

Candidate

James M. Twombly

Experience

Director of Administration/City Manager City of Tulsa

December 2009 - Present

Tulsa is a city of 400,000 with an area of approximately 180 square miles. The City has 3,600 employees in 20 departments. The Director of Community Development and Transportation, and Directors of Finance, Information Technology, Human Resources, Asset Management, Communications, Customer Care, Municipal Court and Water and Sewer report directly to me. The FY '17 City Budget is \$768 million, of which \$643 million is for operations. It is a strong mayor form of government where the mayor's office staff, including the city manager, are at will employees.

Following are some of the major accomplishments during my tenure:

- ***Economic Development:*** We changed efforts from a transactional approach to one driven by strategy and policy. Rather than take each economic development opportunity on a case by case basis, we have identified strategies that focus our approach on filling gaps, diversifying our tax base, and measuring return on investment. We have done this by creating policies related to use of economic development tools. The result has been agreements for two new multiuse downtown developments, a sales tax reimbursement policy that attracted the state's first Costco and major expansion of retail development area, and evaluating tax abatement practices to encourage affordable downtown housing.
- ***Capital Programs:*** I led the Administration's analysis and preparation of programs for the \$918 million 2013 Improve Our Tulsa capital campaign and the recently approved \$525 million renewal of Vision 2025. I am currently leading the Administration's analysis of implementation of the Vision 2025 program.
- ***Community Development Block Grant:*** When I started with Tulsa, the CDBG allocation process was broken and resulted in numerous findings against the City from the HUD Inspector General's Office and requirements for City reimbursement of federal funds totaling over \$3 million. Tulsa was on the verge of losing our annual entitlement allocation. I worked closely with Council and staff to change the CDBG allocation process, improve the Consolidated Plan and there have been no more findings or reimbursement requirements.
- ***Office of Maximizing and Advancing Performance (MAAP):*** We created this Office to bring about organic culture change throughout the organization by training, discussing, providing leadership examples and surveying employees to better understand who are employees are and what they think. We are training employees citywide in the continuous improvement techniques of Six Sigma, creating a force of MAAP Champions so that we now have employees across the organization looking for ways to make improvement in their own departments. The MAAP Office also organizes forums with employees on various topics, for example, succession planning, city benefits and dealing with different generations in the workplace. They have also started book discussion groups focused on management and organizational literature and leadership forums where community leaders are asked to present and interact with employees.

- *Breaking Down Internal Silos/Team Building/Shared Decision Making:* The City organization has suffered from lack of coordination interdepartmentally in policy and resource allocation decisions. We have identified problem areas, evaluated existing practices and sought remedies using team approaches that cross departmental lines, reorganized where necessary and empowered group decision making. Examples are the Real Estate Oversight Committee, Information Technology Governance Board, Information Technology Security Board, Safety Committee, Fleet Management Steering Committee, and the Public Safety Performance Management Committee. Each group has multi department representation, reviews requests for expenditure of funds, use of personnel resources, organization wide policies, and disposal of assets. The result has been decisions that put the best interests of the city first over any single department through a consensus building process.
- *Employee Engagement and Development:* We have created a number of programs to better engage employees in the organization and assist them to reach their career goals. The engagement programs include Tulsa Spirit Ambassador Committee, Employee Veterans Committee, Key Performance Indicators, Intramurals and Wellness Programs. Assisting employees in reaching their career goals includes creation of Leadership University, Super U., Six Sigma training and enhanced training class offerings.
- *Customer Service:* We have made improvements in our approach to both internal and external customer service. We did mystery shopper telephone answering scorecards that resulted in telephone scripting for department representatives that handle first call responsibilities so there would be consistency across the organization. We initiated new customer service training modules and include training at new employee orientation. We launched the Customer Care Center to centralize call taking, improve response and follow through and prepare for implementation of the customer relationship management software that will enhance citizen interactions with the City.
- *Safety Culture Transformation:* As a result of high rates of injuries, time lost and workers compensation payments we instituted an intensive campaign aimed at promoting worker safety. To date we have seen OSHA recordable injuries reduced by 27% between 2013 and 2016 and our incident rate decline from 26.8 in 2010 to 12.1 in 2015.
- *Solid Waste:* We instituted an overhaul of the City's solid waste program by going from a multi contractor no limit system to a volume based billing system including recycling. The entire city is under one contract and the bidders were required to use CNG fueled vehicles.
- *Sustainability/Environment:* In addition to the CNG fueled solid waste vehicles noted above, in rebidding our wrecker service contract we required the fleet to be CNG fueled vehicles. Our mass transit system has been purchasing CNG fueled vehicles and they now comprise 75% of the fleet. All of our inspector vehicles are hybrids, and pick-ups bi-fuel when feasible. We have two CNG fueling stations, one of which sells to the public in addition to fueling city vehicles. We are in the process of implementing a grant funded purchase of 10 electric vehicles and are installing public electric charging stations.
- *Budget:* I lead the Administration's Budget Preparation and Review team each year that ultimately produces the Mayor's Budget presented to the Council in late April. This includes direction to departments regarding submissions, review budget requests and building consensus on final recommendations for inclusion in the Mayor's Budget.

- *Labor Relations*: I direct the City's Labor Relations program. I have been lead negotiator in annual bargaining with both the Fraternal Order of Police and International Association of Fire Fighters that has led to six negotiated settlements and one year where arbitration was required for each union. I also oversee annual bargaining with the 4 AFSCME units.
- *Tulsa County Jail*: I was the City's lead contract negotiator with Tulsa County on the jail agreement for detaining municipal prisoners.
- In addition I am the Mayor's designee on the Tulsa Public Facilities Trust, the Tulsa Authority for the Recovery of Energy (solid waste board), the Tulsa Metropolitan Utility Authority, the Regional Metropolitan Utility Authority, the Mayor's Audit Committee, the Municipal Employees Retirement Plan Board and the Oklahoma Municipal League Board.

**Special Assistant to the Mayor
Tulsa, Oklahoma**

July 2009 - December 2009:

Special projects included coordinating the City's application for federal TIGER funding for two projects: an intermodal transit hub at the Tulsa Airport and an interstate bridge replacement project downtown. I also created a plan to accommodate hospital expansion in an older neighborhood.

**City Manager
City of Broken Arrow, Oklahoma
July 2004 - June 2009**

Broken Arrow is a suburb of Tulsa that shares its north and west boundary with the City of Tulsa. The current population is approximately 107,000. From 2000 to 2010 Broken Arrow experienced growth of 32% to reach just under 100,000. The area of the city is approximately 55 square miles. When I was city manager the city employed just under 700 employees.

Significant accomplishments while City Manager in Broken Arrow include:

- Worked with a citywide committee to create the city's sustainability plan. The plan encompassed the city's utilities, buildings and grounds, new development, fleet and equipment, new development and operations.
- Negotiated with developers and Tulsa's St. John Health Care System to build a new, \$150 million, 100 bed hospital and medical office building in Broken Arrow.
- Restructured the City's planning and development services to streamline the development review process, become more responsive to the development community and make the system more accountable to management.
- Transformed the way economic development in Broken Arrow was accomplished by creating an independent economic development corporation supported by city, schools, chamber and, for the first time ever, secured private sector funding.
- Initiated City branding and marketing changes to improve community image, identification and communication. This also included a new website, logo, tagline and newsletter. The effort won several Public Relations Society of America awards.
- Enhanced organizational performance by initiating "Lean Office" evaluations of administrative practices and procedures and used "Kaizen" methods to eliminate waste and inefficiencies in the city's employee recruitment and development review processes. The recruitment process was reduced from over twenty steps to seven and the review of the development process reduced review times for projects.

- Implemented a Management Plan system for departments, tied to the City Council's strategic plan, to monitor progress on key goals throughout the year. Initiated national certification for the Fire Department which included adoption of ICMA performance measures.
- Prepared the City's first policies setting reserve targets for General, Water, Sewer, Sanitation and Storm Water Funds and for payment in lieu of taxes transfers from the City's utility funds to the General Fund.
- Completed citywide citizen survey for use in the Council strategic plan and completed employee survey to use in improving employee-management relations.
- As City Manager I was also the General Manager of the Broken Arrow Municipal Authority which provides water, sewer, storm water and sanitation services. I was General Manager of the Broken Arrow Economic Development Authority which provides funding for economic development projects. I was General Manager of the Broken Arrow Development Authority which was charged with redeveloping blighted properties. All of these authorities have the power of eminent domain and may issue revenue backed debt.
- I was also on the Broken Arrow Chamber of Commerce Board and the Broken Arrow Economic Development Corporation Board.

**City Administrator
City of Pella, Iowa
1994 - 2004**

Pella is a rural community in south central Iowa with a population of about 11,000. In addition to the standard full service city departments we also generated and provided electrical power to residents and business.

Major accomplishments at Pella included:

- Led City efforts including planning, financing and negotiating terms of agreement for the award winning \$20 million Molengracht Redevelopment in downtown Pella that includes a City owned parking garage, canal and plaza that leveraged significant private development.
- Completion through Phase I study for a new Regional Airport that would serve Pella and neighboring communities and allow for the closure of two existing airports.
- Planned and carried out FY '03 financial plan, approved by Council, that led to improved financial condition. The plan included layoffs of employees for cost reduction purposes, annexation of a manufacturing plant outside the city limits and terminating a tax increment finance district so that new property taxes could flow to the general fund.
- Implementation of an agreement with Marion County in September of 2003 for extra-territorial zoning and subdivision control by Pella within two miles of Pella's corporate boundary.
- Initiated CALEA certification of city's Police Department.
- Worked with consultants to use increased number of public meetings, surveys and focus groups on comprehensive plan update, parks and recreation plan and water and sewer system plan.
- I also served on the Pella Area Development Corporation, the Pella Emergency Medical Services Board and the Pella Character Counts Committee.

**City of Oklahoma City, Oklahoma
1982 - 1994**

Oklahoma City at the time had a population of 450,000. The city government had approximately 4,000 employees. Departments reporting to me included Personnel, Management Information Systems, Public Information, Office of Job Training and Education (JTPA), Council Support and City Clerk's Office. I served as the City Manager's liaison to the Council appointed Municipal Counselor, the Oklahoma City Zoo Trust, the Downtown and South Oklahoma City Chambers of Commerce and as the City's ADA Coordinator.

- **Assistant to the City Manager (and various interim assignments),
March 1989 - September 1994**

Major accomplishments include:

- Reorganization of the planning function to better address use of CDBG funding in long term and redevelopment planning and bring current and long term planning into better alignment. During this time I led the successful effort to include redevelopment funding in a City wide bond election for the first time in the City's history.
 - Served as the Mayor's representative on the Mayor's Committee on the Concerns of the Needy that was set up to address homelessness and associated problems in Oklahoma City. This Committee adopted a social services policy for the city and structured an annual competitive grant program for social service providers.
 - Completed the city's transition and self-evaluation plans for compliance with the Americans with Disabilities Act. I organized assessment of all 463 city buildings and facilities for structural obstacles to the disabled
 - Directed and coordinated the city's legislative program and worked with the city's lobbyists at both the state and federal levels.
 - Served as Interim Director of the Personnel Department (9 months) and Interim Director of City Planning (6 months) while those positions were vacant.
 - Revitalized the near bankrupt, semi-autonomous regional ambulance service into part of one of the largest, best run emergency medical service providers in the country.
- **Management Specialist, Public Works Department, July 1988 to March 1989**
 - **Subdivision Review Coordinator, Community Development Department, July 1983 - July 1988**
 - **Associate Planner, Office of Research and Economic Development, July 1982 - July 1983**

**Planner II, Water Resources Planning Program
Missouri Department of Natural Resources
December 1980 - June 1982**

Education

- M.A. Urban Affairs
St. Louis University (GPA 3.9), May 1980
 - Course of study made possible by a Public Service Education Fellowship
- B.A. Urban Affairs
St. Louis University (GPA 3.65), August 1978

Certifications & Continuing Education

- Public Executive Institute, LBJ School of Public Affairs, University of Texas at Austin (1990)

Professional Affiliations & Activities

- International City/County Management Association (ICMA)
- City Manager Association of Oklahoma (CMAO)

Presentations

- ICMA 2015 Conference “City Manager’s Design Academy Roundtable”
- 2015 American Architecture Foundation’s City Manager Design Academy “Tulsa: East Village Case Study”
- ICMA 2014 Conference Academy for International Development “Young Southeast Asian Leaders Initiative”
- 2014 LBJ School of Public Affairs “City Management in a Strong Mayor Form of Government”
- 2013 University of Oklahoma Political Science Class with Dr. Cindy Rosenthal, co-presented with Dr. Yunfeng Deng and Trinnawat Suwanprik “Comparison of Nation’s Responses to Current Environmental Challenges: China, Thailand and the U.S.”
- CMAO 2013 Summer Conference “Tulsa’s KPMG Study: Managing Change-Opportunities for Municipal Efficiency and Effectiveness”
- CMAO 2013 Winter Conference, “Report on ICMA’s Task Force for Financing ICMA”
- 2011 Game Changer Workshop “Managing Change in Tulsa”
- ICMA 2011 Conference “Managers in Transition: Perspectives and Strategies”