

COUNTY ADMINISTRATOR

COUNTY OF SHEBOYGAN, WISCONSIN



EXECUTIVE RECRUITMENT



COUNTY ADMINISTRATOR COUNTY OF SHEBOYGAN, SHEBOYGAN, WISCONSIN

THE POSITION IN BRIEF

The County Administrator is the Chief Administrative Officer for an exceptionally robust organization in exceptional financial condition. The Administrator reports to a 25-member, non-partisan Board of Supervisors, and works with the County Board and other directly-elected officials in overseeing 19 departments with approximately 825 employees, and a total budget of more than \$182 million.

THE COMMUNITY

The area's recorded history of European exploration dates back more than 300 years. There are many theories as to how Sheboygan got its name, but the one most likely indicates Sheboygan was a Chippewa word meaning "passage or waterway between the lakes." French explorers Jean Nicolett (1635), Louis Joliet and Jacques Marquette (1643) were considered the first Europeans to experience the shores of Sheboygan. In 1699, Father St. Cosme landed at a Pottawatomie village at the site of the Sheboygan River.

When the European settlers first came, there were probably about 1,000 Native Americans living in the county, composed mainly of Pottawatomies, Chippewas, Ottowas, Winnebagoes and Menominees. Their villages and camps were clustered on the bank or shore of practically every lake or stream, with the largest villages situated along the shore of Lake Michigan. After this territory began to interest the pioneers, treaties were made with the Native Americans.

[Sheboygan County](#) was originally established in 1838. Over time, Sheboygan County grew and prospered as immigrants established homes, farms, and businesses. Manufacturing and a strong work ethic remain the backbone of Sheboygan County's economy.

Sheboygan County is located with easy access to Interstate Highway 43 and is strategically located one hour north of Milwaukee and one hour south of Green Bay. At 515 square miles of land area, the County is comprised of 15 towns, 10 villages, and three cities. The County is bordered by Lake Michigan to the east and Kettle Moraine State Forest to the west. The cities, villages, and towns that comprise Sheboygan County offer an enviable and affordable lifestyle amid beautiful settings and outdoor recreation options.

The County is served by [General Mitchell International Airport in Milwaukee](#), [Green Bay Austin Straubel International Airport](#), and operates its own municipal facility with international service capabilities, the [Sheboygan County Memorial Airport](#).

A SNAPSHOT OF SHEBOYGAN COUNTY'S DEMOGRAPHICS AND AMENITIES:

Population - **118,034**

Average age of **41.6** years old

White **80%**, Asian **12%**, African American **3%**,
Hispanic Origin or other races **4%**

Median household income - **\$62,188**

Median value of a Sheboygan home - **\$182,600**

Sheboygan area residents have access to several major medical systems located in the area including **Aurora Sheboygan Memorial Medical Center and St. Nicholas Hospital**.

Distinguished institutions of higher learning are within a short drive from the county including the [University of Wisconsin – Milwaukee](#), the [University of Wisconsin – Green Bay](#), including a campus in nearby Manitowoc as well as the [University of Wisconsin – Green Bay, Sheboygan Campus](#), [Lakeland University](#) and [Concordia University Wisconsin](#).

Technical colleges in the area include [Lakeshore Technical College](#) with a campus serving more than 10,000 students.

The County is host to [Road America](#) and top-rated golf courses bringing an influx of seasonal visitors and residents.

Additional demographic and other Sheboygan-area information can be found:

- [Some Better Place](#)
- See [Visit Sheboygan](#) for exciting overviews.
- [Sheboygan Area Economic Development Corporation](#) which features an [economic profile](#) about the county.



COUNTY GOVERNMENT IN SHEBOYGAN

The Board of Supervisors is the governing body of the county. Twenty-five supervisors each represent one of the 25 districts within the county. Supervisory elections are conducted in the April general election of even-numbered years. Supervisors serve two-year terms. The County Board of Supervisors elects its own Chairperson, Vice-Chairperson and Executive Committee. The Board Chairperson conducts the County Board meetings and is the chief elected official of the county.

There are eight standing committees of the County Board, plus the Executive Committee, a primary point of contact for the County Administrator. In addition to the Board of Supervisors, there are six independently-elected officials, including a Clerk of Circuit Courts, County Clerk, District Attorney, Register of Deeds, Sheriff, and Treasurer.

THE COUNTY ADMINISTRATOR POSITION

An overview of County services can be found [here](#).

As the Chief Administrative Officer, the County Administrator provides executive management and oversight to all operations of Sheboygan County government. This includes supervising department heads, developing and executing the annual budget, recommending organizational changes, assuring policies enacted by the County Board are carried out, and assuring fiscal and program accountability of services to the taxpayers of Sheboygan County.

Sheboygan County is recognized as a leader of providing responsive and cost-effective local government. The annual budget supports 19 departments, 825 employees, hundreds of contracted service providers and more than 200 programs. The County's programs and services include maintaining the safety of highways and roads, law enforcement, protecting and enhancing natural resources, providing birth certificates and marriage licenses, land records, and critical health and human services for the mentally ill, elderly, physically disabled, children, and the financially poor. The County also operates an airport and long-term care facility and provides the facilities for the UW-Green Bay, Sheboygan campus.

The current County Administrator is retiring after nearly 25 years of service to the County. Originally hired as the County Administrative Coordinator, the Board of Supervisors upgraded the position by adopting the County Administrator form of government pursuant to Section 59.18 of the Wisconsin State Statutes.

Here are links to the most [recent annual report](#) and an [overview of the FY 2022 budget](#). The full FY 2022 budget, at approximately \$182 million, can be found [here](#), as can the [preliminary view of the FY 2023 budget](#). In mid-October, the FY 2023 budget was approved. Here is a [summary](#).





SHEBOYGAN COUNTY'S MISSION, VISION, AND GUIDING PRINCIPLES:

The mission of Sheboygan County is to provide courteous, responsive, efficient, and effective services to those we serve.

The vision of Sheboygan County is to be recognized as a leader of responsive and cost-effective local government.

The guiding principles of Sheboygan County are to:

- Provide leadership.
- Be dedicated to the concept of democratic local government.
- Maintain a constructive, objective, and creative attitude.
- Maintain a deep sense of social responsibility as a trusted public servant.
- Be dedicated to the highest ideals of honor and integrity in all public and personal relationships.
- Recognize that the chief function of local government is to serve the best interest of all citizens.
- Improve the quality and image of public service.
- Encourage regular communication between citizens and county officials.
- Emphasize friendly and courteous service to the public.
- Treat colleagues and staff with respect and courtesy.
- Foster problem-solving and continuous learning in the work environment.
- Train and empower staff to attain high standards of professionalism.
- Actively seek shared services opportunities with local, state, and federal agencies.

CHALLENGES AND OPPORTUNITIES

In a culture charged with energy and an environment that seeks excellence, and a County Board dedicated to strong intergovernmental and business relationships, the new County Administrator will be faced with a number of challenges and projects that offer exciting opportunities. They include:

Financial condition and intergovernmental considerations. The County is in excellent financial shape as evidenced by the County's equalized value of \$12.7 billion, a strong bond rating, a healthy unassigned fund balance of approximately 30%, and significant borrowing capacity, particularly as future needs are on the horizon. In November 2021, the County Board enacted a 1.14% property tax levy increase. Over the last ten years, the average annual levy increase has been just 1.22%.

In 2017 the County adopted a half cent sales tax. The ordinance established a Transportation Fund in which all sales tax revenues are to be used for highway roadwork and highway capital equipment. In addition, and unique among Wisconsin counties, is the sharing of those sales tax receipts to all local governments within the County.

As it concerns the fund balance, the County Board adopted a minimum fund balance policy to maintain an unassigned fund balance of 5% to 10% of total county expenditures, less capital project expenditures. Eight years ago, the Finance Committee further refined the policy such that the General Fund unassigned fund balance be maintained at a minimum of 15% and a maximum of 30% of total governmental fund expenditures less capital project expenditures. As of the close of 2021, the unassigned fund balance was at 29.18%

The County's approach to its allocation of American Rescue Plan Act (ARPA) funds provides keen insight to the manner of how the County approaches fiscal matters. Sheboygan County is eligible for \$22.4 million and has until December 31, 2024 to obligate the ARPA funds.

To establish a process that facilitated community input and engagement, the County established six ARPA Taskforces in August 2021 to assess and develop recommendations to help address key local concerns and opportunities. The ARPA Taskforces met over the course of six months, and submitted the final reports linked below:



ARPA TASK FORCES

- [Affordable Housing](#)
- [Behavioral Health & Crisis Response](#)
- [Broadband Development](#)
- [Childcare](#)
- [Transportation](#)
- [Workforce Development](#)



In addition to the County allocation, new grant announcements are continually made from state or federal agencies. The County Administrator's office maintains a [comprehensive list of grants](#), and formed a grant oversight committee to communicate these opportunities.

The County has established a timeline to make decisions regarding both [internal](#) County department recommendations and [external](#) ARPA Taskforce recommendations. Here is an October 2022 [summary](#) of Sheboygan County's ARPA action to date and next steps.

Like all Wisconsin municipalities, however, the County's finances are tested by various parameters guiding the generation of new sources of revenues, as well as State of Wisconsin tax levy limits. The next County Administrator can expect to work closely with the elected and appointed officials on seeking out new sources of revenue as well as continuing to find ways to deliver County services most efficiently and effectively. As well, and with these factors in mind, the next County Administrator can expect to play a crucial role in maintaining the County's solid financial standing. In addition, a strong orientation toward intergovernmental relations, as well as an ability to nurture partnerships within the County's business community will be one keynote of success for the next Administrator.

Organizational acuity and human resources. The new County 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 County Board is dedicated to progressive, innovative, continuous improvement, and with great respect for its successes, also welcomes a fresh look at the organization.

In the same vein, the next County Administrator should be in-tune with today's employment environment, and the challenges of recruiting and retaining top talent, both on-going and at critical junctions. Near the top of the list, will be recruitment of a new Director of Finance and Director of Human Resources, with the former position nearly paralleling this recruitment, but timed with the hope that the new County Administrator will have a hand in final selection. Given the critical needs in HR, that position may be filled by the time the new County Administrator comes on board.

County facilities and long-range planning. Among a number of major facilities, Sheboygan County operates a municipal airport, a County jail, and a nursing home. These facilities, in particular, will require the new County Administrator's attention in the foreseeable future.

For instance, the County Board and County Sheriff have been engaged in early discussions about the county's jail, as well as alternative approaches to incarceration. Sheboygan County's issues are mirroring national conversations about aging and over-populated facilities, stressed staffing, and increased numbers of offenders. For the County, upgraded corrections facilities are preliminarily pegged at \$20 – 30 million.

Other examples include an examination of the County's airport facilities, its capital needs and its management, currently outsourced. In an area that has a strong presence of firms that serve national and international markets, Sheboygan County's facilities need to meet the corporate interests with these facilities. Thus, a critical eye on this operation will be at the forefront for the new County Administrator.

The County owns and operates one nursing facility, having previously owned and managed a total of three. The Rocky Knoll Health Care Center is licensed and certified as a Skilled Nursing Facility. Operating under both state and federal regulations the Center is certified to provide services under both Medicare A and B, Medicaid and the Veterans Administration Programs. In addition to taking a critical look at the capital needs of the facility, attention toward employee recruitment and retention will also be required, as the labor market – particularly crucial for workers who can easily find higher pay within the area's robust private sector – is vulnerable.

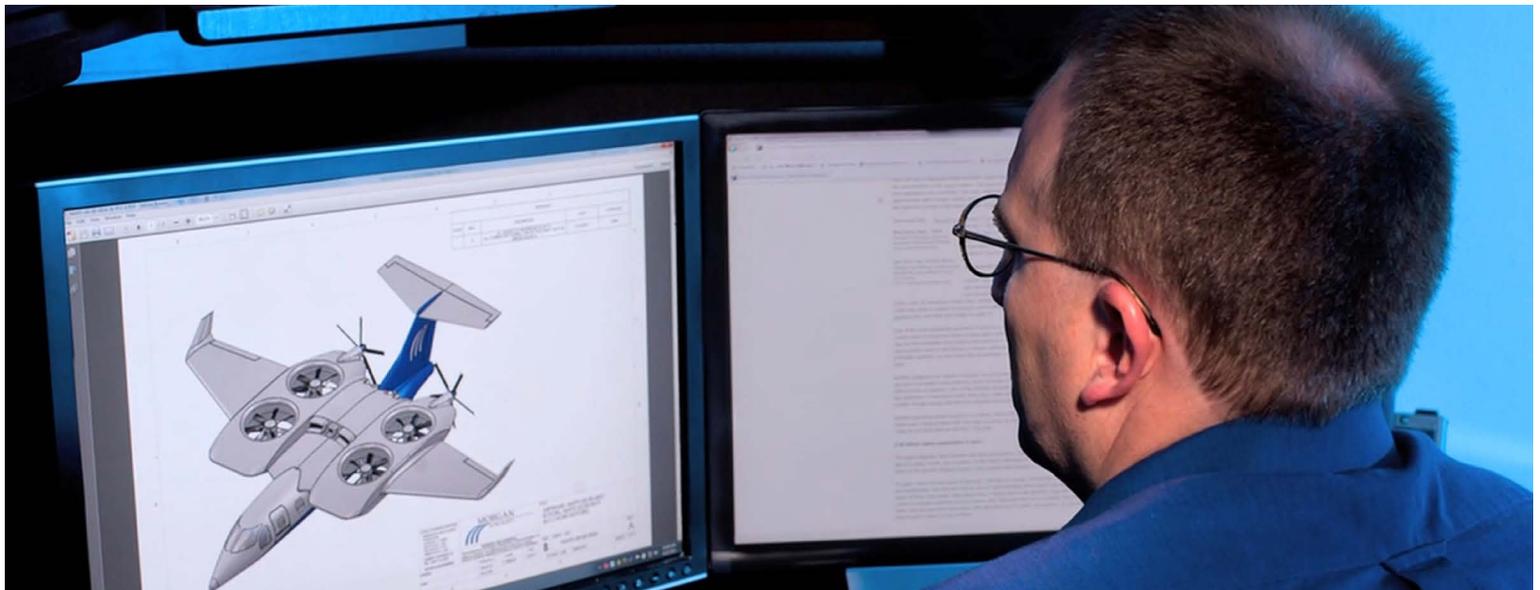
With the application of American Rescue Plan Act (ARPA) funding, Rocky Knoll and the County's Human Resources Department are striving to tackle the workforce shortage by offering higher wages, along with new recruitment and retention initiatives, including tuition reimbursement and student loan repayment programs. Still, ARPA funds are transient, but the challenges will be on-going, requiring attention from the next County Administrator.

Business and intergovernmental relations. The number of privately-held, locally-owned companies that compete on a national and international platform is unprecedented in a Wisconsin county the size of Sheboygan County. For example, the County is home to businesses including Kohler Company, Bemis Manufacturing, Sargento Foods, Johnsonville Sausage, and Acuity Insurance, to name a few. A more comprehensive list of the County's top employers can be found [here](#).

Many of these companies' executives are deeply civic-minded and involved in economic development interests, subscribing to the thought, "a rising tide lifts all boats." For instance, Sheboygan County's housing market, reflecting national trends, needs more workforce housing, along with a complement of other housing options. To help address that issue as it arose in the stakeholder conversations held in conjunction with the work of the ARPA Fund Taskforces previously mentioned, a number of Sheboygan-based companies obligated millions of dollars of their corporate earnings to stimulate housing developer interest in the area.

Likewise, the municipalities within the County have an acute understanding of the relationships their local businesses have to the area's economic robustness. They, too, are involved in assuring a vigorous and participatory approach to economic development.

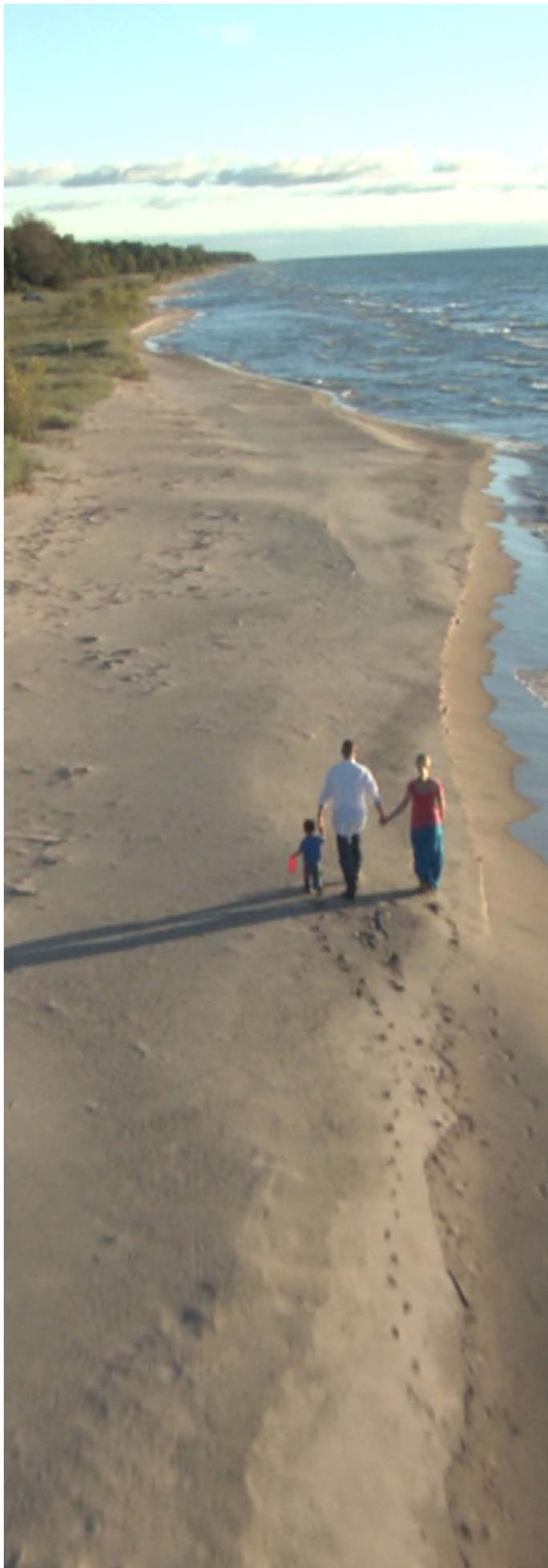
All told, Sheboygan businesses and local governments, in partnership with the Sheboygan County Economic Development Corporation, form a special triad of interests to move forward a strategy to assure long-term, and successful, financial sustainability. The next County Administrator is expected to have a significant hand in cultivating and maintaining these important relationships. As well, the next County Administrator should be comfortable having a visible role in the area, easily interacting with, and embracing a wide spectrum of residents, individuals, and community businesses and organizations.



THE IDEAL CANDIDATE

Education and Experience

- A Bachelor's degree in business or public administration or related field; a Master's degree in public administration or closely related field is preferred.
- Increasingly responsible public executive level experience.
- Proven leadership, managerial, and interpersonal skills to direct a County team serving an engaged community.
- Strong communication and collaboration skills.
- A record problem solving and decisiveness.
- Demonstrable economic development experience.
- Possess proven financial management skills to guide a dynamic, financially sound organization. Strong financial management abilities, including financial forecasting, revenue enhancement, capital improvement programming, and budget development and control.
- Understand community visioning and strategic planning processes and possess the ability to help the elected officials and department heads identify the financial links and implications of their long-range vision for the County, and the plan's goals and objectives.
- Have the ability to view the community and organization from 30,000 feet while maintaining a close eye on the daily details.
- Have a working knowledge of economic development strategies.
- Have management experience in creating an environment of trust, integrity, and mentorship where employees respect one another and where the organization consistently functions at a high level of customer service.
- Be skilled in working with elected officials as a group, and in a system of standing committees, supplemented by advisory Boards and Commissions.
- Have experience in working with elected officials, elected heads of departments, department heads and staff, and the public in a positive, cooperative, and team-oriented approach to addressing issues and solving problems.
- Have a working knowledge of County responsibilities particularly in the areas of criminal justice and human services.



MANAGEMENT STYLE AND PERSONAL TRAITS

- Have a background of professional and personal integrity and 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 Board of Supervisors 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 savvy, yet politically neutral. Be able to "read the Board", providing guidance, advice and counsel in a manner that is impeccably objective and based on facts.
- Be an articulate and an effective communicator, both orally and in writing; 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.
- 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; be someone who seeks and enjoys a challenge.
- Possess well developed organizational skills with the ability to balance numerous projects and issues.
- Be a "people person," sincerely personable, patient, and accessible, and one who can relate with all persons in the community.
- Have a genuine passion for public service; be an energetic, "can-do" person with a genuine enthusiasm for County administration and be willing to have a long-term commitment to the organization.



COMPENSATION, BENEFITS AND CULTURE

The starting salary is \$137,500 - \$165,000 +/- DOQ, plus exceptional benefits. The County is part of the Wisconsin Retirement System.

The organization prides itself on its commitment to customer service and teamwork. Staff has a lot of daily interaction with one another and report strong interdepartmental and intergovernmental relations.

The County Board possess a strong respect for staff's work. Among themselves, elected officials are collegial and respectful of differing perspectives and points of view.

HOW TO APPLY

Candidates should apply by December 5, 2022 with resume, cover letter and contact information for five work-related references to www.GovHRjobs.com to the attention of Lee Szymborski, Senior Vice President, GovHR USA, 630 Dundee Road, #225, Northbrook, IL 60062. Tel: 847-380-3240. Sheboygan County is an Equal Opportunity Employer.



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