strong part of student opportunities highlighted with the PHS Show Choir which was ranked 5th in the nation during the 2010 season, a 2006 State Championship football team, and the PHS marching band who performed at Disney World during spring break in 2010.

The Piqua Catholic School received full accreditation from the Ohio Catholic School Accrediting Association. Piqua Catholic enrolls 420 students in K-8. The student-to-teacher ratio averages 21. Standardized test results show consistent passing scores representing 88% of students in science, for example, to 98% in reading. Students may attend the regional Lehman Catholic High School in Sidney, 13 miles from Piqua, which enjoys a high reputation for student performance and college preparation.

Piqua's Public Library is the primary tenant in the newly renovated Ft. Piqua Plaza. It is organized under specific Ohio law with a Board of Directors separate from the City and the School District and receives most of its funding from the state.

The Upper Miami Valley

I-70 and I-75 intersect about 20 minutes south of Piqua, providing direct road connection from Canada to Florida. Dayton International Airport provides convenient, worldwide passenger and freight service, located about 30 minutes south of Piqua. Wright-Patterson Air Force Base and many associated federal installations also connect the Dayton area directly with the global economy and cultures.

Piqua shares with Troy the excellent medical facilities of the Upper Valley Medical Center, located half way between Piqua and Troy on Route 25A. It is an acute care facility designed and built in 1998 for the best convenience to Miami County. It has 128 inpatient beds, outpatient testing and family areas. Piqua also has a neurological rehabilitation center.

Within the Dayton metropolitan area to the south (Montgomery County), no less than 26 institutions of higher education exist. The University of Dayton and Wright State University, along with the community Sinclair College, branches of other public Ohio universities, and fine private universities are located in the Dayton region. Numerous hospitals, medical and treatment centers, including a level I Trauma Center and a Children's Medical Center, provide world-class, convenient medical care. Miami Valley Hospital is also a leading cancer treatment center and a teaching hospital with Wright State.

Piqua owns and maintains an extensive system of neighborhood and community parks and recreation facilities. Twenty different parks or facilities are distributed across the community, providing for active and passive recreation and athletics. The Pitsenbarger Sports Complex includes 67 acres and the Community Swimming Pool features a 150 ft. water slide. Recreation programs are provided by the City in all the popular leagues and activities for children and adults. The YMCA and YWCA have had a presence in Piqua for generations, also providing active and informative programs. The Piqua Heritage Festival caps the annual summer activities with crafts, games, music and a melodrama at the Johnston Farm and Indian Agency State Park on Labor Day weekend. French and Indian encampments and historical displays are provided for families' participation and learning.

Recreation opportunities are plentiful throughout the Miami and Montgomery County area. The public Five Rivers Metroparks system includes 20 facilities and about 10,000 acres of year-

round recreation. Miami County owns a 124-acre park near Piqua with many recreational and athletic facilities. It is the site of the annual Soar to New Heights Festival on July 4th and Soccer Classic on Memorial Day weekend. River and lake water sports are popular, as is bicycling. There are 48 public golf courses and 24 private clubs in the vicinity, as well as many public tennis courts and indoor recreation facilities. National golf tournaments attract many people to the region. College and minor league sports teams including the Dayton Dragons is a favorite of many fans in the Dayton area.

The Dayton Philharmonic Orchestra, Dayton Opera, Dayton Ballet, Schuster Performing Arts Center, Victoria Theatre, and the Dayton Contemporary Dance Company are some of the major arts and cultural institutions available to residents of this region. Many concerts and artistic performances are scheduled at the Ervin J. Nutter Center at Wright State. The Frazee Pavilion offers an outdoor concert and entertainment venue. The Dayton Art Institute attracts prestigious, worldwide exhibits. The National Afro-American Museum and Cultural Center at Wilberforce College. Specialized museums include the Boonshoft Museum of Discovery and the U.S. Air Force Museum.

II. THE CITY GOVERNMENT

Piqua became a Home Rule Charter city in 1930, and functions in a Commission-Manager form. The City Commission is comprised of five members elected at large but representing each of 5 Wards. The Mayor is one of the Commissioners and must declare his candidacy for Mayor in an election as a Commissioner. All Commissioners are elected on a non-partisan basis and serve four year terms, except the Mayor who serves a two year term. The positions of Mayor and three commissioner seats are up for election in November, 2011.

The City Manager, who is the chief executive officer, is appointed by a majority of the City Commission and serves at the pleasure of the Commission. The Manager has responsibility for the appointment or dismissal of all Department and Division Heads and for managing the services and the business affairs of the City. There are over 192 full-time employees of the City.

The services and affairs of the City are organized into Departments with Directors who report to the City Manager as follows. Each Department is described more thoroughly in the City's website: www.piquaoh.org/ The highly visible services of Police, Fire & EMS and sanitation in particular enjoy very positive reputations in Piqua and the Upper Valley region. The Piqua Electric utility has consistently served its customers at significantly reduced rates compared to investor-owned utilities and Dayton Power and Light.

Police Department

Piqua's Police Department employs 31 sworn officers and 4 non-sworn staff, reduced from forty total employees in the past two years. Emergency communications are provided by a Miami County consolidated Police/Fire/EMS Communications Center. The Department is organized into three Bureaus: Office of the Chief, the Patrol Bureau and the Services Bureau.

Crimes related to disorderly conduct, property damage, and thefts are disproportionately high for

Piqua compared to similar cities, while violent offenses are on-par. Like many Ohio cities, challenges related to the sale and use of heroin consumes department resources.

Fire Department

The Piqua Fire Department responds to calls for many different types of services to the citizens of Piqua and visitors. All fire, paramedic and ambulance services, fire inspections, and fire safety education programs are provided. A central Fire Station has been refurbished and expanded adjacent to the City Hall downtown.

Engineering and Streets

This Department includes the divisions of Engineering, Streets, and Parks. The City Engineer oversees engineering design, street, and parks and recreation services.

Utilities – Water, Wastewater, Underground, and Storm Water

The Utility Department was formed in 2009 in a reorganization of the Public Works Department and creation of a Storm Water Utility. The Department has four divisions: Water Treatment, Wastewater Treatment, Underground Utilities and Storm Water Coordination.

The Water Treatment facility is a surface water plant with 7mgd capacity. The plant is over 75 years old and work is underway to locate ground water sources and construct a new treatment facility. The Wastewater Treatment plant has a design capacity of 4.5 mgd and is operating at capacity. The City is currently working with the EPA to address SSO issues and as a first phase recently completed construction of a 3 million gallon equalization basin.

The Underground Utility division is a consolidation of water and wastewater distribution system maintenance into a cross trained, multi-functional work group. They are responsible for maintaining the entire city's underground (water, storm and sanitary) improvements and infrastructure including, pipes, inlet, outlet, manholes, fire hydrants, etc.

The Storm Water Utility is responsible for compliance with NPDES Phase II permit requirements as well monitoring, planning and overseeing the implementation of storm water improvements.

Power System

Piqua's electric utility serves all Piqua homes and businesses plus about 5% of its customers outside the corporate limits. The peak load is 65,000 kw with sales of 300 million kwh. The City owns 36 mw of oil-fired generation for peak demands and emergencies. A coal-fired plant was shut-down in 1996 and is scheduled to be demolished in 2011. Power supply is provided and managed through Piqua's relationship with American Municipal Power. The City supplies power to Piqua customers at a rate that is 20 to 30% below the local investor-owned utility, The Dayton Power and Light Co. The 25 employees of this municipal utility have earned a reputation for high reliability.

Health and Sanitation

Piqua is one of a few Ohio cities that maintain their own health and sanitation departments in order to provide more prompt and attentive services. It is responsible for the protection of the public's health through environmental control, public health nursing and the collection of garbage and refuse as well as for maintaining birth and death certificates, issuing burial permits and compiling statistics of communicable disease with the City. The department is also responsible for property maintenance, nuisance, and code enforcement.

Human Resources

Human Resources has the centralized responsibility for recruitment and selection of employees, employee orientation, classification and pay, rules and regulations, performance evaluations, fringe benefits, and maintenance of personnel records. This department also interprets personnel rules and regulations, and interacts with union leadership, civil service commission, labor management groups, health insurance plans, chamber of commerce groups, and many others.

There are seven bargaining units under Ohio's "binding arbitration" state law: 2 AFSCME units representing public works and clerical/technical employees; 2 IAFF units representing firefighters and command officers; 2 FOP units for patrol officers and civilian/clerical staff; and 1 OPBA representing the police command officers. The AFSCME Blue Collar contract expires in September 2012, the AFSCME Clerical contract in October 2012, the FOP Patrol Officers in February 2013, and the FOP Civilian/Clerical; IAFF, and OPBA are currently being negotiated.

Development

In 2006 the planning, zoning, economic and community development functions of the City were reorganized in to an Office of Development within the City Manager's Office under the direction of an Assistant City Manager: Development. The Assistant City Manager serves as the City's Economic Development Director, as well as Executive Director of the public/private partnership umbrella economic development organization Grow Piqua Now (GPN). The Development department applies for and manages numerous CDBG and other grant programs, including a Block Grant Formula allocation and a CHIP Grant. The Development department is responsible the City's long-range planning program as well as development review and oversight of building inspection services.

Information Technology

An information technology department of three people supports all City departments from a central AS/400 computer, with a wide area network and with the City's website. The department oversees all technology for the City including telephones, wireless, and cable infrastructure. The City recently executed a contract with Springbrook Software, Inc. to replace the City's financial information management system over the next two years.

Finance Department

This department includes all accounting functions, including utility billing, other revenue and accounts payable, and the administration of the income tax. The department uses financial forecasting models to assist in budget and other policy planning.

Financial Trends

Piqua's budget for the fiscal year beginning January 1, 2010, totals \$75 million in all funds, after transfers in and out. While the enterprise funds of water, wastewater, electric, sanitation and others are more readily self-sustaining, the General Fund suffers from a widening gap between revenue and expense. On the revenue side, income taxes have declined to 2003 levels over the past two years. State-shared Local Government funds have declined by about 8% in the same period. Property taxes have declined 7.1% over the last two years and, interest on reserves has declined as reserves have been depleted.

The unrestricted balance of the General Fund was \$3.2 million on December 31, 2009. By the end of FY 2010, it is projected to decline only slightly due to mid-year reductions made to help maintain the balance. The long term trend will show a widening gap without continued attention to revenue and controlling expenses. There are continuing risks that State-shared funds will be reduced further and that the City's share of the State kilowatt-hour tax on electric utilities may be reduced. There are also important investments pending in street improvements, and other capital expenditures.

Historically, the City has used little G.O. Debt, although revenue debt, backed by G.O., has been more typical for reinvestment in the utilities. In recent years, G.O. debt was incurred to complete capital investments in the Municipal Complex and other public improvements. At December 31, 2009, outstanding governmental G.O. Debt was less than one million. Additional debt, separate from the utility debt, includes capital leases, pension refunding and special assessment bonds.

III. ISSUES FACING THIS POSITION

Community Pride and Vision

Piqua is an independent community with a heritage of hard-working people and blue collar industry. It has undergone a slow change marked by the loss of small-medium industrial employers, growth of the neighboring cities of Troy and Sidney and an influx of lower income, mostly transient residents. Over the same time, other positive developments have been accomplished, such as important educational facilities and a locally funded athletic stadium. In the early 2000's, changes were made in some visible areas such as the new Municipal complex, the revitalized appearance of downtown and an extensive system of pathways circling the community and connecting downtown. In 2009, a \$22 million renovation of the Ft. Piqua Plaza was completed utilizing a combination of Federal and State historic tax credits, Federal New Market tax credits, numerous state grants and local public and private contributions. The complex now is home to the Piqua Public Library, Winans Fine Chocolates and Coffee, Toone P's restaurant and a 17,000 square foot banquet and conference center. While older, smaller homes near the downtown have increasingly become low-income rentals, other more luxurious neighborhoods have been developed in several new areas.

While progress has been made over the last five years in stemming the tide of these negative trends, and initiatives like: the Plan It Piqua comprehensive plan development; the Neighborhood Improvements program (organizing more self-sufficient neighborhood organization and coordinating and targeting neighborhood services); and re-engineering development services including creation of the public-private partnership Grow Piqua Now; the economic downturn of the past few years has slowed progress and caused some to question the direction Piqua is headed. Next to addressing the fiscal decline of the City it is the major challenge the City Commission and its new City Manager face: to get the community behind a common vision so that it can take advantage of its opportunities and candidly confront its weaknesses.

The strengths of the community are many and valuable, as described earlier in this Profile. The weaknesses have become more damaging as they color the reputation of Piqua to the region and to its own citizens.

Developing the Employment Base

Many community leaders see that the weaknesses of Piqua have developed over a long period and will require continuous attention for an equally lengthy period. One key effort that appears to address one of the root causes of change in Piqua will be to adopt a well-focused plan and strategy for broadening the employment base for skilled trades. Growth in the Dayton region continues to move north from Dayton into Miami County, creating more opportunities for Piqua.

Piqua has a fine history of small-to-medium light industrial employers. While there are qualified workers in Piqua and the region there remains a gap between the skill sets needed by local businesses and those possessed by local residents. There is also available land ready to support such industry, although it is not within the ownership or control of the City or any one development agency. The new City Manager will be expected to explore realistically this area

for growth with the Commission and help to maintain a long-term strategy. This has the potential to affect the economic health, quality of life and the resources available for city government. Recent questioning by some segments of the community about opportunities to annex land for commercial and industrial development need to be addressed. Also the creation of a joint economic development districts with the City of Troy and neighboring townships will be at the forefront.

Much of the work in economic development will be facilitated and coordinated through Grow Piqua Now. This private-public partnership has been charged with leading these efforts in partnership with the City, Chamber, and Piqua Improvement Corporation. The City Manager plays a prominent role in these organizations.

Collaboration with Community Institutions

The City enjoys outstanding relations with the other key public institutions including: the Piqua City School District, Piqua Area Chamber of Commerce, Main Street Piqua, Edison Community College, Upper Valley Joint Vocational District, the Piqua Public Library and others. The institutions have collaborated in economic development efforts through GPN, as well as a variety of community projects ranging from downtown events, sports and recreation projects and the Safe Routes to School project. Currently the City, School District, Chamber, Edison, UVJVS and the Library are partnering in establishing a new Public Education Government (PEG) Access consortium called the Western Ohio TV Consortium (WOTVC) to manage and operate the City's former cable access operations.

City Budget Resources

Along with the income tax revenue during the past period of recession in Ohio, there has also been the continued reduction of state-shared revenue to local governments. That has caused a familiar combination of reducing costs and identifying unpopular new revenue sources. There is no apparent relief for this dilemma, except for continued new ideas and building the economic base of employment. This will challenge the new City Manager to be innovative with costs and creative with the use or mix of revenue in order to support the services that will contribute to Piqua's future most effectively.

Neighborhood Improvement & Crime

Over the past five years the City has made great strides in improving the health of its neighborhoods and reducing crime. With the institution of the Neighborhood Improvement Team, made up of representatives of Code Enforcement, Community Development, Fire, Health, Law, Planning, Police and Public Works, incorporating Community Oriented Policing principles, a comprehensive approach to addressing property maintenance, nuisance, civil and criminal neighborhood issues has been effective addressing the ills of neighborhoods. Also, encouraging neighborhoods to organize and be more self sufficient has resulted in the establishment of three very strong and one fledgling neighborhood association(s), that carry out their own neighborhood improvement activities and/or partner with the NIT in projects such as maintaining parks, installing playground equipment, repairing/improving park facilities, etc. There is still much work to be done. With the current recession and reductions in code enforcement and police personnel new approaches to addressing these issues will need to be found.

Staffing, Teamwork & Communications

The staff of department heads and managers is a very professional, competent and highly motivated team, including a good mix of longer-term employees as well as several recent hires/promotions. There are no vacancies among the top-level positions now and most managers are a number of years from retirement eligibility. A number of reorganization/realignments of functions and departments has taken place over the past two - three years, as manager and departments have retired, to streamline operations and improve organizational effectiveness and efficiency. However, with the recent recession adequate staffing at all levels is a concern, but most especially in the public safety services.

Teamwork among department heads, manager and department personnel is for the most part good. Recent budget constraints/reductions have strained some relations, but there is a good effort to rise above the issues and work cooperatively. The Department Head Team is outstanding; the Team trusts and respects one another and are in tune with the mission of the City, support the organizational philosophy and work cooperatively to address goals and objectives.

Staff has endeavored over the past five years to be open in its communications and share information both with staff and City Commission. A high priority goal has also been to increase communications with the public. In that regard, a number of methods have been tried with mixed success; there continues to be a negative attitude among a segment of the community that has been difficult to overcome and continues to be a concern.

Bi-annual (coinciding with Mayoral election years) goal setting have conducted over the past five years; and frequent study (strategy) sessions are held between staff and Commission on major issues to help prioritize and problem solve issues. The expectation will be for the next City Manager to continue and improve upon this process.

Facilities and Equipment

The physical facilities for employees and the services are in large part up to date and efficient. With the current recession, the challenge will be to keep up with the necessary replacement of equipment to support public safety.

The information technology of the City has not kept pace with rapidly-changing technology. However, Commission recently approved the purchase of a new financial/management information system with an integrated software package for finance, human resources, utility billing and other business applications; voice mail and other communications; and there has also been an effort to introduce GIS. The challenge will be how to continue with GIS development in light of declining revenues.

IV. THE POSITION

The City Commission appoints the City Manager as chief executive officer of the City, solely on the basis of his or her executive and administrative qualifications. He or she is responsible to the Commission for the proper administration of all affairs of the City placed in his or her charge and has the authority to appoint and remove all officers and employees in the administrative service, or to delegate that authority to any department head. The City Charter includes a section which prohibits Commissioners from directing or requesting the appointment or removal of any of the City Manager's subordinates and requires the Commissioners to deal with the administrative service and not give orders to any administrative employee of the City except through the City Manager.

The City Manager as well as department heads and others designated by the Commission have seats at the Commission table without a vote, and they have the right to take part in the discussion of all matters before the Commission. In addition to acting as the chief conservator of the peace within the City, the Manager has the following responsibilities:

- To see that the ordinances of the City and the laws of the state are enforced;
- To make such recommendations to the Commission concerning the affairs of the City as may seem to him or her desirable;
- To keep the Commission advised of the financial condition and future needs of the City;
- To prepare and submit to the Commission the annual budget;
- To prepare and submit to the Commission such reports as may be required by that body;
- To perform such other duties as may be prescribed by the Charter or by ordinance or resolution of the Commission.

Compensation: The hiring range for this position is DOQ. There are generous and competitive fringe benefits, including medical, prescription, and life insurance and deferred compensation. Dental and eye care insurance is available at each employee's expense. The Manager will be a member of the Ohio Public Employees Retirement System.

Residency, Community Involvement: The City Manager will be expected to join the Piqua community within a reasonable period following appointment. The Manager will be expected also to take part in and support community events, programs and activities that are related to the quality of life in the community.

At Will Employment Status: The City Manager serves at the will of the City Commission.

Interview Process: After screening and qualification by the Screening Committee and approval by the City Commission, final candidates will be invited to Piqua for introductions and interview with the Mayor and Commissioners, and department heads. Intensive background investigations will be conducted, which may include visits to the home city of the final candidate(s) as part of the selection process.

V. THE IDEAL CANDIDATE

Education and Professional Development

- Bachelor's degree in public administration, business administration or a field closely related to municipal government management, or equivalent combination of education and experience. A Master's degree in a related field is desirable.
- An appropriate combination of public or private sector experience and professional education leading to a proven capability to manage the affairs of this municipal corporation.
- Demonstrated continuing professional development, active membership and training with related professional associations, such as the International City/County Management Association, American Institute of Certified Planners, International Economic Development Council or similar professional affiliation.

Experience

- Minimum five years' progressively increasing executive responsibility for organization, management, policy formulation and service delivery in a full-service organization approaching the size and complexity of the City of Piqua.
- Experience with the principles and practice of city management, including budgeting, finance, grantsmanship, human resource management and program and service evaluation.
- Demonstrated success with programs of business recruitment and retention in a balanced economic development effort for commercial and industrial employment and tax base.
- Experience with TIF, Improvement Corporations, *Main Street* and other programs and incentives for downtown development.
- Experience and presentation skills that will be effective in advocating before the State Legislature for municipal issues, typically in collaboration with other municipalities.
- A record of customer service and responsiveness to citizens, establishing an organizational practice of customer-friendly services.
- Solid experience and skill in financial management, financial planning and preparation of budgets.
- A record of building successful working relationships with other jurisdictions, such as the School District, County, State, regional service authorities and other municipalities.
- Experience with planning and executing improvements to an aging infrastructure.
- Experience with modern city management principles and a broad variety of services, including public safety and emergency medical services, public works, parks and recreation, health and sanitation, planning, zoning and community development.
- Experience with the operations and financing of a municipal electric utility is desirable.

Working Style, Skills, Knowledge and Abilities

- A team-builder who is supportive of Department Heads and interested in the work and employees of each Department. A Manager who sets direction, remains in regular communications and holds Department Heads accountable for accomplishments.
- A style of sharing policy development with the City Commission without imposing his or her own policy agenda. Skilled at translating policy into practice with staff members.
- A record of promoting employee development and leadership, including team-building,

accountability, training and rewards for performance.

- A leader with foresight to imagine and anticipate trends and opportunities. A person who can help to articulate to residents and to the City staff the values and the vision for Piqua.
- A thorough approach to examining alternatives, and presenting well-documented recommendations to elected officials, including explanation of alternatives, pros and cons. A person who is nevertheless decisive and results-oriented.
- Demonstrated skills in interpersonal, written and oral communications in order to establish strong trust with City Commission and the public and to enhance the credibility of City government.
- A person who shares information willingly and encourages open and transparent government.
- A person who will appear at Chamber of Commerce meetings, regional planning and service partnerships, neighborhood meetings and is available for evening or weekend public meetings.
- An understanding of the importance of positive public relations, including communications with the public and the news media, and skill in public speaking and presentations.
- A person who recognizes the importance of the public role of elected officials but who is comfortable serving as a spokesperson for City services and projects.
- Business acumen in City operations and commercial sector negotiations.
- Familiarity with trends in technology useful for municipal functions. A user of information technology both at City Hall and in many communications channels.
- Aware of local, regional, state and national municipal issues and practices, with a network of knowledgeable, objective advisors.

Personal Characteristics

- Unquestioned integrity and ethics. A person who demonstrates the highest standards of professional conduct.
- A person who understands the need to listen and learn before acting upon initiatives or making significant changes. A person who nevertheless will tackle approved projects and programs with a “can do” attitude.
- A relationship-builder with community members, City Commission and staff, and other colleagues. One who brings people together and helps to build consensus.
- A person who is sensitive to and interested in community history and values, and one who enjoys becoming involved in community events and groups.
- The self-confidence to welcome the experience and expertise of the City Commission and staff and to help both groups to focus their resources on long term gains.
- A person who is forthright and candid with the Commission, citizens and the staff. A person who is credible and available to employees as well.
- Open rapport with staff members, welcoming consultation on new ideas and problem-solving. A person who respects individuals and values professional development for each.
- High energy, innovation and not averse to hard work.
- A combination of drive and diplomacy.

VII. POSITION ADVERTISEMENT

City Manager -- Piqua, OH

Full-service city of 21,000 along the Great Miami River in Miami County close to Dayton seeks professional manager with vision and excellent leadership skills. Three managers since 1980. Current manager retiring after 35 years of municipal service (5 in Piqua). Five-member Commission elected to 4-year terms, one as Mayor. Commission-Manager Home Rule Charter adopted in 1929. Piqua values its historic downtown, neighborhoods, paths and parks along the River and Miami-Erie Canal. Total budget over \$75M, 192 FT employees. Salary competitive, DOQ, excellent benefits. See www.piquaoh.org/. Bachelor's degree in related field, master's preferred, and 5 years experience as City Manager or other high level administrative position, experience with electric utility desirable. Demonstrated success in economic development and redevelopment, with vision and respect for traditional community assets. Record of excellent communications skills at City Hall and in community. Strong budget and financial skills. Resume and salary history to Elaine G. Barton, PHR, Human Resources Director, City of Piqua, 201 West Water Street, Piqua, Ohio 45356 or e-mail ebarton@piquaoh.org by October 22, 2010. Resumes will be subject to public disclosure. EOE.