



SHAKOPEE PUBLIC UTILITIES GENERAL MANAGER

The Community

Shakopee Public Utilities (SPU) in Shakopee, Minnesota has been providing electric and water utility services for over 70 years to customers in the City of Shakopee, Townships of Jackson and Louisville, and part of the City of Prior Lake lying north of Prior Lake. Since its inception, SPU has been committed to providing its customers with reliable and quality service, competitive rates, and the fair and equitable treatment of all customers. SPU takes pride in its diamond designation by the American Public Power Association as a Reliable Public Power Provider (RP3), with outstanding record in the areas of reliability, safety, workforce development, and system improvement.

Shakopee is the largest of the communities served by SPU. It is located 25 miles southwest of Minneapolis on the banks of the Minnesota River. Shakopee is a thriving community with a population of 41,528 that offers the friendly atmosphere of a small town and the advantages of a growing, vibrant metropolitan area. Shakopee is the county seat of Scott County, and it abuts the largest county in the region, Hennepin County. The city continues to benefit from its strategic location within the metropolitan region, as well as its direct access to TH 169, which connects the city to other major regional roadways, the MSP International Airport, and major employment centers. The city is also at the heart of regional attractions which includes Valleyfair Amusement Park, Canterbury Park horse racing track, Mystic Lake and Little Six casinos, and the Minnesota Renaissance Festival. These and other factors have propelled the city through a period of strong and consistent growth that is likely to continue for years to come. Major employers include Shakopee Mdewakanton Sioux Community, Seagate Technology, Valleyfair Amusement Park, Canterbury Park, Independent School District No. 720, St. Francis Regional Medical Center, and Amazon.

Voters affirmed their desire to maintain the operation of the Shakopee Public Utilities Commission as an independent entity from the city in a 2020 referendum. The Shakopee City Council placed this measure on the ballot because of concerns about a lack of communication and cooperation with SPU, a lack of transparency that has led to financial concerns and questions about water treatment.

The Organization

SPU is governed by a five-member Commission; its members are appointed by the Shakopee City Council. Each commissioner may serve up to three consecutive three-year terms. The Commission is responsible for overall management of the electric and water utilities and has the authority to appoint the General Manager, set annual and long-range budgets, approve rates, enter into agreements with power suppliers, develop and construct capital projects, and set policies to ensure customers are provided with safe, high quality, and reliable electric and water services in an environmentally and fiscally responsible manner consistent with sound business principles.

SPU has a staff of 54 FTEs (full-time equivalents). 18 FTEs are assigned to electric operations and 11 FTEs operate the water utility. Remaining staff handle planning and engineering, finance, and administration services. Combined utility annual revenues are projected at \$51.1 million in 2021, with estimated electric and water revenues at \$45.7 million and \$5.4 million, respectively. SPU contributes 4.4 percent of its gross electric and water revenues annually to the City of Shakopee. SPU is financially sound with healthy reserves to withstand unforeseen events as well as prepare for the future growth of the City. As of December 31, 2019, SPU has no bonds outstanding.

Electric Utility Overview

SPU purchases power through the Minnesota Municipal Power Agency (MMPA). Serving the member communities of Anoka, Arlington, Brownton, Buffalo, Chaska, East Grand Forks, Elk River, Le Sueur, North St. Paul, Olivia, Shakopee, and Winthrop, MMPA provides reliable, competitively priced power to its members and creates value for both the Agency and its members. MMPA takes a long-term approach to power supply planning that includes a diversified portfolio of owned and purchased generation containing both conventional and renewable resources. Its portfolio of renewable resources supports meeting the Minnesota Renewable Energy Standard (RES) and customer demand for renewable energy by ensuring that 25% of MMPA's energy comes from renewable sources by 2025.

SPU serves 17,960 metered electric customers. The electric utility infrastructure includes five substations, 318 miles of underground lines, and 87 miles of overhead lines. In 2019, SPU purchased 459,120,703 kilowatt hours at a cost of \$34.2 million.

Water Utility Overview

SPU provides water utility services to 11,567 metered water customers within Shakopee's corporate limits. Approximately 60 percent of the water utility customers are residential; the other 40 percent are commercial-industrial users.

The water utility system has a capacity of approximately 18 million gallons per day (MGD). Over the last three years, SPU has pumped an average of 4.8 million gallons per day. SPU operates 18 deep wells and transports raw water over 1.2 miles of pipe to a collection of eight pump houses that provide chlorine and fluoride treatment, and two wells provide sequestration of iron and manganese through the addition of phosphate. The system includes approximately 210 miles of distribution lines and seven reservoirs. An eighth reservoir is being built.

The water utility is conducting a feasibility study to assess the cost and benefit of a centralized water treatment plant.



The Position

The General Manager position ensures that the needs of SPU customers are met by providing safe, high quality water and electric utility services in a cost efficient and effective manner, while promoting conservation and responsible management of resources. Six positions report to the General Manager including the Financial/Administrative Director, Electric Superintendent, Planning & Engineering Director, Water Superintendent, Marketing/Customer Relations Director, and Administrative Assistant. The General Manager reports to the Shakopee Public Utilities Commission.

Major responsibilities assigned to the General Manager include:

- Manages utility operations and develops, recommends, and implements operating policies, procedures, and programs to the SPU Commission.
- Directs the preparation of strategic and operational plans for the future development and growth of the utility.
- Prepares meeting agendas and reports for the Commission; attends Commission meetings and committee meetings and provides professional advice to the Commission.
- Establishes an effective working relationship with the city and coordinates utility activities with city departments and other agencies as needed.
- Reports on the utility's financial position, critical construction projects and special project work, and informs the Commission of current and future issues impacting the utilities.
- Evaluates new legislation related to operations; recommends and implements policies and procedures for compliance with new legislation into utility programs.
- Provides sound fiscal management by developing and recommending fiscal policies and overseeing the development and administration of annual budgets and long-range operating and capital financial plans.
- Negotiates and administers wholesale power contracts; monitors rates of return and proposes rate adjustments.
- Assesses and develops programs to respond to customer needs; leads the development of innovative ideas and approaches to both short and long-term initiatives.
- Works effectively with local, state, and federal regulatory officials, consultants, developers, contractors, and customers.
- Directs and oversees personnel responsibilities related to staffing, hiring, disciplinary actions, termination, salary actions, training, and employee performance evaluations.
- Fosters a positive and safe work environment and effectively communicates with staff.
- Regularly interacts with the community to increase awareness, understanding and support of SPU's goals and plans.
- Represents SPU in a variety of public and professional settings to establish relationships of mutual benefit.
- Plays an active role with Minnesota Municipal Power Agency.





Desired Capabilities

- Visionary with the ability to create a shared strategic direction; anticipates, responds to, and manages change.
- Strategically focused on SPU's long-range electric and water needs as well as its financial health; demonstrates strong business and analytical sensibilities.
- Guided by what is in the best interest for SPU and the City of Shakopee; partners with the City in economic development.
- Demonstrates expertise in managing an organization and making recommendations that may not be popular.
- Exceptional relationship builder with a genuine appreciation for partnerships and collaborations.
- Committed to providing exceptional customer service.
- Supports Commission policymaking; provides clear and timely information and professional advice.
- Communicates clearly and openly, readily shares and explains information.
- Successfully engages employees at all levels of the organization, listens to and addresses their concerns.
- Confident, self-aware leader known for integrity, trustworthiness, and a positive outlook.
- Projects an approachable personal style, is calm, steady, and resilient.
- Highly organized and experienced in managing multiple priorities.
- Reviews and analyzes data and listens to all sides of an issue before making a decision.
- Engaged and visible in the community.

Leadership Opportunities

Managing growth. In the next two years, the City of Shakopee is on track to annex 250 acres and add 450 new homes. Commercial-industrial development is also expected to remain strong. The General Manager will work closely with the City to ensure that utility services support new development and ensure satisfactory customer service.

Organizational review. SPU has undertaken an organizational review to assess its organizational structure and the adequacy of staff to handle projected growth to be completed in July 2021. The General Manager will have the opportunity to assess and implement recommendations and establish the groundwork for staffing and succession planning.

Water treatment study. SPU has hired an outside firm to conduct a feasibility study to determine if further treatment is desired by the community and the cost and benefits associated with additional treatment. Upon completion of the study anticipated in April 2021, the General Manager will be involved in assessing and implementing study recommendations.

Technology. An assessment of SPU's technology requirements is needed to determine the adequacy of financial, billing, customer service, and technical systems. In addition, SPU is preparing to design/launch an automated meter infrastructure system. The General Manager will work with SPU's management team and others to identify and prioritize technology improvements and associated costs.

Financial management. The General Manager will recommend policies needed to provide sound fiscal management and to plan for the growth of the utility. The General Manager will ensure the transparency of financial documents and provide regular reports for the SPU Commission.

Innovation. The SPU Commission recognizes that customers are increasingly looking for opportunities to go green. The General Manager will work with the SPU management team to stay abreast of evolving technologies and changing customer demands.

Commission-General Manager relationship. The General Manager will spend time getting to know individual Commissioners and working with them collectively as a governing board on strategic issues and Commission policy. The General Manager will be attentive to Commission information needs, taking care to explain complex issues in lay terms and frame technical policy decisions for Commission deliberations.

Partnership with the City. The General Manager will build an effective working relationship with the city and stay abreast of development plans that will affect the growth of the utility. The General Manager will be receptive to identifying and exploring potential areas of shared services.

Building a strong network with utility industry leaders. The General Manager will represent SPU as a member of the Minnesota Municipal Power Agency, the Minnesota Municipal Utilities Association and other organizations to build a strong professional network among public power.



Qualifications and Experience

This position requires a bachelor's degree in public administration, engineering, business administration, or other related field and five years of utility management experience, including financial and supervisory responsibilities. An equivalent combination of education and experience will be considered. Candidates must demonstrate high-level knowledge of power and water utilities operations and familiarity with the power and water regulatory environment. Strong leadership experience including organizational decision-making and building a high-performing team is required. The ideal candidate will be a strategic thinker and self-starter skilled in working with a governing board and developing and executing short- and long-range plans, and possess knowledge and expertise on running a successful public utilities organization. Exceptional communication, interpersonal, government relations, and presentation skills required.

Compensation and Benefits

The compensation range for this position is up to \$180,927, depending upon qualifications and experience. SPU offers a competitive benefits program including medical and dental insurance coverage and participation in the Public Employee Retirement Association (PERA). Reimbursement of relocation expenses is negotiable.

Application and Selection Process

Qualified candidates please submit your cover letter and resume online by visiting our website at:

<https://bakertilly.recruitmenthome.com/postings/2837>

This position is open until filled; first review of resumes occurs on March 19, 2021. Following this date, applications will be screened against criteria outlined in this brochure. For more information, please contact Sharon Klumpp at sharon.klumpp@bakertilly.com or 651-223-3053, or Patty Heminover at patty.heminover@bakertilly.com or 651.968.7841.

For more information about SPU, see its website at <https://shakopeedutilities.com>

Information about the City of Shakopee is available at <https://www.shakopeedmn.gov/>

Shakopee Public Utilities is an Equal Opportunity Employer.



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