

Ruth S. Haag

313 E. Market Street
Sandusky, OH 44870

419-621-9311
ruth.haag@haaghq.com

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Via E-mail: apply@thenovakconsultinggroup.com

Re: City Manager, City of Sandusky, Ohio

I would like to submit my resume for the open City Manager position in the City of Sandusky, Ohio. The City Manager position is not so much a job as it is a commitment. I would like to use my experience and talents to create an efficient organization that provides outstanding service within a reasonable budget, as I have done with other organizations. Sandusky needs to launch itself into a bright prosperous future, one that creates a template for other cities follow. I would like to use my experience and talents to do just that.

Times have changed, and I know how to adapt a budget

We all know that the economy has changed, and with it the way that private industry and governments do business must change. While most businesses have learned and adapted to this economic downturn, governments have been slower to catch up. I can bring business lessons to government budgets.

I lead, and I foster compromise

Cities often have problems finding a good person to lead their staffs. Many go through recycled, "experienced," city managers on a bi-annual basis. Experience in a particular job does not always equate to ability. A City Manager must have the ability to lead people, to calm angry crowds, and to build compromises among those with political agendas. I lead, I communicate, and I build compromises.

I have business experience; I have people-management experience

My college educational background and experience is in planning, management and the urban environment. Cities must change from systems of roads, sewers, and services that rely on a large maintenance staff, to an infrastructure that is sustainable. My training in natural resources has taught me how to do this. My years of experience as a business owner have taught me how to budget, and how to adapt to bad times and good. My years of studying and understanding people management have translated into my series of supervisory management books, and more than ten years of training organizations and cities, in how to develop a system where their employees work productively and provide good service to their communities.

I have significant experience with government

For the past six years I have progressively become involved with the detailed working of the City of Sandusky, Ohio. I have trained new Commissioners on the complex details of Sandusky's projects and issues. I attend all Commission meetings. I wrote the City's wind turbine ordinance. I am an environmental contractor who works with the City's brownfield program. As a community organizer, I helped coordinate a successful citizen effort to save the City's greenhouse and parks.

I have no personal agenda

I have ridden the winds of change in Sandusky's political arena. I understand that the Manager is the servant of the Commission and the leader of the staff. I understand that the Manager's job is to implement what the Commission asks, and to give guidance when needed. I understand that the Manager cannot have a personal agenda, besides that of creating an organization that runs seamlessly and serves the citizens well.

Thank you for your consideration.

Sincerely,



Ruth S. Haag

Attachments: resume, salary history, professional references, qualifications comparison

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— MANAGEMENT PROFESSIONAL —

with extensive background in

Leadership | Engendering Community Involvement | Budget Management

Team Building ~ Training ~ Speaking ~ Writing

EXECUTIVE PROFILE

Accomplished business and community leader committed to Sandusky's prosperity. Management expertise based on career as entrepreneur/founder of for-profit and non-profit enterprises.

Thorough understanding of Sandusky's history, diversity, and current dynamics. Intimate familiarity with City of Sandusky procedures, department, staff members, budgets, plans and priorities. Ability to remove contentiousness from staff dealings and to run an organization with business-like efficiency.

Demonstrated ability to inspire others to become involved and work toward common goals. Effective negotiator who brings divergent interests toward consensus. Experienced public speaker and staff/management trainer. Talent for organizational planning, budgeting, direction, and control.

For more detail, see www.ruthhaag.com/aboutruthhaag.html.

KEY CAREER HIGHLIGHTS

SANDUSKY BROWNFIELD COMMUNITY INVOLVEMENT FACILITATOR

2008–Present

Owner of Haag Environmental Company (1992-present) which delivers consultation, project oversight, and remediation services on large-scale regulatory and industrial contaminated-land redevelopment issues for government and corporate clients.

City of Sandusky projects:

- Created and directed a Brownfields Local Redevelopment Authority that reported to the Sandusky City Commission, currently do same function but report to the City Manager and Director of Engineering, Planning and Development.
- Convene monthly meetings of Sandusky's Brownfield Committee to obtain input from industry, business, environmental and other diverse perspectives.
- Commissioned by the City of Sandusky to analyze annual \$61 million budget and evaluate for sustainability issues. Among other recommendations, proposed that the city redirect at least \$20 million/year in expenditures to local city and Erie county businesses, comparing the potential result to the establishment of a new factory.
- Managed the Chesapeake Walkway project for the City. Publicized and generated enthusiasm, solicited citizen input and suggestions; and created mechanisms to involve the public in the project decision making.
- Oversee grants, studies, and projects on behalf of the City of Sandusky.
- Obtained grant to remove Sandusky Cabinets underground storage tanks.
- Identified location of coal tar plume and facilitated involvement of the US Environmental Protection Agency (USEPA) to begin remediating the site.

KEY CAREER HIGHLIGHTS (CONTINUED)

Other local projects as environmental consultant/coordinator:

- Contracted with NASA Plum Brook Station to sample area surrounding former site of nuclear reactor. Firm designed new sampling device, was able to demonstrate the soil's safety.
- As Haag Environmental Company owner, provide executive and financial leadership. Direct finance, accounting, legal, and business development activities. Develop policies and procedures. Oversee technical operations including safety and quality. Manage professional, technical, and support staff (to 40). Manage projects up to \$5 million.

MANAGEMENT TRAINER/AUTHOR

1998-present

Owner of Haag Press (1998-present) which publishes workplace training material, provides training courses and publishes a local monthly newspaper called A Sandusky Bay Journal.

City of Sandusky Projects:

- Presented customized work effectiveness training to City of Sandusky staff. Introduced innovative concepts such as flexible scheduling and employee empowerment to improve efficiency.

Other local projects:

- Wrote and published series of books on supervisory management.
- Develop and present management training seminars on nearly 50 topics to business, industry, and higher education audiences (see partial list at <http://ruthhaag.com/trainingprogram.html>).
- Delivered management courses to business people as contract trainer for Owens Community College; Terra Technical College; and Bowling Green State University, Firelands Campus.
- Respond to media contacts as expert in management and supervision.
- Founded *A Sandusky Bay Journal*, an 8-page monthly newspaper partially funded by advertising revenue with average 15,000/issue distribution in northern Ohio.

COMMUNITY LEADER

2006- present

President of Haag Insight, (2006-present), which is a non-profit consulting firm.

City of Sandusky Projects:

- Drafted the City of Sandusky's wind turbine ordinance.
- Deliver community presentations to increase public understanding of local government, such as Lessons from Louisville and Chesapeake Plaza Planning.
- Convene bi-weekly sessions to review the Agenda for each Sandusky City Commission meeting, use these meetings to train prospective City Commissioners on Sandusky's key issues.
- Volunteer time and resources to preserve historic buildings.
- Played integral role in negotiating Memorandum of Agreement (MOA) that allowed the City of Sandusky Paper District project to proceed.
- Repurposed old City planters, positioned them in the southeast corner of the Chesapeake Walkway and annually plant them.

Other Community Projects:

- Facilitate the Friends of Pipe Creek Watershed work to develop a computer model to evaluate flooding issues in the county.
- Develop business plans for local small businesses, including Bones by the Bay, Sparky's Gourmet Candy, and Sandusky Feed & Supply.
- Direct the company's environmental research, community education, and economic development efforts in Erie County and the surrounding area.

NOTABLE SANDUSKY COMMUNITY INVOLVEMENT

SANDUSKY MAIN STREETS ASSOCIATION [SMSA]**President (2006)/Board of Trustees Member (2005–2007)**

- Collaborated with Sandusky City Manager to supervise a shared employee.
- Played integral role in negotiating Memorandum of Agreement (MOA) that allowed Paper District project to proceed. The MOA involved City of Sandusky, the US Army Corps of Engineers, the Ohio Historic Preservation Office, the Sandusky Main Street Association and the Old House Guild, leading to the Corps issuing a permit for the Chesapeake Walkway and Marina phase of the project.
- Instituted and taught monthly management training sessions for downtown business owners.

FRIENDS OF PIPE CREEK WATERSHED**Founding Member/Volunteer**

- Earned the President's national Volunteer Service Award for continued participation in the Pipe Creek Computer Modeling project (2010). Continue weekly involvement in the project.

FRIENDS OF THE GREENHOUSE**Founding Member/Volunteer**

- Played key role in establishing the organization with the goal of developing funding sources to ensure the greenhouse's future and its role in beautifying Sandusky parks.
- Wrote bylaws and incorporated the organization. Prepared IRS submittal and qualified for 501(c)(3) nonprofit status.
- Recruited volunteers to assist with greenhouse operations and fundraising.
- Promoted an innovative organization that operates free of Roberts Rules of Order.
- Volunteer time weekly to propagate plants.

ERIE COUNTY CHAMBER OF COMMERCE

Corporate Member

SANDUSKY NAACP

Executive Committee Member

Co-chair, Political Action Committee

WIGHTMAN/WIEBER KIDSFEST

Children's Safety Fair Committee Member

MARITIME MUSEUM OF SANDUSKY

Special Events Volunteer

SPROUT YEAR-ROUND INDOOR FARMER'S MARKET

Advisory Board Member

EDUCATION

UNIVERSITY OF MICHIGAN**Bachelor of Science – Natural Resources**

Focus: Planning and Management

Additional Education - 31 post graduate hours (23 described here):

BOWLING GREEN STATE UNIVERSITY

Postgraduate classes in **Accounting** and **Taxation**

OHIO NORTHERN UNIVERSITY

Foundational course work for **Law** degree

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Salary History

For the past 18+ years I have worked for Haag Environmental Company, Inc., of which I own 51%. My salary has fluctuated with good times and bad. The highest that HaagEnviro paid me in salary was \$80,000 per year. In addition, HaagEnviro provides me a house in which to live rent-free.

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Professional References:

Neil Allen, Executive Director
Maritime Museum of Sandusky
419 624 0274
sanduskymaritime@bex.net

Keith Peecook, Decommissioning Manager
NASA
419 621 3277
Keith.m.peecook@nasa.gov

Dr. Robert Ruse, Vice President
TTL Associates
419 324 2222
rruse@tlassoc.com

Larry Dougherty
Steegman-Dougherty (United) Insurance
419 348 1280
ldougherty@unitedinsurance.com

**COMPREHENSIVE COMPARISON OF
CITY MANAGER POSITION REQUIREMENTS
AND RUTH HAAG'S QUALIFICATIONS**

Position Requirement:

- *Bachelor's degree in business, public administration or related field*

Ruth Haag Qualifications:

A Bachelor of Science degree from the University of Michigan School of Natural Resources. Concentration in that program was Planning and Management.

Position Requirement:

- *A master's degree in business, public administration or related field is preferred*

Ruth Haag Qualifications:

Thirty-one post-graduate credits hours, 23 in law, accounting and corporate taxation. More than ten years writing, teaching and presenting management concepts. Widely acknowledged in the press as a management expert. For examples see:

- businessweek.com/mediacenter/qt/podcasts/smart_answers/smartanswers_04_16_08.mp3
- biznik.com/articles/useful-consideration-of-the-male-ego
- selfgrowth.com/experts/ruth_haag.html
- <http://www.csmonitor.com/Business/2008/0728/p16s01-wmgn.html>

Position Requirement:

- *Residency in the City of Sandusky is required*

Ruth Haag Qualifications:

Live in downtown Sandusky, Ohio since 2004, owned property in Sandusky since 2002.

Position Requirement:

- *Five years of progressively responsible experience in a complex local government*

Ruth Haag Qualifications:

Since 2006 have been progressively involved in the City of Sandusky government. Have analyzed the City's budget, was part of a successful effort to save the City's greenhouse operations, have worked with three City Managers, have run a Brownfield Redevelopment Authority reporting to the City Commission, wrote the City's wind turbine ordinance, have overseen City construction projects, have applied for and won a USEPA grant for the City, currently contracted to work on the City's brownfield program, have provided training to Commission candidates on City issues, have trained City staff, have represented the City Manager in front of concerned citizen groups. Through work and volunteer projects, have visited virtually every department in the city and know a great many of the staff members. Understand local politics and am able to navigate through various factions with divergent interests.

Position Requirement:

- *High ethical standards*

Ruth Haag Qualifications:

Believe strongly in being truthful. Did not tell own children that Santa Claus was real. Professional references provided can attest to ethical standards

Position Requirement:

- *Effective communication skills*

Ruth Haag Qualifications:

Presenter, and trainer of presenters, for the past 36 years. Often speak in public, the author of many authoritative articles and books about management, supervising, leadership, and office politics. Often speak with groups, ranging from a few angry citizens to the annual meeting of the Federal EEOC. An invited speaker at the following Sandusky organizations: Daughters of the American Revolution, Senior Men's Club,

Lions Club, Exchange Club, Unitarian Universalists. Also have been an invited speaker outside of the Sandusky area.

Have an excellent relationship with the Sandusky-area news media. In addition, as publisher of a monthly newspaper, have an insider's understanding of the needs and traits of the media.

Position Requirement:

- *The courage and wisdom to lead a complex organization in implementing the vision of the City Commission and the community*

Ruth Haag Qualifications:

Wisdom and experience are defined by some as the ability to make good decisions, and one acquires the ability to make good decisions by having made bad decisions! This works as long as one can learn from their bad decisions. I have.

Have several years of experience leading the City toward a solution to the residual contamination created by an industrial past. Have weathered the political ups and downs of the process, and now have a much better grasp on the political workings of Sandusky.

Have the ability and the experience to elicit positive citizen involvement in the City, as shown by work with the Friends of the Greenhouse, and in the success of the Chesapeake Walkway project.

Have training and experience to be able to come up with new, workable solutions to seemingly impossible problems. Have the experience to know that the City Manager job is not one that allows personal agendas.

Have an understanding of the citizens of Sandusky and the competing political factions. Do not hold grudges and have the courage to face adversaries.

Position Requirement:

- *Strong and effective leadership within the organization to make improvements and changes when necessary*

Ruth Haag Qualifications:

Have the ability to draw goals out of a group, and then help them to follow their goals.

Have the knowledge of how to get large groups of people to follow. Know how to manage people through subordinates.

Have experience bringing contentious factions together to work out solutions. Have battle scars that led one citizen to observe, "We are like old horses, we still get kicked, but we don't flinch anymore."

Have extensive experience with departmental control through past employment. Particularly familiar with the City of Sandusky's departmental issues, as a result of past contract-training work for the City, through continued volunteer work with the City staff, through current contract work with the City's brownfield program, through work with activist City Commissioners, and through issues reviews within the Sandusky Unit of the NAACP.

Have the ability to analyze situations and come up with workable solutions.

Have the ability to motivate a staff to be 90% productive, rather than the typical 50%. Have the ability to fire non-producers, and those who would destroy the team spirit.

Position Requirement:

- *Build and develop a well-rounded staff to accomplish the City's goals*

Ruth Haag Qualifications:

Have the ability to create an atmosphere where people work hard, but not in distress, and enjoy working. Have the ability to create a cooperative, educational work environment. Have the ability to assign staff according to their own capabilities, and thus encourage them to mature and grow.

Position Requirement:

- *Be visible in the community and comfortable with citizen engagement and transparency in government*

Ruth Haag Qualifications:

Currently very visible in the community, through work with the City's brownfields and publication of a monthly newspaper. Have worked as a volunteer to encourage transparency in government, coordinating citizen's political action groups. Was invited to host NAACP's celebration of Martin Luther King Jr. Day (2011).

Have worked tirelessly to promote transparency in Sandusky's government. Created the Brownfield Reading room, where citizens can go to read any of the brownfield project's files or reports.

Position Requirement:

- *Focus on building positive relationships with other governments in the region and the state as well as in the private and non-profit sectors*

Ruth Haag Qualifications:

Have built positive working relationships with:

Friends of Sandusky's Greenhouse

Serving our Seniors

The Minority Health Coalition

The Erie Wire – in part a Community Supported Agriculture organizer

Global Sustainable Center

Firelands Coastal Tributaries Watershed Program

Sandusky NAACP

Save Our Shoreline Parks

Sandusky 2.0 – a Tea party Group

Perkins Township Trustees

State Representative Dennis Murray

Nehemiah Partners – a Christian community outreach group

Erie County Soil and Water Conservation District

Erie MetroParks

Maritime Museum of Sandusky

Family Health Services of Erie County

Friends of Pipe Creek Watershed

Position Requirement:

- *Experience managing in a financially constrained local government setting.*

Ruth Haag Qualifications:

The economy is now nothing like it was for the past 30 years. Local governments have been slower than businesses to catch on to the downturn. Many local governments have responded to the downturn by cutting jobs and services. With experience managing a business during the past economic downturn, having it survive and rebound, have gained the knowledge that, while job and service cuts can work, many other steps can be taken to reduce the cost of doing business while making work practices more efficient.

Position Requirement:

- *Will be direct and unwavering in standing up for what is right*

Ruth Haag Qualifications:

Revealing and seeking to remediate the coal tar plume is the proof of this trait. Have survived political removal and reinstatement. Continue to be the people's representative in this hot-button issue.

Position Requirement:

- *Ability to say no when necessary while also remaining approachable within the City organization and in the Sandusky Community*

Ruth Haag Qualifications:

When someone has a problem, they often become emotional and have trouble correctly explaining themselves. When a City resident has a problem, and has been ignored by the City, their explanation becomes even more emotional. The City Manager must be able to ascertain what is the "problem behind the problem," and then act on that. Solving the problem behind the problem, and then marketing the solution, can show the citizens that the City cares about them, along with making the City Manager even more approachable. Sometimes the answer is no, but for me it is often, "Tell me more."

Position Requirement:

- *Clearly see the community's bright future*

Ruth Haag Qualifications:

Have personally invested money in re-developing two historic buildings in downtown Sandusky. Have strong ideas on the ways that Sandusky can move forward to achieve the City's goals.

Position Requirement:

- *Facilitate the Commission's and community's establishment of a path to achieve the City's goals, ensure the completion of current projects and consistently deliver high-quality public service*

Ruth Haag Qualifications:

Have deep experience assisting groups and departments to set goals. Also have experience developing a clear, simple message to convey those goals to others, and to instill them in employees. Have experience creating work atmospheres that employees can identify with and be proud of. Can create hard working teams of employees who know the City's goals, are trained in quality control, and have a non-confrontational work atmosphere delivering high-quality service.