

## **Position Specification**

### **General Manager**

### **Cedarburg Light & Water**



April 2022



## POSITION SPECIFICATION

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<b>Position</b>	General Manager
<b>Company</b>	Cedarburg Light & Water
<b>Location</b>	Cedarburg, Wisconsin
<b>Reports to</b>	Cedarburg Light & Water Utility Commission
<b>Website</b>	<a href="https://www.cedarburglightandwater.org/">https://www.cedarburglightandwater.org/</a>

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### COMPANY

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Cedarburg Light & Water Utility (CL&W) is a locally owned and operated electric and water utility, serving more than 6,700 electric customers and 4,400 water customers in the city of Cedarburg, Wisconsin, and a small area outside of the city. The utility provides high quality, low-cost, reliable service with a community-focused, personal touch.

Cedarburg Light & Water was founded by the citizens of Cedarburg in 1901. While a lot has changed over the past century, the focus of the utility has not. Today, the utility offers its customers some of the lowest electric rates in the area - rates significantly lower than those in territories that are served by most investor-owned utilities. CL&W also provides its customers with clean, high-quality water that meets or exceeds all state and federal standards.

CL&W is also a member-owner of WPPI Energy. Over the past forty years, WPPI has built a diverse, competitive, and responsible power supply for its member-owners. They also share advanced technologies and forward-thinking services, and speak with a unified voice for effective energy policy advocacy.

### ABOUT CEDARBURG

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Located 20 miles north of Milwaukee and situated on the beautiful Cedar Creek, Cedarburg WI (population 12,000) is the perfect blend of old and new. Consistently ranked as a favorite small-town getaway, visitors are charmed by the delightful mix of unique shops, gracious inns, cozy cafes, art galleries

and museums, many nestled inside meticulously maintained historic buildings, and all within walking distance of one another. Cedarburg is also home to Wisconsin's last covered bridge.

Cedarburg is usually near the top for lists such as Best Place to Raise a Family, public school district rankings, low crime rates and an overall high standard of living. The community takes pride in its park system, providing a regional sports complex for area youth recreation programs, miles of walking/biking paths and canoe launches. The Cedarburg School District earned the 2020 Wisconsin Title 1 School of Recognition, and its high school recently earned a No. 1 ranking in Wisconsin for public, non-charter high schools, a No. 2 ranking for all high schools in Wisconsin and a No. 399 ranking nationally. The Washington Post ranks Cedarburg High School in the top 2% of high schools in the country.

The combination of amenities, quality of life, low taxes and proximity to downtown Milwaukee make Cedarburg an attractive place to call home.

## OVERVIEW OF THE ROLE

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The CL&W General Manager (GM) is expected to provide a vision and possess strong leadership skills. He/she will direct all activities within the CL&W organization and build upon CL&W's strong record of safety, system reliability, cost effective operations, continuous improvement, and exemplary customer service.

The CL&W GM reports to a 7-person Commission appointed by the City of Cedarburg and oversees an annual operating budget of approximately \$15 million dollars. The GM will be responsible for the administration and operation of CL&W's electric and groundwater-based water systems and all ancillary systems such as billing, engineering, customer service, etc. He/she must be an effective and proactive communicator who will work collaboratively with CL&W's Commission, City leadership, industry peers, the Wisconsin Public Service Commission, customers, employees, and other stakeholders. The GM will lead three direct reports with indirect management of the entire CL&W organization of approximately 19 employees.

The successful candidate will be a self-starter who possesses maturity, confidence, and sound business judgment. He/she will have the capability to establish credibility as a leader, strategic thinker, and pragmatic doer. The new General Manager will be a disciplined, organized professional, capable of leading a regulated utility, but at the same time savvy and politically nimble enough to be a community leader. The selected candidate's personal style will allow for effective interaction with individuals at all levels within and outside the organization. He/she will be an outgoing individual that enjoys being an active member of the Cedarburg community, helping to promote the benefits of a municipal utility and encouraging the economic development of the region. The General Manager will take steps and institute programs that enable CL&W to continue as a high quality, low-cost service provider in Wisconsin.

## KEY RESPONSIBILITIES

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The CL&W General Manager will be charged with ensuring safety, maintaining reliability, improving efficiencies, and managing costs, all with an eye toward meeting the growth needs of the community. He/she will:

- Facilitate Utility Commission oversight and governance decision-making by providing information and perspectives relative to utility operations and industry data; develop policy recommendations; and facilitate Commission meetings and agendas.
- Maintain a highly effective organization culture that is safety driven, employee empowered, and focused on high levels of achievement in all areas including safety, reliability, customer service, sound fiscal policies, technology development and employee development and performance.
- Enhance and protect the public image and position of the utility through a highly effective communications and community relations program to increase awareness, understanding and support of utility goals and plans; interact with customers and respond to concerns and complaints; communicate with the public and news media through appropriate means.
- Establish and implement both short and long-term strategic plans, as approved by the Commission, to maintain the highest levels of satisfaction and competitive rates for customers, and maintain a safe, productive, and motivated workforce.
- Maintain and enhance utility human resources by providing tools and resources necessary for team members to perform their job responsibilities in an effective, efficient, and accountable work environment.
- Take an active role in utility associations, local business, and economic development organizations. Serve on various boards, commissions and committees on a local, regional, statewide and national basis to create a positive and cooperative relationship with all stakeholders.

The General Manager position is responsible for the following specific duties:

### **PLANNING**

- Develop long range goals and objectives, including a statement of organizational philosophy and purpose, annual work program, long range financial plan, and annual financial budget

### **POLICIES**

- Establish, with the input and assistance of his/her staff, the Utilities' policies regarding, but not limited to, finance, organization, personnel, public relations, operations, employee development, compensation, purchasing and billing
- Present recommended policies to the Commission for approval
- Implement and monitor compliance to the approved Commission policies

### **PERSONNEL**

- Develop the organizational structure best suited to meet the approved goals, objectives and viewpoints of the Commission and present the recommended structure to the Commission for approval

- Review position descriptions to verify that the descriptions are up-to-date and appropriately detail the specific qualifications, duties, and expectations for each of the Utilities' positions
- Select, appoint and/or terminate his/her immediate staff and participate in all selections, appointments and terminations made by his/her staff for positions within their respective departments
- Facilitate a staff performance evaluation program for the employees of the utility; assist and counsel immediate staff in the implementation and use of the program and conduct periodic performance evaluations with immediate staff to determine opportunities for improvement and growth
- Initiate and develop a management and staff development program, for recommendation to the Commission, that provides for effective communication, growth, and management of the organization and its employees
- Develop, with input from his/her staff, a total compensation plan for recommendation to the Commission, to determine and recommend wage, salary, and benefits adjustments for all staff

### **COMMISSION**

- Develop the monthly Commission agendas; participate in all regular and special Commission meetings; and review Commission minutes

### **OPERATIONS**

- Oversee the electric and water distribution systems
- Oversee the Utilities' engineering program; review, with the assistance and input of the staff, all engineering studies and monitor progress of approved studies
- Review and recommend, for Commission approval, all major construction projects of the utilities; monitor the progress of construction projects and report progress to the Commission

### **FINANCIAL**

- Oversee the financial matters of the utility
- Develop, with his/her staff, their respective departmental budgets and long-range financial plans and present, for Commission approval, the annual budget and long-range financial plan
- Oversee bidding for goods and services; negotiate and recommend contracts to the Commission for approval as required
- Coordinate all investment activity as directed by the Commission; report the results of investment activity, with the assistance of staff, to the Commission
- Review, on a periodic basis, financial statements of the Utility; review the revenue, expenditure and cash reports as needed to keep current and informed of the Utilities' financial position; analyze and review the quarterly financial and operating statements in light of budgeted or planned results; and review variances with the appropriate departmental manager(s)
- Present, with the assistance of staff, the monthly financial results and related reports to the Commission for review and approval

### **CIVIC/PROFESSIONAL**

- Participate in professional organizations; serve in leadership positions as appropriate; attend and participate in pertinent industry seminars and conventions upon approval of the Commission.
- Encourage the participation of all Utility employees in related seminars, conventions, and professional organizations and review and approve participation in related educational courses

### **OTHER DUTIES AS REQUIRED**

- Perform other duties as assigned by the CL&W Commission

### **CANDIDATE REQUIREMENTS**

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The new General Manager will be a uniquely talented leader who is technically adept, demonstrates a strategic mindset, and has the desire and capability to lead a high-performing, customer-focused work environment. He/she will have a focus of continuing to ensure that CL&W is a leader in the provisioning of high quality, low-cost electric and water utility service and building a values-based culture focused on service, collaboration, and accountability.

Ideally, this individual will possess the following experience and qualifications:

- At least ten (10) years of progressively responsible experience in the electric and/or, water utility sector
- Five (5) years of management experience
- Exceptional business and financial acumen with a solid understanding of the electric utility ecosystem, including renewables and clean energy technology
- Demonstrated experience leading and developing teams
- Ability to work collaboratively, influence decisions and outcomes, and facilitate consensus
- Exceptional service orientation
- Excellent written and oral communication skills
- Strong negotiating skills
- Ability to motivate in a team-oriented, collaborative environment
- Superior analytical, evaluative, and problem-solving skills

The finalist must possess the ability to:

- Analyze complex issues and develop recommendations and solutions based on sound business judgement

- Understand, interpret, explain, and apply local, state, and federal policy, law, regulation, and court decisions as they relate to CL&W system operations
- Lead, facilitate and/or participate in the strategic planning, organization design, implementation, and monitoring of comprehensive programs.
- Evaluate departmental practices and make sound recommendations for improvements; develop and implement appropriate procedures and controls
- Establish and maintain effective working relationships with all levels of CL&W employees, commissioners, elected officials, business and community leaders, media representatives and the public
- Communicate and respond effectively to inquiries or complaints from employees, customers, regulatory agencies, or members of the community
- Interact effectively through public speaking and presentations on complex topics to internal staff, the CL&W Commission, public groups and forums, and/or elected officials
- Become actively involved in the community and help represent the city in advancing economic development, and promote the utility's image with Cedarburg residents
- Explain and strongly support the benefits of a municipal utility

## EDUCATION

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A Bachelor's degree in business, engineering, public administration, or equivalent experience is generally required.

## SUCCESS FACTORS

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The next GM of CL&W will possess a strong professional will and personal humility. The successful candidate will need to be a leader who is approachable and visible, brings a high level of energy and passion for the business, works effectively with the utility's many stakeholders, and is able to drive CL&W's efforts to be a safe, reliable, and low-cost utility.

In addition, the successful candidate will need to possess the following critical qualities and capabilities:

- ***Collaborative Leadership Style*** – The new CL&W General Manager will lead a team and interact with employees, community officials and customers at many levels. The successful candidate will have outstanding people skills, being able to inspire and motivate people across all levels of the organization. The successful candidate will be a confident, but unpretentious, collaborative leader who enjoys working with an engaged Commission, a highly competent staff, and an involved community. He/she must be skilled in developing strategies and programs that advance the goals of the utility, but confident, emotionally mature, and resilient enough to accept (and seek) input from

others and adapt strategies/plans accordingly. He/she must also understand and appreciate that within a small utility, the GM needs to wear many hats and at times pitch in wherever help is needed.

- **Communication Skills** – The selected candidate will be an extremely effective communicator. The new leader should be an individual who is approachable and ensures that critical information flows throughout the organization and that people feel like they are being heard. He/she will have experience developing and enhancing stakeholder relationships and be passionate about promoting CL&W within the community, and the regional energy ecosystem. This person must embrace being the “public face” of CL&W.
- **Honesty and Integrity** – The successful candidate must demonstrate a high level of personal integrity and honesty and demand the same from anyone associated with the utility. These qualities will be essential for building and maintaining exceptional working relationships with the Commission, City, workforce, and the community.
- **Involvement Outside the Utility** – The successful candidate must have a willingness and desire to be actively involved in the community, participating and supporting organizations such as the local Rotary, Chamber of Commerce, etc. Similarly, the new GM should want to continue the long-standing involvement of CL&W’s GM being an active participant and leader in WPPI Energy, the sole-source provider of CL&W’s electricity.

For additional information regarding this position, please contact:



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