



Mayor of Providence

Jorge O. Elorza

March 25, 2015

Honorable Members
Providence City Council
City Hall

Dear Honorable Members:

Pursuant to Sections 302(b) and 1002 of the Providence Home Rule Charter of 1980, as amended and Public Law, Chapter 45-50, Sections 1 through 31 passed in 1987, I am this day appointing Capt. Russell P. Knight, USN (ret.), of 163 Peirce Street, East Greenwich, Rhode Island 02818, to the position of Director of Public Works, and respectfully submits the same for your approval.

Sincerely,

Jorge O. Elorza
Mayor

IN CITY COUNCIL
APR 16 2015

READ
WHEREUPON IT IS ORDERED THAT
THE SAME BE RECEIVED AND APPROVED
 CLERK

RUSSELL P. KNIGHT

163 Peirce Street • East Greenwich, RI 02818 •

EXECUTIVE SUMMARY:

Former Navy Captain who through a distinguished 30 year career earned significant executive level leadership and management experience of large multi-faceted municipal and education organizations. Experienced in creating powerful visions of success for organizations, partnering with broad groups of constituencies, and guiding and energizing diverse sets of managers, administrators, and employees to address tough challenges, while staying fully committed to growing and expanding organizational services and accomplishing sustainable fiscal stability. Proven performance at various organizational levels with documented success in the areas of:

- Finance, Capital & Operational Planning
- Resource & Expenditure Management
- Labor Relations
- Staff Development
- Public Speaking & Strategic Communication
- Strategic Planning
- Operational Risk Management
- Project Management
- Personnel Management
- Leading & Managing High Performance Teams
- Environmental Management & Stewardship
- Incident Management & Response

PROFESSIONAL EXPERIENCE AND ACHIEVEMENTS:

Independent Consultant and Coach, Check-6 Incorporated

2012-2015

Providing consulting services to North American oil and gas industry clients in areas of high reliability leadership, operational performance, risk management and training competency to ensure reliable and sustainable results. Led or participated in four offshore coaching campaigns which achieved incident free operations. Providing strategic level operational assessments and coaching to senior leaders of major oil and gas drilling and exploration companies. Notable accomplishments:

- Led a month long comprehensive operational assessment of drilling operations aboard a Chevron Gulf of Mexico Business Unit oil and gas drilling and production platform. Developed and led an execution strategy for a six month-long campaign to bridge gaps identified in processes, implement leadership best practices, improve operational efficiencies and reduce risk.
- Contracted by Chevron to lead, plan and facilitate two interactive training summits for 60 newly hired prospective drill site managers undergoing a rigorous one year training and education course. Dynamic course is designed to dramatically improve the leadership and communication skills of these future leaders, resulting in a common vision, focus and unity of effort towards organizational process and performance improvement for newly hired drill site managers.
- Co-lead contracted by Chevron Mid-Continent to conduct a comprehensive operational assessment of drilling operations in West Texas designed to identify gaps and inefficiencies in processes.
- Contracted by Chevron, British Gas and Hess Corporation to provide performance, leadership, safety and teamwork consulting services to offshore drilling platforms teams performing deep water oil and gas exploration in the Atlantic Ocean, Gulf of Mexico, and South America.

Vice President for Administration and Operations

United States Naval War College, Newport, RI

2008 – 2012

Vice President for Administration and Operations at the preeminent military institute of graduate education responsible for developing future strategic leaders of all military services. Second in command to the President of the College, responsible for providing leadership, management and direction of the College on a daily basis. Working alongside Provost and four deans, supervised seven departments and 600 employees responsible for providing state-of-the-art education, infrastructure, and services to 3,600 students through a rigorous in resident and non-resident seminar programs, and professional military education services to over 70,000 students through web-enabled and cd-rom distance education courses. Student body of officers and civilians from every U.S. military service, as well as several government agencies and over 50 countries. Responsible for a \$95M annual budget, 14 buildings with a plant replacement value that exceeded \$200M. Notable Accomplishments:

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- Instituted and completed the most comprehensive facilities renovation plan for the U.S. Naval War College in 37 years. Completed three major military construction projects, ensuring they were completed on time and on budget. Strategized a complete new vision for student learning commons, breaking the mold of what a student library should be by integrating the latest in information technology to ensure the new facility will meet the needs of tomorrow's student. Devised an innovative renovation project that saved the government over \$1.5 million dollars.
- Led effort to revolutionize the College's information technology network. Transitioned the network from a DoD-only network to a .edu network necessary for a world-class research and teaching faculty, providing wireless access, electronic delivery of curriculum, thin-client technology, and cloud computing, all firsts for the Navy. Increased system speed and performance while reducing life cycle maintenance costs by millions of dollars.
- Championed several innovative projects to improve delivery of curriculum to students, while decreasing costs for inventory, decreasing redundancy, and improving speed of receipt of items purchased for less than \$2500, all changes that had significant resistance from the workforce as a whole. Required patient negotiating, coalition building, small-scale test cases, and collaboration with internal champions to gain support across the college.
- Introduced several new personnel programs to improve employee awareness, professional interaction, and morale. Instituted regular employee training opportunities, held supervisors accountable for employee evaluation and development plans, and held employees accountable for actions, which improved employee performance, morale and dedication to the mission. Personally presented training on sexual harassment and assault prevention, as well as DoD directed training on repeal of "Don't Ask, Don't Tell" to ensure everyone understood the new law and the expectations for treatment and fairness for all.
- Supervised a reduction of workforce affecting 156 employees with zero involuntary separations utilizing various incentive programs; e.g., voluntary early retirement authority and separation incentives.

Chief Executive Officer/City Manager

Naval Air Station Meridian, MS

2005-2008

Chief executive responsible for leading a team of 360 employees. Direct financial responsibility of an annual \$31M budget, while sustaining 649 buildings with a plant replacement value of \$630M, all to provide training to more than half of this nation's carrier jet pilots, 12,000 Sailors and Marines, and thousands of police officers. Provided the full range of public services of a small city that covered 12,447 acres, three counties, and included two airfields, three restaurants, hotel and housing services for an average daily population of 4,000 military and civilian personnel. Annual payroll exceeded \$190M. Notable accomplishments:

- Top Navy Installation Commander in the South East Region. Led the installation through its most thorough upgrade of facilities in decades. Provided vision, guidance and leadership for a 10 year facility plan that transformed the installation from a tired and rundown military base to a physically appealing and functionally well laid out campus that was admired and envied by everyone who visited. Secured or initiated actions to secure over \$85M of military construction funding to build, renovate, replace or repair 18 critically important buildings.
- Recognized by Secretary of Defense for leadership and Incident Response during Hurricane Katrina. Led command through preparations and recovery from this most devastating natural disaster. Welcomed and hosted hundreds of FEMA personnel, over 1,200 people who evacuated the Gulf Coast, and 2,700 tractor-trailer trucks staging to provide relief to Gulf areas most in need of life sustaining essentials. Converted aircraft hangar into a temporary 500-bed hospital for Department of Health and Human Services. Assisted local community with volunteers. Returned to flight operations in 4 days.
- Awarded Department of Defense's top award for support of morale, welfare and recreation programs. Instituted a renewed emphasis on mission and customer service that inspired work force to become the best training base in the Navy. Provided customer service training to workforce, instituted process improvements, led the way through active management involvement and redistributed funding to ensure base was providing the services the customer needed to be successful. Restaurants and golf course that were losing money upon arrival were breaking even or showing profits upon departure. Nominated for award by installation employees.

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- Impeccable safety record for three straight years at Navy's highest production airfield.

Graduate School Fellowship

Tufts University Fletcher School of Law and Diplomacy, MA

2004-2005

Board selected to participate in highly coveted International Security Studies Program, responsible for providing U.S. Navy perspectives to graduate students on interagency operations, international politics, international diplomacy, and maintenance of international peace, while at the same time providing research and consulting services to the Department of the Navy and Fletcher School faculty.

Multinational/International Aviation Consultant

Navy Warfare Development Command, Newport, RI

2002-2004

Chief naval aviation consultant and advisor on all US, Joint, Allied, Coalition, and NATO concept development, experimentation and doctrine. Provided consulting services to national and multinational defense organizations in the U.S. and abroad.

Chief Executive Officer

Strike Fighter Squadron 147, Lemoore, CA

2000-2001

Chief executive of a 12 aircraft carrier-based, combat ready, fighter squadron. Responsible for the efficient utilization of a \$14 million dollar annual budget earmarked to provide the education, training, readiness, safety and well being for 17 pilots and approximately 200 sailors, as well as aircraft and assets worth approximately \$380M. Total enterprise exceeded \$400M. Notable accomplishments:

- Led squadron through accelerated deployment in weeks and months following 9-11 attack.
- Navy's top squadron in air-to-air missile employment two years in a row
- Navy's top F/A-18 squadron for aircraft maintenance
- Flawless safety record, Airwing Commander's nominee for the Navy's Annual Safety award
- Deputy Wing Commander of 10 squadron deployed Carrier Airwing during first days of combat operations

PREVIOUS EXPERIENCE:

- Aide-de-camp/special assistant to the Secretary of the Navy's chief military advisor
- Maintenance Officer responsible for 230 person workforce, 14 aircraft, \$300M enterprise
- Fixed Wing Test Pilot Instructor, teaching graduate level courses at the U.S. Naval Test Pilot School
- Lead Test Pilot/Engineering Project Manager for \$57B A-12 Avenger aircraft acquisition program
- 4,300 flight hours in 53 different types of aircraft, with 1,000 carrier arrested landings

EDUCATION:

- Graduate of Tench Francis Business School, Installation Commander's EMBA program, Athens, Georgia
- MA, National Security and Strategic Studies, U.S. Naval War College, Newport, RI
- Graduate, U.S. Test Pilot School, a rigorous one year graduate level education, Patuxent River, MD
- BS, Civil/Ocean Engineering, University of Rhode Island, Kingston, RI

COMMUNITY ORGANIZATION AFFILIATIONS

- Naval War College Foundation
- University of Rhode Island Alumni Association
- Board of Director, Theta Chi Alumni Association
- American Red Cross Volunteer
- Former President, East Greenwich Summers Arts and Festival Organization Board of Directors
- Four year President & lifetime member of 11,000 member National Tailhook Association