



CITY OF SHEBOYGAN, WISCONSIN  
**CITY ADMINISTRATOR**



**EXECUTIVE RECRUITMENT**





## THE POSITION IN BRIEF

The City Administrator is Sheboygan's chief administrative officer, leading strategic planning on behalf of the Common Council and is in charge of the city's day-to-day operations, with oversight of budgets of approximately \$110 million. The City Administrator reports to the Common Council and oversees a workforce of more than 440 employees.

## THE COMMUNITY

Sheboygan'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." See here for additional information about [Sheboygan's history](#). (Source: City of Sheboygan website.)

Today, the [City of Sheboygan](#), at a population of 49,929, contains breathtaking views of Lake Michigan, large sandy beaches, and world class sailing and golfing amenities. Home to some of the biggest and best waves on Lake Michigan, Sheboygan has earned the moniker "Malibu of the Midwest" for its large surfing community. Away from the water, the City's historic downtown district bustles with shopping, dining, arts, and entertainment. Sheboygan offers an enviable and affordable lifestyle amid beautiful settings and outdoor recreation destinations. The City boasts miles of recreational trails for year-round enjoyment. Sheboygan has received numerous [accolades](#), including national recognition as an Age-Friendly/Livable community.

The City is adjacent to Interstate Highway 43, strategically located one hour north of Milwaukee and one hour south of Green Bay. The City is served by [General Mitchell International Airport](#) in Milwaukee and [Green Bay Austin Straubel International Airport](#). Sheboygan County Memorial Airport also accepts international flights.

Major employers in the City of Sheboygan include Acuity, a regional property and casualty insurer since 1923; Nemak, a global supplier of aluminum die casting; and Rockline Industries-latric, an international manufacturer of a variety of products including coffee filters and personal care items.

The City of Sheboygan offers unique and historic shopping districts including South Pier and Riverfront Boardwalk, Downtown (8th Street), Historic Michigan Avenue, the Taylor Heights shopping area, and Harbor Centre Riverfront. Sheboygan boasts a wide-variety of dining options and local craft breweries, and multiple outdoor festivals, concerts, food trucks, street, and farmers' market events.







## THE COMMUNITY (continued)

Sheboygan is home to [Harbor Centre Marina](#). The Marina is more than just a place to dock a boat. Marina guests have access to a clean, deep-water harbor for boats of all sizes with a wide variety of amenities available for a day, a weekend, or an entire season. Sheboygan is a destination for Lake Michigan sport charter fishing for ever-popular salmon and trout. Kayaking, canoeing, and paddleboard rentals are available to explore the Sheboygan River.

The Sheboygan area is recognized as a world-class destination for golf. Nearby Whistling Straits, home of the 2021 Ryder Cup, features two courses and there are numerous public golf courses throughout the area. See [Visit Sheboygan](#) for an exciting overview.



# SNAPSHOT

## Sheboygan Demographics and Amenities



**Population 49,929**



**Average age 36.5 years old**

**White 79%**  
**Hispanic 10%**  
**Asian 9%**  
**African American 2%\***



**Median household income**  
**\$55,041**



**Median home value**  
**\$150,000**



**15.8 square mile area**



**36 parks**

An exceptional school district serves the community – [Sheboygan Area School District](#). With 25 school options, the district currently operates eight charter schools and a variety of unique programs. Private and parochial school choices can also be found in Sheboygan and neighboring communities.

Sheboygan encompasses 15.8 square miles, of which there are 36 parks, including larger community parks and smaller neighborhood parks. There are six parks with enclosed shelters, 12 picnic shelters and two picnic areas.

Full library services offered for more than 100 years by the [Mead Public Library](#).

Sheboygan residents have access to several major medical systems including Aurora Sheboygan Memorial Medical Center and St. Nicholas Hospital.

Distinguished institutions of higher learning are located within city limits including University of Wisconsin-Green Bay Sheboygan Campus. Lakeland University is located just outside city limits. [University of Wisconsin – Milwaukee](#), the [Marquette University](#), [Concordia University Wisconsin](#), and [Marian University](#) are a short drive from Sheboygan.

[Lakeshore Technical College](#) is located within city limits, serving more than 10,000 students.





## THE ORGANIZATION AND THE POSITION

The legislative body of the City is the Common Council, which consists of ten Alderpersons elected by district for overlapping two-year terms. A full-time Mayor is elected separately for a four-year term. The policies of the City are set by the Common Council and the Mayor. The Mayor, Common Council, and City staff have established a culture of professionalism and mutual respect for each other's roles within the organization. The new City Administrator can expect to join a highly functional, progressive, and productive City leadership team.

Sheboygan is a full-service municipality including Police, Fire/EMS, Public Works, Water and Wastewater Utilities, City Development, Library, Transit and Parking Utilities, Senior Services, Finance, and administrative services such as HR, IT, City Clerk, City Attorney and Municipal Court. The City has more than 440 full-time employees. All City departments report to the City Administrator with the exception of those defined by state statutes to report to another individual or entity. City employees are represented by four unions: Police, Police Supervisory, Fire Fighters, and Transit.

The City's budgets total more than \$110 million. The general fund budget's expenditures are approximately \$46 million. There are 12 active TIF Districts, many of them pay-as-you-go districts. The City's bond rating by Moody's is Aa2. The City's uncommitted fund balance is approximately 34% of the FY 2023 general fund budget.

Collaborating with the Common Council, the community, and city staff, the Office of the City Administrator's responsibility is to professionally implement all Common Council policy decisions and efficiently direct the City's operations and activities in accordance with sound management principles. In addition, the City Administrator collaboratively prepares, reviews, and monitors the annual operating budget for the City.



**Full-time employees:**

**457**



**Budget: \$118 million**

**General Fund: \$40 million**



**Active TIF Districts: 12**

**Moody's Bond Rating: Aa2**



**Fund Balance: 38%  
of FY21 general fund budget**

## SHEBOYGAN STRATEGIC PLAN

The Sheboygan Common Council adopted the 2017 – 2021 Strategic Plan in December 2016, and was updated it in [mid-2018, and again in mid-2020](#). Along with an expression of the City's vision, mission, and core values, the Strategic Plan Actions and Tasks lay out a progressive framework of community priorities, and staff goals and initiatives.

**VISION:** The City of Sheboygan will be a family-oriented and prosperous community with a wide variety of housing, business, cultural, and recreational opportunities in safe and attractive neighborhoods.

**MISSION:** The City of Sheboygan is dedicated to providing residents, the business community and visitors with fiscally-responsible municipal services in an effective and responsive manner to meet the needs of our diverse community.

**VALUES:** Service; Teamwork; Accountability; Innovation; Respect; and Fiscal Responsibility.

**STRATEGIC PLAN FOCUS AREAS:** Quality of Life, Infrastructure and Public Facilities, Economic Development, Neighborhood Revitalization, Governing and Fiscal Management, and Communication.

The City is currently working on a new strategic plan, and the next City Administrator can expect to have a role in seeing the project to the finish line.

## CHALLENGES AND OPPORTUNITIES

The new City Administrator will be faced with a number of challenges and projects that offer exciting opportunities. They include:

**Building Culture.** The next City Administrator will step into an organization that will welcome a fresh approach to the work of providing city services with an eye toward building trust, developing relationships, and delivering on an inclusive vision. The next City Administrator's work will be enhanced with a new strategic plan now under development. The Common Council does not have a lot of tenure in their roles but is receptive to administrative leadership that respects their roles as policy makers.

The Common Council is dedicated to innovative and continuous improvement and sees this recruitment as an opportunity for a fresh look at the organization. The next City Administrator will be encouraged to develop a collaborative, collegial, and open-minded organizational culture. Building a team willing to break down siloes and enhance interdepartmental relationships will be a welcomed accomplishment.

**Financial Condition.** The City is in good financial shape as evidenced by the City's equalized value of \$3.2 billion, its historical maintenance of Moody's Investor's Service AA2 bond rating, and a healthy unassigned fund balance. The City's steady economic growth has contributed to the community's exceptionally low unemployment rate of 2.0 percent. This low unemployment rate is due, in part, to a solid manufacturing base as Sheboygan County has the third highest concentration of manufacturing jobs (per capita) in the nation.

One of the City's strengths is reflected in the level of fund balances. Historically, the City policy requires maintenance of not less than 25 percent uncommitted General Fund Balance. In 2023, the City's reserves are healthy, currently at 34 percent of uncommitted General Fund Balance.

In addition to the management of existing debt and associated reserves, the City forecasts future debt within a framework of policies, priorities, and financial capacity. Current and anticipated capital improvement objectives, available operating revenue, and tax base fluctuations are evaluated on an ongoing basis to estimate the extent to which the City may issue additional tax-supported debt. This active debt management aids in the development of a sustainable debt portfolio and is a key financial practice contributing to the maintenance of the City's favorable bond rating. The City's overall General Obligation debt as a percentage of the statutory limit is 30% for FY 2023.

Still, the City's finances, not unlike most Wisconsin municipalities, are tested by headwinds including limited sources of new revenue and a heavy reliance on property taxes. For instance, in FY 2023 the city saw limited growth in new construction (\$47.3 million in net new construction







according to the Wisconsin Department of Revenue) with the vast majority of this development occurring within the City's tax incremental districts. As a result, most of the subsequent new property tax levy increase was not available to fund general operations, capital, nor debt-related expenditure. Consequently, the next City Administrator can expect to work closely with the elected officials and the City's financial team in seeking out new sources of revenue, critically assessing expenditures, and strategically planning for the city's long-term financial sustainability.

**Housing and Economic Development.** The City released results of an affordable housing market study in March 2021, which revealed that Sheboygan needs to aggressively seek the addition of new affordable multi-family, single-family, and senior housing. The Sheboygan County Economic Development Corporation (SCEDC) reports that the County is experiencing between 3,500 and 4,000 open positions in an environment where the unemployment rate for the county is approximately 2.3%, and the City's is even lower.

In order to fill these vacant positions, continued workforce recruitment from outside of Sheboygan County will be necessary. However, there is a significant shortage of housing for new workers coming to the area. To partially address that challenge, the SCEDC and a group of private investors in 2022 created The Forward Fund to assist with offsetting the construction cost gaps related to the development of new affordable housing. The Forward Fund seeks to invest in single-family affordable residential units in the Sheboygan area. Downtown commercial and retail redevelopment in Sheboygan is also at the forefront of interest and opportunity in the City.

All told, the next City Administrator can expect to work cooperatively with elected officials, the City's Redevelopment Authority, SCEDC and the Sheboygan business community, and other stakeholders on matters related to economic development and redevelopment, as the position plays a key role in the development of the community.

**Visibility.** The next City Administrator should be comfortable having a visible and embedded role in the City and the organization, easily interacting with, and embracing a wide spectrum of residents, individuals, community businesses, and organizations.

**Intergovernmental and Community Relationships.** Sheboygan is a community where residents and visitors have high customer-service expectations and involvement in civic affairs. As well, the City's desire for strong intergovernmental relationships within the region is keenly important. The next City Administrator can expect to play a leading role in developing and cultivating close working alliances within the community, and with state, county and municipal partners and neighbors.

## THE IDEAL CANDIDATE

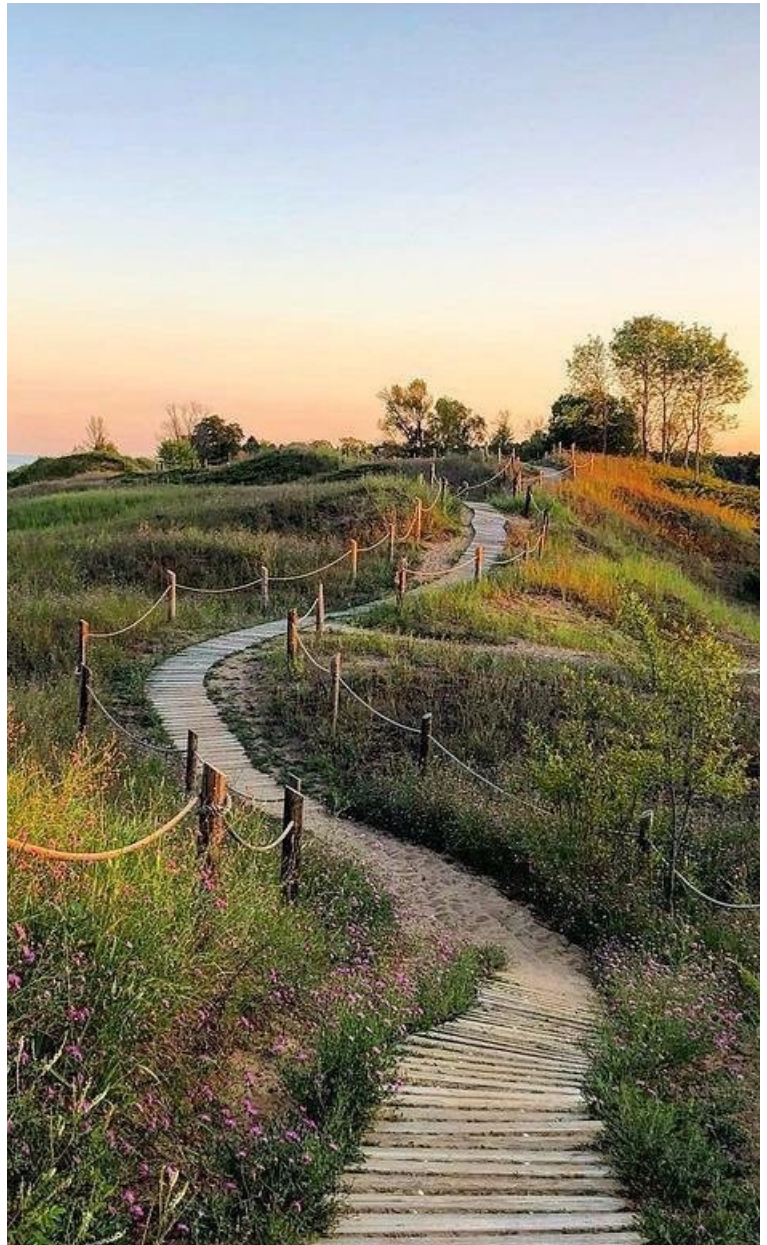
### Must Haves

- A Master's degree, or a B.A. in business or public administration with a minimum of seven years of local government management experience.
- At least five years in a senior leadership position.
- A team-oriented, strategic-thinking approach toward staff leadership.
- Supervisory experience.
- Exceptional interpersonal and communication skills.
- Strong financial, analytical, and budget management skills.
- Excellent communication skills and significant career success in building collaborative, effective relationships across departments.
- Experience in economic development, fostering business-community relationships with the City; and be adept at how the City can craft meaningful and sustainable economic development initiatives.

### Management Style and Personal Traits

- Have complete personal and professional integrity, gaining respect and inspiring the trust and confidence of subordinates, co-workers, and elected and appointed officials, as well as the general public.
- Be an articulate and effective communicator, both orally and in writing; 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.
- Have a method for regularly communicating with elected officials, keeping all of them equally informed and abreast of city matters and developing issues.
- 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.
- Be a strong leader able to successfully facilitate and assist staff to identify, analyze, prioritize, and thoroughly deliberate and address administrative and management issues that are critical toward meeting both current and longer-range needs of the overall community.
- Possess the ability to let City staff perform their duties and grow professionally, understanding that the occasional misstep will happen and using these occasions to help the employee grow and thrive as part of the team.

- Be a self-starter who has the vitality and energy to motivate and lead others; be comfortable interacting with all levels of staff.
- Possess well-developed organizational skills and the ability to balance numerous projects and issues while keeping on task.
- Be visionary, and pragmatic. Know when to drill into the details and critically assess issues without losing sight of the city's bigger, strategic direction.
- Be a “people person,” sincerely personable, patient, and accessible, and one who can relate with all persons in the community. Be someone who can build bridges and bring people together.
- Promote a strong, service-oriented, “customer relations” approach by all municipal employees in dealing with citizenry.







## COMPENSATION, BENEFITS AND THE ORGANIZATION'S CULTURE

The starting salary is \$150,000 – \$162,000 +/- DOQ, plus an excellent benefit package. The City offers a competitive benefits package including health, dental, and vision insurance, HSA, vacation and personal PTO, wellbeing reimbursement, cell phone reimbursement, and participation in the Wisconsin Retirement System.

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

The City is an Equal Opportunity Employer. The City seeks to attract the most talented people from a diverse candidate pool, and strongly encourages women, people of color, LGBTQ individuals, people with disabilities, and veterans to apply .

## HOW TO APPLY

Candidates should apply by May 30, 2023 with resume, cover letter and contact information for five work-related references to [www.GovHRjobs.com](http://www.GovHRjobs.com) to the attention of Lee Szymborski, Senior Vice President, GovHR USA, 630 Dundee Road, #225, Northbrook, IL 60062. Tel: 847-380-3197.



[www.GovHRUSA.com](http://www.GovHRUSA.com)

# EXECUTIVE RECRUITMENT