

**Executive Recruitment for**

**WAUKESHA, WISCONSIN**

GovHR USA is pleased to announce the recruitment and selection process for a Director of Information Services for the City of Waukesha, Wisconsin. This brochure provides background information on the City of Waukesha, as well as the requirements and expected qualifications for the position. Candidates should apply by March 22, 2017 with resume, cover letter and contact information for five work-related references to [www.govhrusa.com/current-positions/recruitment](http://www.govhrusa.com/current-positions/recruitment) to the attention of Lee Szyborski, Senior Vice President, GovHR USA, 630 Dundee Road, #130, Northbrook, IL 60062. Tel: 847-380-3240. The City of Waukesha is an Equal Opportunity Employer.

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**DIRECTOR OF INFORMATION SERVICES**



## EXECUTIVE SUMMARY

**Director of Information Services – City of Waukesha, Wisconsin (71,324).** An award-winning, growing, and historic community located adjacent to Milwaukee in southeast Wisconsin, Waukesha has experienced considerable residential, commercial and employment growth. The City has been nationally recognized as one of the “100 Best Places to Live” in the U.S. Waukesha’s downtown includes a thriving arts district, new restaurants, a lively concert scene, a large and popular farmers market, and a river walk featuring a view of the scenic Fox River.

The City is seeking a Director of Information Services with strong leadership and collaboration skills in addition to technical expertise. The Director is responsible for planning, coordinating and supervising the data and information technology operations of the City. The Director supervises about 11 full-time personnel, several outsourced service contracts, and develops and maintains an IT structure that supports the needs of the City.

Reporting directly to the City Administrator, the Director supports and collaborates with the Mayor and Common Council and the City’s department directors to advance a strategic direction for the City’s use of information technology. The Director also works with an IT advisory board.

The position requires extensive knowledge of information technology operations and general practices, including current developments and innovations relevant to municipal government. Successful candidates will demonstrate excellent communication skills and significant career success in building collaborative, effective relationships across departments. Additional experience in strategic planning, project management and complex problem solving, with the ability to work effectively in a wide variety of governmental disciplines, is important.

Minimum requirements include a bachelor’s degree in computer science, information technology, business management, or related field, and seven years of progressively responsible experience in information technology including two years experience in managing technical personnel. A combination of education and

experience may be substituted for a degree. Starting salary (midpoint): \$110,500 +/- plus excellent benefits.

## COMMUNITY BACKGROUND

The City of Waukesha has a strong identity as a full-service, independent community located 15 miles west of Milwaukee, Wisconsin along the shores of the Fox River. Waukesha is an award winning community named one of the “100 Best Communities for Young People”, “One of the Best 100 Places to Live” (Money Magazine), and the recipient of the prestigious Gold Medal Award by the National Recreation and Park Association. In addition, Waukesha’s cultural arts have been recognized with the “Arts in the Community Award” (Arts Wisconsin and the Wisconsin League of Municipalities, 2011) and its Library named the best in Wisconsin in 2011. In 2014, Waukesha was selected as the Guitar Town Arts Project by Gibson Guitar.

Waukesha is the seventh largest city in the state with a daytime population estimated at approximately 100,000 people. It is located in one of the fastest growing and wealthiest counties in Wisconsin and its commercial and residential boom is expected to continue.

Waukesha’s growth and development has been complemented by the renaissance of its historic downtown. Waukesha has become a cultural and urban center of the county. More than 9,000 employees are located in the downtown area and over 4,500 residential units. The City of Waukesha invested in a Riverwalk that winds through three miles of downtown along the banks of the Fox River. In addition to its historic charm and deeply rooted hospitality, Waukesha’s location makes it ideal for economic and residential development.

Located on the west side of the Milwaukee metropolitan area, Waukesha is less than an hour’s drive to Madison. The City of New Berlin and Brookfield are immediately to the east. Several I-94 and I-43 interchanges provide quick access to and from the commercial and industrial businesses in the City. General Mitchell International Airport in Milwaukee is less than a 30-minute drive from Waukesha. In addition, Waukesha County’s Crites Field is





centrally located and used by commercial, private, and military aircraft.

Major employers in Waukesha include General Electric, Eaton Power Systems, Waukesha Memorial Hospital, Pro Health Care, Carroll University, Waukesha Engine, Husco International, Cooper Power, and Generac Corporation.

Education is a top priority for the Waukesha community. There are excellent public and private schools from K through 12 in the City. The City is home to the state's oldest college, Carroll University (est. 1848), and the University of Wisconsin-Waukesha, a two-year university. The City is also served by Waukesha Technical College immediately adjacent to the City. Other nearby universities include the University of Wisconsin – Milwaukee, Marquette University and the University of Wisconsin – Madison.

Waukesha residents place a high priority on their young people, forming the Waukesha Youth Collaborative several years ago, a partnership between the city, school district and 35 non-profit organizations dedicated to helping young people. This partnership and other efforts resulted in Waukesha being named one of Top 100 Best Communities for Young People in the United States by America's Promise, the Alliance for Youth.



Diverse recreational opportunities abound in Waukesha and the surrounding area. The City is very proud of its Parks, Recreation and Forestry Department which offers dozens of programs for Waukesha residents of all ages and has maintained the City's Tree City USA status for more than 35 years. The Department manages 45 parks and 1,100 acres of open land. In the last several years, the Department has been consistently recognized by the Wisconsin Parks and Recreation Association for Program Excellence, an Outstanding Aquatics Program, Aquatics Design, Best Overall Commitment to Aquatics, and Park Design.

There are hundreds of miles of biking and hiking trails in and around the City. Waukesha is within minutes of the scenic splendor of the Kettle Moraine State Forest. There are 12 golf courses and 77 lakes within the County. Waukesha hosts a lively arts community ranging from the Wisconsin Philharmonic and Waukesha Civic Theatre to the Waukesha Choral Union and free summer concerts at the Les Paul Band shell.

## CITY GOVERNMENT

The City of Waukesha is an independent, full-service municipality governed by a Mayor elected at large and a 15-member Common Council, each elected by district. The Mayor serves as the City's chief executive officer.

An appointed City Administrator is responsible for administering the day-to-day operations of the City, providing leadership and direction to the City's management staff which include the Police Chief, Fire Chief, Assessor, City Clerk/Treasurer, Public Works Director, Community Development Director, Finance Director, Library Director, Director of Information Services, Cemetery Director, Parks, Recreation and Forestry Director and Human Resources Director. The City also has an elected City Attorney and Municipal Judge.

The elected and appointed positions all work very closely and cooperatively with the City Administrator and City staff. The Common Council, through standing committees, provides policy oversight of City activities, services, and programs.

## City's Vision and Organizational Values

### Vision:

The City of Waukesha will be recognized by residents, businesses, industry and visitors as an innovative, dynamic, diverse and historic community of choice.

### Employee Focus:

#### WAUKESHA CARES

**Communicating Transparently-** Listen, learn, let people know.

**Accountability-** Taking ownership of the responsibilities entrusted to you.

**Respect-** Recognize and appreciate one's worth, abilities, and differences.

**Ethical Leadership-** Being honest and ethical. Always.

**Service-** One team making the Waukesha experience better.

## INFORMATION TECHNOLOGY DEPARTMENT

The City of Waukesha Information Technology (IT) department was first created in 1980, and it included two employees who maintained equipment owned by the Southeastern Wisconsin Regional Planning Commission (SEWRPC). The City of Waukesha hired a full time IT director in 1989 and IT went live with its own IBM mainframe, several dozen pieces of terminal equipment, about a dozen applications, and staff of five in January of 1991.

Today, the IT department currently maintains over 300 applications, 124 servers, thousands of pieces of equipment, and has a staff of 11. IT has added to its responsibilities a large municipal fiber network, VoIP phone support, and inter-connectivity to the Counties of Milwaukee and Waukesha, the State of Wisconsin, the Waukesha Federated Library System and the Waukesha School District.

The City has approximately 530 employees. The Director oversees a \$2.7 million operating budget, and a five-year IT capital equipment plan of more than \$2.5 million.

### Department Mission

The IT department's highest mission is to deliver efficient, reliable and innovative solutions to meet the needs of the City and its departments. These solutions improve and enhance services to citizens, business partners and outside agencies.

The department is committed to fiscal responsibility, collaborating with other departments and government agencies to provide effective technical solutions. This results in an organization which continuously improves its technology tools to better serve City departments, who in turn, better serve the citizens of Waukesha and its taxpayers.

The department's focus is to provide easy access to secure, reliable, and timely information. It is responsible for all information technology policy and management. These duties include providing administrative overview,

guidance, and foundation in the areas of planning, recommending, installing and supporting all computing and telecommunication technology resources utilized in City of Waukesha municipal functions.

### WAUKESHA AT A GLANCE

Population	71,324
Median Age	34.2
Median Household Income	\$59,547
Median Family Income	\$75,635
Per Capita Income	\$29,164
Median Home Value	\$192,200

## WAUKESHA'S INFORMATION TECHNOLOGY SYSTEMS, OPPORTUNITIES AND CHALLENGES

The Director of Information Services will manage all city-wide information services functions under the general supervision of the City Administrator. The Information Services department provides technology support for all City departments, including Police and Fire.

The next Director can expect to oversee an in-house department with additional contractual oversight of the City's outside providers, currently Heartland Business Systems (HBS). In-house staff includes a senior project manager, an infrastructure support manager, a service desk coordinator and trainer, a network security and project manager, several application developers, a business analyst, and a cable television broadcast technician.

Essential Responsibilities for the City's Director of Information Services include:

- ◆ Collaborating with the Mayor, Common Council, Information Technology Board (ITB), City Administrator,



and department directors to advance a strategic plan and direction for the use of information technology in the City of Waukesha.

- ◆ Ensuring continuous delivery of IT services through the oversight of service level agreements with end users and monitoring of IT systems performance.
- ◆ Developing and managing business strategic plans and operating policies.
- ◆ Managing and directing the workflow of the department's resources, as well as determining the appropriate level and type of internal and contractual staff to meet the evolving IT needs of the City.
- ◆ Developing and managing the IT department's annual operating and capital budgets.
- ◆ Advising, counseling and educating the City management teams on technology impacts and trends.
- ◆ Determining the City's IT strategic goals, objectives and work plans.
- ◆ Promoting effective and efficient design and operation of all major IT processes for the City.

Information Services implements and provides support for the data systems and websites required by the City's departments. Major systems include:

- ◆ An ERP system providing financial, human resources and payroll, utility billing, fleet maintenance, and work order modules – Tyler Technologies MUNIS.
- ◆ A property tax billing and collection system.
- ◆ A computer-assisted mass appraisal (CAMA) system.
- ◆ A public safety computer-aided dispatch (CAD) system and police and fire records management systems.
- ◆ Human Resources systems – NeoGov and Kronos.
- ◆ The City's website at: [www.waukesha-wi.gov](http://www.waukesha-wi.gov) – Civic Plus

City-wide computing and telecommunications are administered by Information Services. This includes City-owned Fiber interconnecting 19 locations, such as City Hall, all five fire station locations, Public Works facilities, Sewer and Water operations, the Police Department facility, and the Library. Services provided include:

- ◆ Maintaining and growing the City's VLAN system;
- ◆ Performing maintenance and repair work on the City-owned computing equipment;

- ◆ Providing training and software support to City personnel;
- ◆ Maintaining and updating the development of the City's web page;
- ◆ Maintaining platforms to support the City's GIS and land management systems; and
- ◆ Maintaining the City's telecommunications services and equipment and the City's public access television channel.



The City currently has 650 users and 575 email accounts. The City's infrastructure consists of 124 servers virtualized primarily on VMware vSphere 6 and Hyper-V, including all layer 3 Switches with Multiple VLANs and complex routing and security. The City uses Office 365 E3 for Office and Email. Applications are delivered using Citrix XenDesktop 7.8.

The incoming Director of Information Services will need to take on several challenges:

- ◆ The Director must work cooperatively with City leaders and departments to enhance a City-wide strategic technology vision and a formal plan. For this and other reasons the Director must maintain a high level of communication with City departments, working proactively to understand their needs, working to assure IT is brought in on the front-end in seeking solutions.
- ◆ The new Director can expect to raise the view of the department as an essential partner to all other city departments, appreciating the internal-service component of its systems and staff resources to the city's operations, while also being a critical thinker that works cooperatively to seek solutions that are strategic, and not just expedient.



- ◆ The Director will be the staff liaison to the City's Information Technology Board which provides policy direction and advice. Examples of upcoming projects include working with the Board to develop policies regarding security and redundancy. The Director is encouraged to view the Board as a resource of technical advisors that can enhance the IT Department's and other departments' understanding of how technology can enhance their service delivery.
- ◆ The Director will be responsible for IT governance, ensuring that the effective and efficient use of IT in the City is enabling the organization to achieve its goals. Consequently, the Director is encouraged to look at the broad range of technical and human resources that may be available to meet the City's goals, and to identify any resource gaps that need to be filled, reallocated or realigned.
- ◆ The Director will be responsible for identifying training needs and developing on-going training programs to promote computer and software fluency across the City's workforce.
- ◆ The City uses ERP systems to provide support for financial, human resources, payroll, utility billing, fleet maintenance, and work order functions. The Director must work with the affected departments to develop a long-term strategy for the best use and support of these systems.
- ◆ The City administers its own public safety dispatch center, and the Director must work with the Police and Fire departments to maintain current technology in the center and for public safety functions.
- ◆ The Director, through available staff and other resources, must coordinate the management of all technology projects active in the City and ensure that each is using appropriate project management methodologies and is advancing towards completion.
- ◆ The Director must reevaluate the service delivery, as well as the information services contractual relationships held by the City.
- ◆ The Director must ensure that the City is appropriately considering emerging technology trends and opportunities.
- ◆ As the City's use of technology becomes more complex the Director must ensure that Information Services is providing support for the City's increasing use of technology without necessarily a commensurate increase in budget and staff.

## CANDIDATE QUALIFICATION CRITERIA

The Director of Information Services is expected to be a visible position in the organization, requiring well-developed leadership abilities and management skills that are based upon consensus building and problem solving. The Director must have a strong desire to work in a collegial, team-oriented environment. He/she must be a highly motivated, self-starting and confident individual with excellent interpersonal skills.

The following factors of education, experience, leadership management style, and personal and professional traits have been identified as necessary and/or desirable for the Director to succeed in this position.



## Education, Experience, and Skills

- ◆ A bachelor's degree in computer science, information technology, business management, or related field, and seven years of progressively responsible experience in information technology including two years experience in managing technical personnel. A combination of education and experience may be substituted for a degree.
- ◆ Possess skills in strategic planning and have the ability to work with department staffs to develop a technology vision for a complex organization.
- ◆ Have general knowledge of computer hardware, software, networking, and telecommunications; be aware of emerging trends in information technology.
- ◆ Have extensive knowledge of information technology operations and general practices, including current

developments and innovations relevant to municipal government.

- ◆ Have knowledge of data systems used in municipal government and skills in their implementation and maintenance.
- ◆ Ideally, have experience with and knowledge of enterprise resources planning (ERP) systems, enterprise networks, and system administration.
- ◆ Have skills in budgeting and prioritizing technology initiatives.
- ◆ Have experience overseeing technology procurement.
- ◆ Have the strong project management skills needed to successfully manage complex technology projects, bringing about the benefits of technology use for the City while also managing costs and risk.
- ◆ Have diplomacy skills to assertively assure that technology choices are made within the context of a strategic IT vision that also balances the needs of users.
- ◆ Have knowledge of techniques for providing technology support and service for a complex organization, including best practices for device installation and maintenance, help desk management, and policy and procedure development.
- ◆ Have excellent communication skills, and the ability to communicate effectively both orally and in writing; have the knowledge and experience to explain information technology and related plans and programs to policy makers and staff in non-technical language.
- ◆ Possess strong interpersonal skills and the ability to build collaborative, effective relationships across departments and with outside partners.
- ◆ Have the ability to work effectively in a wide variety of governmental disciplines.

### **Management Style/ Personal Traits**

- ◆ Have a strategic focus; devise, define and outline clear strategies for the future. Have broad vision that supports the strategic plan of the organization.
- ◆ Be able to identify opportunities and challenges. Seek appropriate feedback and capably translate high-level strategies into practical implementation.

- ◆ Have a business orientation and seek to help attain the larger strategic goals of the organization rather than merely achieving more narrow technology goals.
- ◆ Be driven by a service orientation; understand both the service nature of the information technology function within an organization and the important role of technology in the delivery of customer service to the City of Waukesha citizens.
- ◆ Understand the formal and informal structure within the organization to successfully achieve positive, desired outcomes. Understand how the policies, procedures, laws, and public and political systems work. Have the savvy needed to achieve individual, departmental and organizational results.
- ◆ Be proactive in seeking input in order to identify the needs of departments and find solutions that meet those needs. Demonstrate active listening skills and the ability to develop productive relationships with others. Understand the needs of people who do not have a technical background.
- ◆ Clearly present ideas and understand appropriate electronic, written and verbal communication techniques. Share information in a timely and relevant manner. Communicate Information Systems goals and directions to departments and keeps departments up-to-date on technology projects.
- ◆ Have an open and collaborative management style; strive to make decisions through consensus and avoiding unilateral decisions.
- ◆ Be a positive team builder who works cooperatively with others as part of a team. Convey confidence in team members and demonstrates success in working through issues.
- ◆ Exhibit a positive attitude toward other employees and departments.
- ◆ Be comfortable in stressful situations and demonstrate strong leadership when necessary.
- ◆ Be able to manage multiple priorities.
- ◆ Inspire the confidence of elected and appointed officials as well as City department heads and staff.