

Executive Recruitment for

RACINE, WISCONSIN

GovHR USA is pleased to announce the recruitment and selection process for a City Administrator for the City of Racine, Wisconsin. This brochure provides background information on the City and its organization, as well as the requirements and expected qualifications for the position. Candidates should apply by December 26, 2016 with resume, cover letter and contact information for five work-related references to www.govhrusa.com/current-positions/recruitment to the attention of Lee Szymborski, Senior Vice President, GovHR USA, 630 Dundee Road, #130, Northbrook, IL 60062. Tel: 847-380-3240. The City of Racine is an Equal Opportunity Employer.

All inquiries related to the recruitment and selection process for this position should be directed to the attention of the City's recruitment consultant:

Lee Szymborski, Sr. Vice President

GovHR USA
630 Dundee Road, Suite 130
Northbrook, IL 60062
TEL: 847-380-3240
FAX: 866-401-3100
Formal applications should be submitted to:
www.govhrusa.com/current-positions/recruitment



CITY ADMINISTRATOR

ANNOUNCEMENT AND PROFESSIONAL SUMMARY

City Administrator – Racine, WI (pop. 78,347) On the shores of Lake Michigan, Racine is located 25 miles south of Milwaukee, and 75 miles north of downtown Chicago. Racine is home to multi-national firms such as S.C. Johnson & Son, CNHI (Case New Holland), Twin Disc and Modine, and a legacy of industrial and manufacturing businesses. The City is working to establish itself as a leader in freshwater technology, as well as capitalizing on redevelopment and revitalization efforts currently underway.

Incorporated in 1848, the City has a rich history. Today, Racine supports contemporary life styles in a City that provides a range of services. Racine reflects its diverse industrial and farming background; while the county abounds with rolling farmland, downtown Racine offers high rise condominiums and town homes along the lakeshore, and individual neighborhoods with homes of all sizes.



The City seeks an experienced and passionate municipal executive to serve as its next City Administrator, and is looking for a collaborative and creative professional with effective communication skills and the ability to multi-task seamlessly. An appreciation for stakeholder inclusiveness is essential. Comfort with higher profile visibility, proven financial/analytical and human resources skills is required. A working knowledge of economic development and community planning, plus success in an urban setting that will lend to building on the City's progress in addressing job creation and redevelopment is a plus.

The City employs more than 1,000 individuals, of which 733 are full-time, a \$201.7 million budget (all funds), and is rated AA- (S&P). The City's fund balance is approximately 28% of its general fund.

Ideal candidates should have a minimum of a Master's degree in public or business administration, or related field. Seven or more years of increasingly responsible municipal executive-level experience is required. Assistant administrator experience in a larger community will also be considered.

Candidates must possess proven managerial, interpersonal, and leadership skills to direct a customer-oriented organization serving a diverse community. The City Administrator is appointed by the Mayor and approved by

the Common Council. Residency in the City is highly encouraged. Starting salary range: \$140,000 – \$150,000 +/- DOQ. Excellent benefit package.

COMMUNITY HISTORY AND BACKGROUND

Woodland Indians and their descendants were early inhabitants of the City of Racine. In the latter half of the 17th Century, French fur traders and missionaries, such as Nicholas Perrot and Fathers Claude Allouez and Jacques Marquette, found predominately Miami Indians inhabiting the lands along Racine's Root River.

Following the Black Hawk War in 1832, "Wisconsin fever" enticed many pioneers from Western New York State, rural New England and Britain who settled Port Gilbert at the junction of the Root River and Lake Michigan. The name Port Gilbert, never gained acceptance over the earlier Indian designation of Chippecotton (Root River) or its French version, Racine. In 1841, the community was named as Racine, and incorporated as a city in 1848.

The railroads came and served in transporting the diverse products of the City's industries: auto parts, engines, foundry products, printed materials, household and personal care products, garden equipment, machine parts and scores of others. The earliest schools were private, the first opening in 1836.



Waves of immigrants, including Danes, Germans, and Czechs, began to settle in Racine between the Civil War and World War I. African Americans started arriving after World War I, and Mexicans migrated to Racine from roughly 1925 onward. It is believed that Racine has the largest North American settlement of Danes outside of Greenland.

Racine was a center of innovation and factory production almost from the beginning. The first industry in Racine was the manufacture of fanning mills, machines that separate wheat grain from chaff. Other leaders of industry in Racine included J. I. Case (heavy equipment), S. C. Johnson & Son (cleaning and chemical products), and Arthur B. Modine (heat exchangers). Racine was also an early car manufacturing center. Racine's harbor was central to the shipping industry in Wisconsin in the late 19th century.

Today, Racine is the fifth largest city in the state, a full-service municipality with a broad and diverse economic base including the three pioneer industry leaders noted above. A large number of community and business groups and organizations take an active role planning and implementing programs and projects that are of benefit to the community.

Major employers in Racine by number of employees (full and part-time), include All Saints Healthcare Inc (3,200); Racine Unified School District Education, (2,569); CNH America, LLC, manufacturer of agricultural/construction equipment (2,208); SC Johnson & Sons, Inc, a manufacturer of commercial and institutional cleaning products (2,000); Gateway Technical College, (1,121); In Sink Erator, manufacturer of household and commercial disposer systems and hot water dispensers, (1,000); Cree, Inc. , a manufacturer of metal parts, wall coverings and lighting fixtures, (1,000); Racine County Government, (817); and Modine Manufacturing, Inc. a heat exchanger manufacturer, (800). Unemployment in Racine, at 5.3%, is slightly above the national average of 4.9%. (Source: City of Racine documents; Real Racine.)



There are 34,030 households in Racine. A wide variety of housing sizes, styles and price ranges are available throughout the community. The median household income is \$39,623 with a median home value of \$114,800 based on 2014 U.S. Census data. The Milwaukee–Racine–Waukesha combined statistical area has a population of more than 2.04 million.

The City encompasses 18.68 square miles, of which there are more than 70 parks and preserves, including several miles of recreational trails. The City also maintains beach access to Lake Michigan at North Beach, a 50-acre community park and Blue-Wave Beach which is one of the City's and Midwest's premiere recreational sites. The Racine Parks, Recreation, and Cultural Services Department's inventory consists of parks totaling over 1,100 acres, including five community centers, three golf courses, a zoological park (Racine Zoological Garden) and many other facilities providing a variety of recreational opportunities.

Community residents have a choice of both public and private elementary and high schools. Racine is served

by the Racine Unified School District which offers a comprehensive educational program for students in the kindergarten through the twelfth grades. The district operates three high schools, five middle schools, four combined senior high-and-middle schools and 21 elementary schools. The estimated enrollment for the 2016-17 academic school year is 20,547. Private and parochial school choices can also be found in Racine and neighboring communities, such as Racine Lutheran High School, St. Catherine's Catholic High School, and in neighboring Wind Point, The Prairie School.

Located in downtown Racine is the largest campus of Gateway Technical College (GTC), one of eight GTC locations in southeastern Wisconsin. GTC is part of the 16-school Wisconsin Technical College System. GTC serves over 25,000 students and offers 65 education programs focusing on health, business, manufacturing & engineering and service careers.

In addition to GTC, the greater Racine area offers a wide variety of higher education opportunities. Chief among them include the University of Wisconsin – Parkside, with a student enrollment of more than 4,800, offering 33 undergraduate majors and three master's degrees in 22 academic departments and Carthage College, a liberal arts Lutheran school of 2,600 students founded in 1847. Other noteworthy institutions as well as other major universities are located in nearby Milwaukee and Chicago.

Award-winning healthcare is easily found in Racine – Ascension/Wheaton Franciscan Healthcare, All Saints hospital -- and in nearby Pleasant Prairie (St. Catherine's Medical Center Campus), Kenosha (Aurora Medical Center), and throughout the greater Milwaukee area.



Racine's outstanding harbor, home to the 921 slip Reefpoint Marina, draws sailors and fishermen from a wide area and it annually hosts Salmon-A-Rama, the world's biggest freshwater fishing contest. The Racine Zoo, also located on the shores of Lake Michigan is home to a wide variety of animals and presents the Animal Crackers outdoor summer Jazz concert series. Just north of the City is the Wind Point Lighthouse, one of the oldest and the tallest lighthouses on the Great Lakes, built in 1880.

Racine is home to many architectural works by Wisconsin native Frank Lloyd Wright (1867-1959). Among his best-known works are buildings at the SC Johnson headquarters campus near Racine's Southside Historic District. Other Frank Lloyd Wright-designed buildings in the Racine area are the Hardy House on Main St. and the Johnson Foundation's Wingspread Conference Center.

Racine's residents enjoy many local cultural attractions and many ethnic festivals. The Racine Art Museum (RAM), in downtown Racine, holds the most significant contemporary craft collection in North America, with more than 8,000 objects from nationally and internationally recognized artists. RAM opened at its current location in



2003. The Racine Symphony Orchestra is celebrating its 80th year and presents three or more classical concerts and 4 pops concerts annually. The Racine Theatre Guild, Choral Arts Society of Southeastern Wisconsin, and the Racine Art Museum's Wustum Museum of Fine Arts also present a broad array of cultural offerings to the area. The Racine Heritage Museum which opened in 2005 presents broad array of Racine's diverse history of innovation. Racine's location just a few minutes east of I-94 between Milwaukee and Chicago also allows its residents to enjoy the cultural, educational, and recreational opportunities offered in those cities.

CITY GOVERNMENT IN RACINE

The legislative body of the City is the Common Council, which consists of 15 Aldermen elected by district for overlapping two-year terms. The Mayor is elected separately for a four-year term, with the current term expiring in April 2019.

The policies of the City are set by the 15-member Common Council and the Mayor. The Mayor only votes in the case of a tie or when he wishes to exercise his veto power. As Chief Executive Officer, the Mayor appoints the City Administrator subject to confirmation by the Common Council. The City Administrator reports to the Mayor. The current City Administrator is retiring after seven years serving in his current capacity. The ordinance creating the City Administrator position was adopted by the City in 2003.

The City Administrator has the responsibility of managing the day-to-day operations of the City and executing the policy decisions of the Common Council. The City

Administrator also has responsibility for the formulation and enforcement of the budget for presentation to and approval by the mayor and Council.

The City Administrator is also responsible for maintaining strong intergovernmental contacts, representing the City with business, community, and local government representatives.

The City provides a full range of municipal services including police and fire protection, parks, recreation & culture, public works, city development (including planning, housing, community development, building & zoning), library, health services, water and sewer utilities, transit, and general administrative services.

The Police and Fire Chiefs, under Wisconsin State Statutes, have a reporting relationship to the Mayor as well as the Police & Fire Commission, yet work closely with the City Administrator on budgetary matters and other day-to-day administrative efforts. The City's police department has a 200-member sworn workforce, of which 118 are patrol officers, plus an additional 41 civilian employees. Joint Dispatch provides full emergency and non-emergency call answering and dispatch of services on a 24-hour, 7-day-a-week basis for all calls from residents of the City and most of Racine County.

The fire department has 141 employees, of which 47 are paramedics. The department provides rapid fire fighting and rescue capabilities, emergency medical services (EMS), hazardous material spill response for Type 1, Type 2 and Type 3 (Level A and B) incidents, extrication rescue, confined space rescue, high angle rescue, collapse rescue, trench rescue, and water and dive rescue capabilities on an emergency basis. It fields more than 10,000 calls per year.

The Racine Water and Wastewater Utilities provide Lake Michigan water filtration and distribution systems, as well as sanitary sewerage collection and treatment service to Racine residents. The Utility also provides extraterritorial water and wastewater treatment to parts of neighboring Mount Pleasant, Caledonia, and Sturtevant.

The City Administrator works with Department Heads and Finance to develop and recommend an annual budget and operating plan to the mayor for the City. The City's budgets total around \$201.7 million, including an \$81.2 million general fund. The City's equalized value exceeds \$3 billion, has outstanding G.O. debt of approximately \$100 million, and is rated AA-.

RACINE AT A GLANCE

Population: 78,347

Households: 34,030

Equalized Value: \$3.2 Billion

FY 2016 General Fund Balance as a % of Revenues:
28 %

Land Area: 18.68 square miles

Median Home Value: \$114,800

Median Household Income: \$39,623

Bond Rating: AA-

Racine Workforce:
733 full-time equivalent employees (FTEs)

Total FY 2017 Combined Budgets: \$201.7 million

interests are creating an exciting re-interest and reinvestment in the central city.

- ◆ Efforts include consideration of a multi-million dollar public-private partnership to build a state-of-the-art event center in downtown Racine, a venue for sporting events and concerts, with an attached hotel. The plan is conceptually modeled after, on a slightly smaller scale, the PPL Center in Allentown, PA.
- ◆ The city is also working with other development interests to redevelop a historical warehouse area along the river in downtown, offering more than \$9 million in tax credits to incentivize the project. Other concepts currently being pursued include an area-wide plan for river and lakefront development near the downtown for mixed-use, multi-story residential and commercial buildings.
- ◆ The next City Administrator can expect to build on a team-approach to rebuild the city's tax base. Consequently, a keen understanding of how to strategically examine the financial implications and related consequences of complex development proposals, and their long-term benefit to the city is essential. In a similar vein, the City Administrator should be well-versed at how to marshal City resources in order to retain businesses and current tax-base.
- ◆ With an active and engaged Mayor and 15-member Common Council, as well as a host of internal and external groups, communication, transparency and collaboration with elected officials, employees, residents, businesses, and all stakeholder organizations are critical skills for the next City Administrator. Strong listening abilities and a genuine desire to engage the Common Council and the community in problem solving is expected from the position. Attending community meetings and being present and visible in the City is essential.
- ◆ The new City Administrator is encouraged to look at the municipal organization and over time, evaluate service delivery processes, procedures and methods, departmental and division organization, collaboration, and resource-sharing. The City is dedicated to continuous improvement and sees this recruitment as an opportunity for a fresh look at the organization.
- ◆ Racine has a vigorous social service provider network. Not-for-profit organizations, the City's health department, and Racine County's social service providers are working in concert to address the community's social, economic and unemployment stressors. The next City Administrator can expect to interact with city staff and other stakeholders in problem solving efforts that seek to address community-wide social service issues while also determining the city's appropriate level of engagement and resources.
- ◆ The City's workforce has shrunk in the last 10 years; since the 2008 recession more than 80 positions have been eliminated through attrition. Yet at more than 730

CHALLENGES AND OPPORTUNITIES

The incoming City Administrator will be faced with a number of challenges and opportunities that are not uncommon for a local unit of government in today's environment. They include:

- ◆ The City is in a good financial position, with a fund balance exceeding 28%. Like all Wisconsin municipalities, however, the City's finances are tested by various parameters guiding the generation of new sources of revenues, as well as State of Wisconsin tax levy limits. Accordingly, the next City Administrator is expected to keep a keen eye on the City's finances, particularly as the position takes the lead, along with the City's finance department, to craft an annual budget exceeding \$200 million. He/she can also expect to work closely with elected and appointed officials on seeking ways in which to enhance budgetary processes and presentation, new sources of revenue as well as continuing to find ways to most efficiently deliver City services.
- ◆ In the last couple decades, the city has been challenged by a shrinking tax base, a loss of jobs, and a declining population. As an organization, the city made changes to right-size itself so as to meet the local economy's impact to the city's finances. From those challenges, however, the city is seizing on an opportunity to recast itself, and has made considerable inroads in a number of key areas. For instance, the city's equalized value has stabilized, the city's housing stock is solid and one of the most affordable in the state, the unemployment rate has declined, crime has decreased and development

FTEs – one-third of who are covered by collective bargaining agreements – the amount and depth of human resources projects are significant. Positions which are authorized to be refilled, particularly professional and technical jobs are stubbornly difficult to refill. The City anticipates undertaking an update to its classification and compensation system for its non-union staff. Not unexpected in today's public sector employment environment, an aging workforce will present a wave of retirements in the next 5 – 10 years. Employee health insurance is self-insured, and the City is initiating a post-retirement health insurance plan for Medicare eligible retirees. Also coming is collective bargaining with police and fire union personnel, which will get underway in 2017, as union contracts will expire in December 2017.

- ◆ With all these conditions in play, the next City Administrator is expected to be skilled and fluent on issues, factors and challenges presented by managing a large workforce while simultaneously keeping, and impressing upon others the need for a broader focus on the organization, an approach that works to breakdown organizational silos.



EDUCATION & EXPERIENCE

The City is seeking highly professional candidates who are passionate about local government, and have the desire to be equally passionate about the City of Racine. The following education, experience, management, and leadership criteria have been identified by the Mayor, Common Council, and City staff as important skills and abilities for the candidates to possess and demonstrate.

- ◆ Ideal candidates should have a minimum of a Master's degree in public or business administration, or related field. Seven or more years of increasingly responsible municipal executive-level experience is required. Assistant administrator experience in a larger community will also be considered.
- ◆ Candidates must possess proven managerial and interpersonal skills to lead a complex organization in an urban community that is adapting to market and economic changes; experience in an evolving "rust-belt" community is ideal.
- ◆ Possess strong financial management abilities, including financial forecasting, revenue enhancement, capital improvement programming, and budget development and control. Additional skills in budget presentation and transparency are welcomed.
- ◆ Possess real experience in an urban setting with active elected officials and other stakeholders that expect to be heard and to be involved in community problem solving.
- ◆ Be skilled in working with elected officials as a group, and in a system of committees, boards and commissions. Likewise, be able to develop meaningful and trusting individual working relationships with all elected officials.
- ◆ Have good working knowledge of economic development, fostering business-community relationships with the City; be adept at how the City can craft meaningful and sustainable economic development initiatives.
- ◆ Have a record of conducting thorough analysis and examination of issues, being fully prepared to assess the topic at hand, the implications of various courses of action and if necessary take an unpopular position with diplomacy and tact.
- ◆ Have experience in leading a high-performing workforce in a positive, cooperative, and team-oriented approach to addressing issues and solving problems.
- ◆ Possess the ability to help the elected officials and staff work on a long-range vision for the community, and have the skills to translate that vision into tangible results.
- ◆ Have the experience and judgment to recognize the need for change when it arises, and the leadership skills, political savvy, technical competence, will and courage to effect such change.
- ◆ Have experience in delivering a contemporary human resource program for City employees, developing and maintaining strong work relationships with union and non-union City staff that builds morale while also holding employees professionally accountable.
- ◆ Have management experience in creating an environment of trust, integrity and mentorship where employees respect one another and where the organization seeks to eliminate silos and consistently functions at a high level of customer service.
- ◆ Have experience in intergovernmental relations, working with appropriate local, regional, state, and federal jurisdictions and agencies in a constructive and

cooperative manner, presenting and representing City-approved policies in an effective and authoritative manner.

- ◆ Have a successful record of working with community institutions, business leaders, and citizens' groups in a cooperative and friendly manner; open to input from all and with the grace to handle criticism constructively, particularly when the criticism is not diplomatic.
- ◆ Have a record of keeping up to date and abreast of modern/innovative municipal technology, programs and procedures, understanding how technology can be used to enhance transparency in government, increase efficiencies and provide better customer service for residents.

Management Style and Personal Traits

- ◆ Have a background of professional and personal integrity, honesty and of leading/motivating personnel by example.



- ◆ Have the maturity, self-confidence, and strength of professional convictions to provide administrative insights and administrative counsel to the City's elected officials and Staff, being able to firmly and diplomatically present professional views and carry out administrative decisions in a timely, professional, and impartial manner.



- ◆ Be politically astute, yet politically neutral. Be able to "read the Council," providing guidance, advice and counsel in a manner that is impeccably objective and based on facts.

- ◆ Possess a track record of addressing race, ethnic and culturally based issues in a thoughtful and progressive manner. Be someone who can build bridges and bring people together.

- ◆ Have a desire for living in Racine and embracing the community, appreciating that Racine is, at its heart, "a big, small town."

- ◆ Be an articulate and an effective communicator, both orally and in writing and be someone who is comfortable listening to and talking with a wide spectrum of people;

someone who can clearly and concisely present written and oral information to decision makers; willingly share information as appropriate.

- ◆ Be a strong administrative leader and be able to help City Staff to identify, analyze, prioritize, and thoroughly deliberate and address administrative and management issues which are critical toward meeting both current and longer range needs of the overall community.

- ◆ Be comfortable in delegating responsibility and authority to professional staff as a team player while remaining informed and conversant on the status of all programs and projects.

- ◆ Be a self-starter who has the vitality and energy to motivate and lead others; someone who seeks and enjoys a challenge.

- ◆ Possess well developed organizational skills with the ability to balance numerous projects and issues. Be conversant on a variety of issues, nimbly able to move from one topic to another.



- ◆ Be a "people person," sincerely personable, patient, calm and accessible. Have a sense of humor.

- ◆ Be one who can establish trust quickly with others and one who can relate to all elements of the community. Be one who genuinely embraces and promotes diversity.

- ◆ Have a genuine passion for public service; be an energetic, "can-do" person with a genuine enthusiasm for City government, and be willing to have a long-term commitment to the organization and community.

- ◆ Promote a strong, service-oriented, "customer relations" approach by all employees in dealing with citizenry.

- ◆ Be proactive, anticipatory and innovative. Possess an open mind and an open heart in dealing with the City's complex and challenging issues that can at times compete with one another.



