



PLYMOUTH, WISCONSIN

CITY ADMINISTRATOR/
UTILITIES MANAGER



EXECUTIVE RECRUITMENT

POSITION IN BRIEF

The City Administrator/Utilities Manager is Plymouth's chief administrative officer in charge of the city's day-to-day operations and manages budgets of approximately \$37 million. The City Administrator/Utilities Manager also oversees the Plymouth Utilities, a municipal-owned electric, water, and wastewater utility. The City Administrator reports to the Common Council, and oversees a workforce of more than 85 employees.



THE CITY

The [City of Plymouth](#), with a population of 8,540, and located one hour north of Milwaukee and equally close to Green Bay, is a picturesque community with a historic downtown. Adjacent to the Kettle Moraine State Forest, Plymouth is primarily a residential community with a solid business and commercial base. This, along with outstanding schools and year-round recreational activities, make Plymouth the ideal place to live, work and shop.

Plymouth has a long, colorful history. Due to its location along the Mullet River, it served as an important stage coach stop between Milwaukee and Green Bay. The state legislature officially designated the area as Plymouth in 1852, with the City being officially founded in 1877. It became known as a 'hub city' because of the wheel and hub factory built in the city in the 1860's. The arrival of the railroad helped support the agriculture industry of the area. Local cheese factories began to spring up and enhance the local economy. The Wisconsin Cheese Exchange was founded in Plymouth in 1918 and helped to establish the purchase and sales price of cheese nationally until the mid 1970's when the Exchange was relocated to Green Bay.

For more on Plymouth's history, see the [Plymouth Historical Society's](#) website.

Today, Plymouth has continued to grow and strives to maintain its small town charm. The community has embraced its past, and is preserving many large historic homes and downtown businesses. For instance, the City and its partners – the Plymouth Redevelopment Authority and the Sheboygan County Economic Development Corporation – were recently recognized for the preservation and historical redevelopment of the A.F. Laack building constructed in 1875. A two-story brick Italianate commercial block building on a stone foundation, and finished in cream brick, is now home to the Cheese Counter & Dairy Heritage Center.





A SNAPSHOT OF PLYMOUTH'S DEMOGRAPHICS & AMENITIES

- Median age of 42 years old.
- Median household income, \$52,726.
- Median value of a Plymouth home, \$141,700.
- Land area of six square miles.
- Low crime rate.
- Academic excellence offered by the [Plymouth Joint School District](#).
- An abundant supply of competitively-priced water, energy, and sewage treatment capacity.
- Quick and easy access to Interstate I-43 and Wisconsin Highway 57.
- A combined City and Town of Plymouth Fire Department covers 36 square miles and holds a combined Class 5/10 ISO fire insurance rating.
- The City supports a public library which is part of an extensive multi-county, shared-services system, the [Plymouth Public Library](#).
- The City of Plymouth's extensive parks system includes:
 - Parks covering more than 90 acres
 - An aquatic center
 - [Evergreen Golf Course](#), a nine-hole course
 - Multi-age playgrounds, disc golf, tennis, and nature walks
 - Recreational ski hill – Nutt Ski Hill
 - Mill Pond Ice Skating Shack and cross country ski trails
- Nearby distinguished institutions of higher learning including University of Wisconsin – Milwaukee, University of Wisconsin – Green Bay, [Lakeland University](#) and [Lakeshore Technical College](#).
- Easily accessible award-winning health care.
- Plymouth hosts the annual Sheboygan County Fair.
- Nearby Kohler Company hosts championship golf courses such as [Whistling Straits](#) and [Blackwolf Run Golf Course](#).





THE ORGANIZATION & POSITION

The City of Plymouth operates under a Mayor- Common Council – City Administrator form of government. The Common Council is the legislative branch of City government, and is the forum for review and debate of proposed ordinances, resolutions and policies proposed by the standing Council committees and boards and commissions. The most important legislation is the annual City budget.

The Common Council is comprised of eight part-time alderpersons representing four aldermanic districts. Each alderperson serves a two-year term. The Council operates with a standing committee structure:

- Committee of the Whole (Entire Common Council)
- Finance & Personnel Committee (Four Council members and Mayor)
- Public Works & Utilities Committee (Four Council members and Mayor)

In addition to the Council committees, there are a number of boards and commissions that provide policy input to the Mayor and Common Council and are comprised of citizen members and alderperson representation. These bodies include the Plan Commission, Board of Park Commissioners, Redevelopment Authority and Library Board as prescribed by Wisconsin statutes. From time to time the City may also have “ad-hoc” committees.

Together, the Mayor and Common appoint the City Administrator/Utilities Manager.

The City and the utilities have a workforce of more than 85 full-time employees, plus another 35 part-time and seasonal employees. Plymouth is a full-service city including police, fire, public works (including engineering and parks), utilities (including water, wastewater, storm water and electricity), library, and administrative services.

The City Administrator/Utilities Manager oversees general fund and utilities budgets of more than \$37 million (\$7.6 M, general fund and \$30 M, utilities combined). The City and its utilities are in excellent financial condition.

The City Administrator/Utilities Manager serves as the City's Chief Administrative Officer by leading, planning, organizing and directing the administration of the City of Plymouth toward fulfilling the goals and policies of the Mayor and Common Council. The position assists the Mayor and Common Council by facilitating the establishment of goals and proposing alternative strategies for their accomplishment. The City Administrator/Utilities Manager directs the use of human and fiscal resources toward accomplishment of City goals.

EXPECTATIONS & PROJECTS

- [Plymouth Utilities](#) is a municipal-owned, customer-driven electric, water and wastewater utility providing service to the City of Plymouth and parts of 10 surrounding townships. Water and wastewater service is provided primarily to customers within the City of Plymouth.

The electric utility has more than 8,500 residential and commercial meters, serving the City and surrounding rural areas in the county. Noteworthy commercial customers with a national presence include Johnsonville Sausage and Sargento Foods.

The Plymouth Utilities budgets combined are about \$30 million, and the Utilities' debt has recently been restructured. Four substations have been rebuilt within the last several years. Plymouth Utilities is part of the WPPI Energy cooperative, a member-owned, not-for-profit regional power company that represents 51 utilities to more than 200,000 homes and businesses in Wisconsin, Michigan's Upper Peninsula, and Iowa.

The next City Administrator/Utilities Manager can expect to provide overall, high-level oversight of the utilities, relying on a talented and well-trained workforce of utility workers. Such work will include representing Plymouth's interests at WPPI Energy board meetings and working with the utilities finance manager on such projects financial software and reporting conversions. Previous utility experience will be helpful, but not critically essential. More important is a financial acumen combined with an open mind and a willingness to learn this aspect of the position's responsibilities.

- The City's general fund and Plymouth Utilities are in a good financial position. 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. In addition, the City has a number of active TIF districts, and is statutorily prohibited from creating any additional ones for a few years. The next City Administrator can expect to work closely with the elected officials and a financial team of both in-house staff and outside advisors, on seeking out new sources of revenue, critically assessing the city's expenditures, strategically planning for the city's long-term financial sustainability, and continuing to find ways to most efficiently deliver City services.
- The next City Administrator can expect to work cooperatively with elected officials, the Plymouth Redevelopment Authority, the Plymouth business community, and other stakeholders on matters related to economic development and redevelopment, as well as business retention and attraction, as the position plays a key role in the development of the community. The next City Administrator/Utilities Manager will be assisting the Common Council in navigating a decision on the fate of the downtown dam with a spillway under orders for repair or demolition by the Wisconsin Department of Natural Resources will be an important project. In positioning the city for success in this area, the new City Administrator/Utilities Manager will also be challenged to keep an eye on the broader implications that economic development brings to the City's finances, staffing, resources and its infrastructure.
- The new City Administrator joins a management team whose tenure with the city varies. Some are seasoned, long-tenured employees while other department leaders are new to their position and the organization. The next City Administrator will find a team of professionals eager for a leader that is collaborative, fair-minded, and evenhanded. Steady, mature and professional leadership is desired by the Common Council and the management team. In addition, an ability to develop a big-picture view of the organization and community, while also being fluent on operational details, will be valuable for success in the position. Skills in succession planning will additionally be helpful, as the retirement of some key management positions is likely in the next two – five years.
- 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.
- 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 with state, county and municipal partners and neighbors.

THE IDEAL CANDIDATE

MUST HAVES

- A Bachelor's degree in business or public administration, or related field, with a Master's degree in public administration or closely related field is preferred.
- Five or more years of increasingly responsible local government management experience OR an equivalent combination of education and experience that directly relates to the job responsibilities of the City Administrator/Utilities Manager.
- A team-oriented, strategic-thinking approach toward staff leadership; supervisory experience is essential.
- Exceptional interpersonal and communication skills.
- Financial, analytical and budget management skills to lead a financially fit organization; experience managing municipal utility enterprise funds is a plus.
- Excellent communication skills and significant career success in building collaborative, effective relationships across departments.



MANAGEMENT STYLE & TRAITS

- 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 history of regularly communicating with elected officials, keeping them abreast of city matters and developing issues.
- Be a strong leader able to successfully facilitate and assist 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.
- Possess the ability to let City staff carry out 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.
- Have a record of keeping up to date and abreast of modern 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.
- Possess well developed organizational skills and have 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.
- Promote a strong, service-oriented, "customer relations" approach by all municipal employees in dealing with citizenry.
- 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.

COMPENSATION, BENEFITS & THE ORGANIZATION'S CULTURE

The starting salary is \$130,000 – \$140,000 +/- DOQ, plus an excellent benefit package. The city 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 relations. The city's organization is lean and city staff possesses a high-output work ethic.

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.



HOW TO APPLY

Candidates should apply by April 4, 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.

The City is an Equal Opportunity Employer.