



Willmar Municipal Utilities General Manager Position Profile

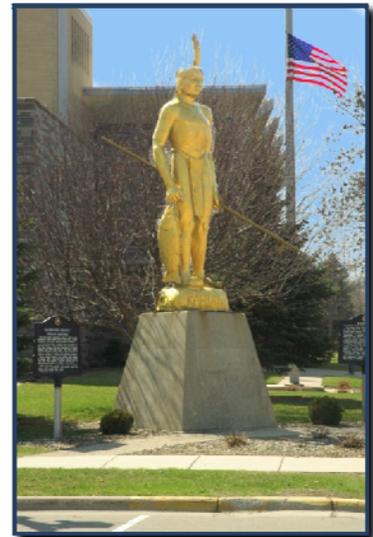
APPLICATION REVIEW BEGINS: JUNE 29, 2012

The Community



Surrounded by lakes, rolling hills, and rich farmland, Willmar combines the friendly neighborliness of a small town with the opportunities of a large metropolitan area. Located 100 miles west of the Saint Paul-Minneapolis metropolitan area, Willmar is the regional center for West Central Minnesota and the Kandiyohi County seat. Covering 14 square miles, the city has an estimated 2010 population of 19,068, which expands to a daytime population of 40,000 during the work week.

Willmar is situated at the intersection of U.S. Highways 12 and 71; it is connected to St. Cloud via Minnesota 23 and to western Minnesota via Minnesota 40. Railroads, which have dominated Willmar's history, continue to provide an important economic connection for Willmar's farm and non-farm products through the Burlington Northern Santa Fe Railway. Other transportation services include the Willmar Municipal Airport, the Willmar Bus Service, and the Kandiyohi Area Transit.



Local Economy

The City of Willmar functions as a regional center for retail trade, medical care, education, and small manufacturing. Agriculture, the region's leading industry, accounts for the city's largest employer, Jennie-O Turkey Stores, owned by Hormel. The diversity of the city's economic base has provided steady growth and stability enabling the area to weather economic downturns. 2004-2009 statistics available from the Minnesota Department of Employment and Economic Development show that Willmar and Kandiyohi County have added jobs three times faster than the rest of Minnesota, particularly with gains in the creation of technical and professional jobs.



Downtown Willmar (photo provided by Willmar Lakes Area Convention and Visitors Bureau)

Willmar's local economy is well-positioned for continued growth with the establishment of a 200 acre city-owned industrial park with infrastructure in place and rail access and the formation of the MinnWest Technology Campus. Formerly serving as the Willmar Regional Treatment Center, the campus is now home to a vibrant technology park serving the needs of innovators in bioscience, renewable energy, and technology. It will soon house the Mid-Central Research and Outreach Center, a joint effort involving the MinnWest Technology Campus, the City of Willmar, the University of Minnesota and the Minnesota State Colleges and Universities System.

Healthcare

As the hub for healthcare services in western and southwestern Minnesota, Willmar residents have immediate access to highly skilled physicians and medical technicians providing a continuum of patient care. Anchored by the city-owned Rice Memorial Hospital, specialized healthcare services are available including cardiac rehabilitation, diabetes, enterostomal therapy, kidney dialysis and radiation oncology. The hospital's partnership with the University of Minnesota has led to its designation as the host site for the Southern Minnesota Area Health Education Center, which provides health care to students in a 26-county area.

Health care services are also provided by Affiliated Community Medical Center (ACMC), the area's largest multi-specialty healthcare network with 11 network clinics staffed by over 150 physicians and mid-level practitioners.

Parks and Recreation

The Willmar Lakes Area attracts tourists and vacationers who come to enjoy the recreation lakes, attesting to the popularity of fishing and other water sports. Golfing is available at the area's three 18-hole and two 9-hole courses.

The area boasts over 41 city, county, and states parks, many with trail systems for hiking, biking, and horseback riding. In winter, over 200 miles of groomed trails are available for snowmobiling and cross-country skiing while Sibley State Park and the Prairie Woods Environmental Learning Center are favorite spots for snowshoeing.

Organized sports include baseball, softball, football, hockey, volleyball and soccer. Community education and recreation programs provided through a long-standing collaboration between the City and the School District offer a wide range of activities ranging from aquatics and ice-skating to programs that explore the performing arts. Numerous events, concerts, and festivals occur throughout the year, including Willmar Fests, the Sonshine Festival, and the Kandiyohi County Fair.



Children playing at Rice Park (photo provided by Willmar Lakes Area Convention and Visitors Bureau)

Education

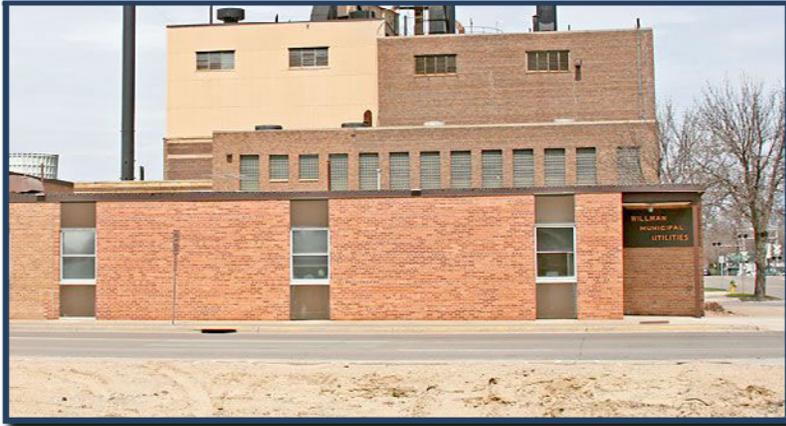
Public education services are provided by the Willmar Public Schools, Independent School District 347. The District had a 2009/2010 enrollment of 4,032 students in kindergarten through grade 12. It employs approximately 700 certified and non-certified staff and operates three elementary schools, a middle school, a senior high school, and an alternative learning center.

Post-secondary education programs are provided by Ridgewater College, which offers two-year associate degree programs and comprehensive general education that is fully transferable to four-year colleges and universities. Through its campuses in Willmar and Hutchinson, Ridgewater College serves more than 5,500 students offering over 100 educational programs.

Pioneerland Library System, with headquarters in Willmar, has over 32 member libraries serving residents in nine West Central Minnesota counties.

Municipal Utilities Commission

The Willmar Municipal Utilities Commission is a semiautonomous branch of the City government charged by the Willmar City Charter with full control, operation and management of the electrical generation, transmission and distribution system and the water and heating utilities, subject to veto



powers of the City Council. The Commission consists of seven members appointed by the Mayor, none of whom may hold any other office or position in the City government. Commission members are appointed to three-year overlapping terms. The Commission is responsible for appointing the General Manager.

The General Manager is appointed by and reports to the Municipal Utilities Commission and serves at its pleasure. As the Commission's chief executive officer, the position is responsible for managing Utility operations, developing business plans and establishing effective working relationships within the organization and with other agencies. The position supervises a staff of 51 regular employees and manages a combined operating budget of over \$29 million.

Water Utility

The municipal water supply consists of 17 wells. Total pumping capacity is 5,700 gallons per minute, or 8,200,000 gallons per day. The water system has a storage capacity of 4.25 million gallons with three towers and a 3 million-gallon reservoir. The City has two water treatment plants with a total processing capacity of 7.9 million gallons per day, which is expected to meet the needs of the City through the year 2020. The municipal water system was connected to 6,523 meters in 2012. Residential customers represented 5,541 meters, with the remaining 935 meters for commercial customers. The largest water utility customer is Jennie-O Turkey Stores.

Electric Utility

The electric utility is a generation, transmission and distribution system which supplies power to the entire City and to a number of users adjacent to the City. Plant equipment includes four boilers and three generators. All units are in good condition, and are subject to routine maintenance and overhaul as required. Boiler #3 is coal fired using primarily low sulfur Montana coal; it also has gas burners to supplement the coal when needed to meet higher loading requirements. Boiler #2 will be exclusively gas fired. Boiler #4 is a gas/oil fired package unit used for district heating purposes.



The Commission maintains six substations, of which five are distribution substations with a combined capacity of 125,000 KVA. The sixth substation in operation is the Willmar substation which acts as the

power interconnection to the transmission grid. The Willmar substation transformer capacity is 196,000 KVA, of which the Commission has capacity rights to half.

During 2011, the electric utility generated 39,407,540 kilowatt hours and purchased additional 260,821,750 kilowatt hours of energy from the Western Area Power Administration (WAPA), Great River Energy (GRE), MISO, Split Rock Energy (SRE), Lighthouse Energy Trading Co., and others. The electric utility has an electric service contract with WAPA through December 31, 2020 for a fixed amount of power and two contracts with GRE that are set to expire on December 31, 2015.

Heating Utility

The Commission's heating utility supplies hot water to commercial businesses in the central business district, public schools in the City, Kandiyohi County Courthouse, Rice Memorial Hospital, Jennie-O Turkey Stores, other commercial buildings and some residential areas. During 2011, hot water heat was supplied to 236 customers.

Position Requirements

Bachelor's degree in business or public administration, engineering, or a related field required; Master's degree preferred. Candidates must have eight or more years of progressive experience in utility operations, preferably with a multi-utility municipal organization, including five years at a management level with administrative and operating responsibilities. Position requires strong financial and business capabilities in managing public or private utility operations and excellent interpersonal skills with the ability to collaborate effectively with commissioners, government agencies and stakeholders. Qualified candidates must be effective communicators and demonstrate the ability to motivate employees and manage organizational change. Experience in labor-management relations desired.

Desired Capabilities

Collaborative Style

Recognizes and seeks creative partnerships and business relationships. Brings people together to discuss ideas, address common problems and share resources; respects diverse points of view and looks for opportunities to enhance teamwork.

Effective Communicator

Is a people person, genuine, honest and straightforward; accessible, approachable and easily engages others; has an open-door policy and understands the value of engaging and getting to know the staff, Commission and Willmar community. Seeks opportunities to represent the Commission in the community; enjoys public speaking.

Utility Business

Brings an understanding of best practices in managing the technical components of a complex utility operation; assesses internal procedures and recommends new processes that reflect industry standards. Encourages new ideas in particular in the application of financial management and information systems.

Experienced Manager

Sets clear expectations for department heads and provides them with the latitude to manage operations while holding them accountable for results; builds a cohesive executive team. Understands the fundamentals of human resources administration and the principles and practices of public management.

Organizational Leader

Provides leadership and passion to the Commission and staff in an organizational development process; knows how to develop a vision, mission and long-range goals. Unites people toward a common vision and goals. Has the ability to identify and then implement strategies and actions to achieve those goals.

Personal Integrity

High degree of personal integrity; treats others respectfully; approachable and is an effective listener. Ability to earn trust; is a reliable, dependable and steady leader. Leads by example in all manners of policy and practice at work.

Opportunities for Professional Leadership

Organizational Development. The Commission has completed an organizational assessment and is implementing a new structure. This structure will require deliberate analysis, careful decision-making and timely action. The General Manager will be responsible for successfully integrating the new structure into the daily operations of the Commission.

Build a Leadership Team. The Commission will be experiencing a number of retirements within the next five years. Through effective succession planning, organizational restructuring and with supportive training and development a new leadership team will emerge. Within the next few years, the General Manager is in a unique position to assemble a new team of department managers.



Facility and Capital Planning. The facility and capital needs of the Commission will require creative planning and financing. From the Power Plant, to the office buildings and general facilities the General Manager will be called upon to lead a challenging capital improvement strategy.

Establish Community Connections. Collaborations and partnerships are becoming critical to the future of how the Commission will conduct its business. From the underlying relationship with the customers, to the City, with power providers and long time vendors the General Manager will reach out and establish strong community relationships and connections for the purposes of optimizing the business of the utility.

Support Commission Governance. The historical role of the Commission is under discussion and review. The Board is supportive of examining the existing practices and introducing new and more effective governance models. The General Manager will facilitate, support and guide the Board in this transition process.

Provide Strategic Vision. The Commission is focused on enhancing its strategic outlook; one approach is to engage in a strategic planning process to identify the vision, mission and goals. In addition to leading the process, the General Manager will be responsible for ensuring that the implementation strategies and action plan is followed and completed.

Compensation

Salary: \$105,000 - \$140,000, commensurate with qualifications and experience. Competitive benefits; relocation expenses are negotiable.

Application and Selection Process

Position open until filled. Review of resumes starts on June 29, 2012. To apply, submit a resume, salary history and four work-related references to wilmarmuc@springsted.com or to David Unmacht at 651-223-3047 or Sharon Klumpp at 651-223-3053 Springsted Incorporated, 380 Jackson Street, Suite 300, Saint Paul, MN 55101.

The Willmar Municipal Utilities Commission is an Equal Opportunity Employer.