

Robert A. Museus
636 E. Waterford Drive
Beloit, WI 53511

August 28, 2013

Ms. Sandi Bolser, City Clerk
City of Bunnell
1769 East Moody Blvd
Bunnell, FL 32110

Email: sbolser@bunnellcity.us

Subject: City Manager Position

Dear Ms. Bolser:

Thank you for the opportunity to present my resume for consideration in the selection of a City Manager for the City of Bunnell. I believe that the knowledge, abilities and skills I have developed through my service in municipal management will be of benefit to the community, and I look forward to putting my talents to work for its citizens.

I have extensive experience in municipal budgeting, economic development, infrastructure development and maintenance, and intergovernmental cooperation. I am a consensus builder, both within the organization and the community, who develops team work through planning, establishing defined goals and objectives, and open communications.

By working with city councils to set long term community goals, and working diligently to associate costs with the benefits received, I have played an important role in reducing or stabilizing the property tax rate in each of the communities I have served.

I supervised preparation of new community master plans for the City of Hugo and the Town of Beloit, as well as a complete revision of the City of Hugo's zoning ordinance.

I managed the Tax Increment Financing Districts for the Cities of Rushford and Hugo, Minnesota, and implemented a gap financing plan for the City of Rushford's TIF District to bridge a period when its revenues did not meet debt service needs.

After years of declining sales, I returned the City of Rushford's municipal liquor store to profitability.

I negotiated amicable changes to benefit plans with both the police and fire unions for the Town of Beloit, resulting in a thirty percent reduction in health insurance costs.

I have developed substantial skill in creating and managing economic development programs, and a history of administering successful projects. I am a graduate of the Michigan Economic Developers Course and I have attended additional training on

business retention and expansion, economic development credit analysis, development marketing and business site selection.

The main street improvement program I managed for the City of Rushford received two, consecutive, first place awards in the Governor of Minnesota's community development program.

I supervised the development of a successful industrial park in the City of Hugo, negotiated a municipal boundary adjustment for the City of Rushford with a neighboring city to allow expansion of the city's major employer, and administered numerous economic development projects creating jobs and tax base, from a bowling alley to a forty million dollar air distillation plant.

Some of my efforts to improve organizational management include writing personnel policies, administering performance review systems, improving internal reporting, and implementing new accounting software. I introduced priority based budgeting to the Town of Beloit.

Past boards and councils that I have worked for have rated my most significant personnel management traits as honesty, integrity, loyalty, solid analytical and organizational skills, and direct, easy to understand communications.

Enclosed is a completed application form, my resume, and a list of references. Please let me know if you require anything else.

I look forward to discussing this opportunity with you.

Sincerely,

Robert A. Museus

Robert A. Museus

636 E Waterford Drive
Beloit, WI 53511

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ramuseus@netscape.net

SUMMARY

Professional municipal manager with over twenty-five years experience successfully planning, organizing, directing, staffing, coordinating, resourcing and budgeting local government organizations. A strategic, innovative and value driven thinker who creates teams and effectively implements programs and projects. Proven abilities in:

- Community Planning
- Economic Development
- Human Resource Management
- Policy Development
- Utility management (sewer, water, electric)
- Financial Analysis and Planning
- Project Management
- Contract Negotiations
- Public Relations
- Governance and Conflict Resolution

LOCAL GOVERNMENT MANAGEMENT EXPERIENCE

Town Administrator, Town of Beloit, Wisconsin

2003 - 2011

The Town of Beloit is a twenty-seven square mile urbanizing township located in the interstate 90 corridor, bordering the Illinois state line. The Town provides its 7,500 residents with general governmental programs, as well as community development, sanitary sewer, fire and rescue, ambulance, municipal court, police, roads, and park services.

Duties and Responsibilities as Town Administrator:

- Assist the Town Board in developing and implementing government programs and services.
- Communicate Town programs, objectives and goals to the public.
- Prepare and implement organizational policies, programs and procedures.
- Prepare and administer annual operating and capital improvement budgets.
- Supervise department heads.
- Maintain effective relationships with state and local agencies.
- Manage human resources (including union negotiations).
- Prepare and implement community development program.
- Serve as Community Development Director

Achievements

- Improved management and control of municipal departments and developed team spirit among department heads.
- Eliminated the town's annual operating deficit and created an operating reserve without raising taxes.
- Reduced employee health care costs by thirty percent.
- Negotiated a very public and divisive border agreement with a neighboring municipality.
- Managed the preparation of the community's smart growth plan.

- Coordinated the development of over one hundred million dollars in new industrial development.
- Planned and prepared financing plan for a new Town industrial park.
- Supervised construction of a new police administration building and a new fire station.
- Led a consortium of communities in preparing regional storm water management plans.
- Led community response to, and recovery from, major flooding of the Rock River
- Obtained over two and one-half million dollars in state and federal grants for park and road improvements.
- Implemented a new, integrated financial software package that provided a clear and transparent picture of the Town's financial operations, supported effective decision making, improved operator efficiency, and integrated management and administrative processes.

City Manager, City of Swartz Creek, Michigan**2000-2002**

Swartz Creek is a fully developed suburb in the Flint metropolitan area with a population of 5,000.

Duties and Responsibilities as City Manager:

- Manage the operations of the municipality in accordance with the city charter.
- Supervise all departments, agencies and offices of the city to achieve goals within available resources.
- Plan and organize workloads and staff assignments.
- Provide leadership and direction in the development and implementation of short and long range plans.
- Gather, prepare and interpret data for studies, reports and recommendation.
- Coordinate municipal activities with other agencies as needed.

Achievements

- Prepared and implemented a new organizational plan for finance and administrative departments.
- Prepared funding plan and supervised construction of a new city hall.
- Coordinated trafficability and appearance improvements to the city's main street.
- Supervised development of a new strip mall.
- Implemented new financial management software to improve the city's financial management and utility billing

City Administrator, City of Hugo, Minnesota**1992-2000**

The City of Hugo is a thirty-six square mile, third tier, rapidly growing suburb in the Twin Cities Metropolitan Area. Population 6,000.

Duties and Responsibilities as City Administrator:

- Provide leadership and direction in the development of short and long range plans.
- Gather, interpret, and prepare data for studies, reports and recommendations.

- Coordinated department activities.
- Communicate official plans, policies and procedures to staff and the general public.
- Assure that all city functions were performed within budget; monitor revenues and expenditures to assure sound fiscal control.
- Administer annual operational and capital improvement budget
- Coordinate and prepare staff reviews on land use applications for the Planning Commission.

Achievements

- Planned, organized and supervised the preparation of the community's master plan.
- Organized and coordinated preparation of utility service plans.
- Coordinated review and approval of housing developments creating over one thousand new home lots.
- Planned, prepared and implemented a successful Tax Increment Financing District and city industrial park generating industrial development, expanding tax base, and creating jobs.
- Planned and implemented a dynamic street maintenance program that brought the community's streets and roads to a high standard of repair and maintenance.
- Wrote the City's ordinance for the regulation of automobile recycling yards, which was adopted as the official model of the Minnesota Pollution Control Agency.

City Administrator, City of Rushford, Minnesota

1984-1992

The City of Rushford is a rural, full service, home rule charter city located in south-east Minnesota, with a population of 1,500.

Duties and Responsibilities as City Administrator

- Supervise all city departments, programs and activities, including electric, sewer and water utilities, municipal airport, liquor store (on and off-sale), library, community center, swimming pool, street department, volunteer fire department, police department, ambulance service, and an extensive dike system.
- Prepare long term financial plans.
- Communicate Town programs, objectives and goals to the public.
- Prepare and implement organizational policies, programs and procedures.
- Prepare and administer annual operating and capital improvement budgets.
- Negotiate service contracts with neighboring local government units for shared services.

Achievements

- Planned, organized and implemented a successful economic development program that generated more jobs in the community than there were residents.
- Provided leadership, coordination and financial planning for a successful downtown redevelopment program that reinvigorated commercial activity and improved community appearance.
- The City was awarded two, consecutive, first place awards in community development by the Governor's of Minnesota during my period of service.

- Sparked redevelopment of a historic wagon works building into senior citizen apartments.
- Provided leadership and coordinated construction of the Root River State Trail through the city.
- Organized redevelopment of the city's rail road depot into a tourism center.
- Obtained grant funding for major improvements to community parks.
- Implemented state pay equity requirements.

OTHER PROFESSIONAL EXPERIENCE

Major, Minnesota National Guard, Retired

Twenty years of military service in a broad range of leadership and staff positions, including service as the assistant manager of the U.S. Military Community, Crailsheim, West Germany, with responsibility for personnel, administration, U.S. Consulate liaison, public relations, managing the annual community carnival, and special projects. As the Mobilization Plans Officer for Camp Ripley, Minnesota I assisted in preparing plans to expand the functional capacity of the post in times of emergency as well as programming and monitoring unit training for compliance with directives.

Served as a member of the Minnesota National Guard Administrative Review Board which conducts hearings on appeals filed by soldiers receiving discharges for violation of regulations.

Service on Boards and Commissions

Served on many regional and state boards and commissions related to the management and administration of local government, and in the promotion of municipal services, including fire, ambulance and 911 services, road, rail and air transportation planning, community planning and economic development. I served in leadership roles as President of the Root River Trail Towns Tourism Association and as Secretary /Treasurer of the Southeast Minnesota League of Cities.

Participant in the International City/County Management Exchange Program with East Northamptonshire, England.

EDUCATION AND TRAINING

Master of Arts in Public Administration, Hamline University, St. Paul, MN

Bachelor of Arts, History, University of Minnesota, Minneapolis, MN

I routinely participate in seminars and other educational opportunities to maintain enhance and expand my skills, especially in the areas of human resource management, community planning and administration, economic development, environmental regulation, and local government finance. Some of the significant training programs I have undertaken include:

- Planning & Zoning Officials Course, League of Minnesota Cities
- Michigan Economic Development Course, Western Michigan University

- Advanced Command & General Staff Training for the National Incident Management System, Federal Emergency Management Institute
- Project Management Course, University of Wisconsin-Madison

RECOGNITION

International City/County Management Association Credentialed Manager

25 Year Service Award, International City Management Association

Listing in Marquis Who's Who in the Midwest and Who's Who in America

Military awards include the Meritorious Service Medal with Oak Leaf Cluster, the Army Commendation Medal with Oak Leaf Cluster, the Army Achievement Medal and various other service recognitions, including a top secret security clearance.

PROFESSIONAL AFFILIATIONS

- International City/County Management Association
- Wisconsin City/County Management Association
- Labor and Employment Relations Association, Wisconsin Chapter
- Wisconsin Public Employer Labor Relations Association

Robert A. Museus
REFERENCES

1. Bob Harris, Retired Personnel Director, Beloit Corporation
1605 E Williams Drive
Beloit, WI 53511
(608) 365-0225 (home)
Email: rharris@charter.net

Mr. Harris served for many years as the Chairman of the Town of Beloit Planning Commission, and is currently the Chairman of the Town's Police and Fire Disciplinary Review Board. We have worked together in a professional capacity for almost eight years and he is well aware of my abilities in preparing staff reports, performing analysis and assisting government boards & committees in performing their functions.

2. Karry DeVault, Town Clerk, Town of Beloit
401 Comfortcove St.
Orfordville, WI 53576
(608) 364-2980, ext. 14 (work)
Email: kdevault@town.beloit.wi.us

Ms. DeVault has been the Town Clerk since before my arrival in the community and we worked closely on an almost daily basis since 2003.

3. Greg Galler, Judge, Washington County, Minnesota
Washington County Government Center
14949 62nd Street North
P.O. Box 3802
Stillwater, MN 55082
(651) 430-6356 (work)
Email: unknown

Judge Galler was hired as the City Attorney for Hugo shortly after my appointment as the City Administrator. Greg and I worked closely together on many projects and were in contact at least weekly for more than seven years.

4. Richard Abrams, Retired General Motors Employee
5352 Greenleaf Drive
Swartz Creek, MI 48473
(810) 635-9224
Email: rabrams@cityofswartzcreek.org

Mr. Abrams was a City Council Member when I was appointed as City Manager of Swartz Creek, and later served as the community's Mayor.

5. William Henderson, Attorney
416 East Grand Avenue
Beloit, WI 53512-0777
(608) 365-6614
Email: wt.henderson@sbcglobal.net

Mr. Henderson serves as the attorney for the Town of Beloit.

