

# Ronald L. Olson

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## **Summary**

- Served as City Manager in five cities and Administrator in one county.
- More than 37 years of professional local government experience.
- Master of Public Administration degree, specialty in City Management.
- Expertise in the following skill sets:
  - Working with elected leaders.
  - Creative problem-solving.
  - Strategic, executive leadership.
  - Developing staff.
  - Perfecting the Management Process.
  - Creating a culture of continuous Improvement.
  - Budgeting and financial management.
  - Economic development.
  - Being a change agent, when necessary.
  - Communicating to stakeholders.

## **Relevant Experience**

### **City Manager**

May 11, 2011 to June 23, 2016

City of Corpus Christi, TX

Population: 316,381. Full-time employees: 3,245; 34 departments. Operating Budget: \$841 million. Nine member City Council elected for simultaneous two-year terms.

#### Duties and Responsibilities as City Manager:

- Serve as the Chief Executive Officer of the City.
- Provide leadership to the organization.
- Serve as chief advisor to the City Council.
- Manage the operations of the City and carry out Council policies.
- Communicate and coordinate with the community and outside agencies.

#### Sampling of Achievements:

- Established good relations with the City Council; clarified goals, priorities, expectations; set up communication protocols.
- Focused on reaffirming our enterprise ethical foundation.
- Clarified the enterprise and departmental missions; created clear business plans; coordinated those plans with the financial, budgeting, and performance reporting systems; generally worked on organizational alignment and improving the management process.
- Restructured the organization; eliminated harmful silo mentality; ensured strong and capable management by replacing some of the leaders, developing and promoting others; fixed a broken compensation system; established an internal training program.

**Sampling of Achievements, Continued:**

- Worked on the City Council's top priorities: streets, water, economic development and communications. Adopted a controversial street fee, established an aggressive street maintenance program and a collector road reconstruction plan, working on a residential street reconstruction plan; made major improvements to the water systems, constructed a 50 mile raw water transmission line, finished a new wastewater treatment plant, negotiated a consent decree regarding sanitary sewer overflow, worked on a desalination project, working on a wastewater treatment plant consolidation plan; saw \$40 billion in new investment and thousands of new jobs from our local and regional economic development efforts, working on a new comprehensive plan, revisited our development incentives and standards, and fixed a broken Development Services Department; reinstituted a central communications department, installing a new web site, building a new TV studio, engaging in social media and making greater efforts at community engagement.
- Focused on efficiency and continuous improvement; audited and created improvement plans for 14 departments; executing those plans.
- Improved technology by installing a new ERP, court software and development services software.
- Focused on financial sustainability by increasing reserves from ten percent to nineteen percent, improving the bond rating from A+ to AA-, creating a long-term process for making budget decisions, and for FY 17, moving toward a zero based budget.
- Worked on labor relations by negotiating a new contract with the Police Union, working on difficult contract negotiations with the Fire Union, and establishing respectful and fair treatment of the non-union workforce.
- While staying focused on top priorities, worked through controversial distractions like eliminating plastic bags from the community and controlling transportation network companies.

**County Administrator**

September 2007 to May 2011

Polk County (Des Moines), IA

Population: 450,000. Full-time employees: 2,100; 10 departments. Operating Budget: \$225 million. General Law County with five full-time County Supervisors elected from districts for four year terms on partisan tickets.

**Duties and Responsibilities as County Administrator:**

- Serve as the Chief Administrative Officer of the County.
- Work closely with the elected Board of Supervisors to carry out their policies and ensure daily operations were efficient and effective.
- Coordinated and cooperated with elected office-holders such as the Sheriff, County Attorney, Auditor, Recorder, etc.
- Prepared and presented the annual budget.
- Supervised non-elected departments.

**Deputy City Manager**

2004 to 2007

City of Arlington, TX

Population: 380,000. Full-time employees: 2,342. Operating Budget (all funds): \$328 million. Council-Manager charter city with a Mayor and eight-member City Council. All members are elected for two year terms, with five being elected from districts.

**Duties and Responsibilities as Deputy City Manager:**

- Serve on the City's executive team, along with the City Manager and three other Deputy City Managers.
- Rotated assignments included leading the Strategic Support Team, comprised of five departments: Workforce Services (recruitment, training, staff development, compensation, and benefits), Financial Services, Municipal Court, and Information Technology. Employees under my leadership in this group: 190. Operating Budget: \$29 million. Previous rotated assignment included leading the Neighborhood Services Team comprised of five department: Police, Fire, Parks and Recreation, Neighborhood Services (Code Enforcement, Health, Housing, Federal Grants, Solid Waste services), and Libraries. Employees under my leadership in this group: 1,183. Operating budget: \$112 million.

**City Manager**

1992 to 2004

City of Middletown, OH

Population: 54,766. Full-time employees: 436. FY 04 Operating Budget (all funds): \$79.7 million; Capital Budget (all funds): \$22.2 million. Council-Manager home rule charter City which was governed during most of my tenure by a five member City Commission where the Chairman was selected annually by the Commission, but then changed to a seven member council serving four year overlapping terms with four members representing wards and the Mayor appointed by the City Council. Full service city with nine departments, including airport, full service jail, health department, court, water and waste water treatment facilities, and a nationally ranked 27 hole golf course. In 1957, Middletown was awarded the distinction of being an All-America City. It still retains attitudes and leadership deserving of that distinction.

**Duties and Responsibilities as City Manager:**

- Chief Executive Officer of the municipal government.
- Oversight responsibilities for the following functions and daily operations: police, jail, fire, EMS, roads, water and sewer collection and treatment, storm water management, parks and recreation, golf course, airport, planning and zoning, finance, law, tax collection, purchasing, human resources and all other functions of a full service city.
- Implementation of Council directed policy.
- Preparation and administration of annual budget.
- Negotiation and administration of labor contracts.
- Strategic planning and resolution of long range issues.
- Media representation for the City, including appearances on TV and radio; interviews with print media and preparation of press releases.

- Established a managed competition policy and process which promoted efficiency in many functional areas and saved the City millions of dollars.
- Initiated a major master planning effort.
- Revamped the City's budgetary and financial control system to provide better policy making, management decision-making and accountability.
- Conducted several large and controversial annexations to position the City for future growth.
- Strengthened relations with neighboring cities, townships and the two counties of which we were a part.
- Created the Middletown Economic Development Corporation to promote the local and regional economy; retained and created thousands of jobs.

**City Manager** 1990 to 1992  
City of Belding, MI

**City Manager** 1986 to 1990  
City of West Jordan, UT

**Director of Finance and Administrative Services** 1978 to 1986  
City of West Jordan, UT

**U.S. Army** 1972 to 1975  
Fort Lewis, WA

### **Education**

**Master of Public Administration**, Brigham Young University, Provo, UT  
Area of concentration: City Management.

**Bachelor of Science**, Brigham Young University, Provo, UT  
Major: University Studies with emphasis in Business Management and Political Science.

**ICMA Credentialed Manager**: August 2006.

**Continuing Education and Training**:  
University of Virginia, Senior Executive Institute (high performance government) – 1998.  
Many professional training certificates through ICMA University, various seminars and conferences.

### **Affiliations**

- International City/County Management Association.
- Texas City Management Association.