City of Carroll

112 E. 5th Street Carroll, Iowa 51401-2799 (712) 792-1000 FAX: (712) 792-0139

MEMO TO: Honorable Mayor and City Council Members

FROM: Laura A. Schaefer, Finance Director/City Clerk

DATE: August 4, 2016

SUBJECT: City Manager Finalists and Interview Date

Application deadline for the city manager position was July 15, 2016. Of the applications received, Bill Moulder & Associates has recommended to interview the following four candidates, in alphabetical order and résumés attached:

- Joseph Gaa
- David Haugland
- Michel Pogge-Weaver
- Stephen Rasmussen

Bill Moulder & Associates has also recommended Tuesday, August 23, 2016 as the date to conduct interviews with a "meet and greet" reception on Monday, August 22, 2016 after the Council meeting.

Bill Moulder plans to attend the Council meeting to discuss this process and answer any questions you may have.

RECOMMENDATION: After discussion, Council approval to interview Joseph Gaa, David Haugland, Michel Pogge-Weaver and Stephen Rasmussen on August 23, 2016, for the city manager position.

1304 Armory Avenue
Chariton, IA 50049
June 24, 2016

Mayor and City Council
City of Carroll
112 E. 5th Street
Carroll, IA 51401

Dear Mayor and City Council Members:

I am writing in response to your announcement for the position of City Manager in Carroll, Iowa. I have attached a resume in which I believe you will find my experience and education to be a good fit for the position. My career has been a mixture of management positions in the field of public administration. In each position, I have developed new skill sets that have built upon previous experiences and helped mold me into a hands-on, strategic manager who likes to work and takes pride in what I do.

I am currently the City Manager in Chariton, Iowa, population 4,320. Having been a Main Street Iowa community for four years, a downtown revitalization effort is in full swing. A shortage of quality housing has meant that a great deal of my time has been spent in evaluating options in the development of single and multi-family housing units. While recovering from a significant budget deficit for the past several years, a major role (and challenge) is to address aging infrastructure issues, with streets and sewers being the most notable. In spite of financial challenges, over the past two years three road/bridge projects have been completed, a sewer infrastructure project is in progress, a downtown façade master plan is nearing completion and a new taxiway at the airport just opened. Trail development and walkable neighborhoods are also high priorities. Chariton is an example of a rural community that has experienced stagnation in growth for the past several years, but is in an upswing that will build a brighter future.

Prior to arriving in Chariton, I served as the City Administrator in Woodbine, Iowa, a rural community in western Iowa with a population of 1,500. I was the first to hold the position of full-time city administrator. During my time in Woodbine, a Main Street Iowa community, a major downtown revitalization took place. A facade master plan was completed, new businesses opened their doors, 20 upper story housing units were added or renovated, several "green" initiatives were explored and implemented, and the planning stages for a streetscape beautification project was launched. Outside of the main street district, there were two manufacturing expansions, implementation of a streets asphalt overlay program, financial and engineering planning for street and bridge reconstruction projects, and two multi-family duplex housing projects. Working together as a community and with effective partnerships, the City of Woodbine is proving that rural America can still thrive and grow.

Prior to my positions in city management, I served as the Parks Administrator in Sebastian County, Arkansas, population 120,000. During that time we saw successful growth and development in the county park system with many plans in place for future development. A major achievement was developing, implementing and completing a comprehensive strategic

planning process. That plan led to a facility master plan, which led to an aquatics feasibility study, which ultimately led to the construction of a $12 million aquatics facility that opened in May 2015. I also oversaw several operational changes which included balancing the golf course budget and operating in the black for the first time in three years. A focus on turf management also made the athletic fields more desirable and more heavily used for leagues and tournaments, thus increasing local economic impact. All of the changes were made with minimal additions in personnel and with a focus on maximizing efficiency.

In reviewing the requirements listed in the position announcement, I was comforted by the fact that I have experienced those opportunities in past positions. I have learned to maximum city funds as well as the importance of securing outside funding. I have experience in leading a staff to provide quality services with limited resources. I look forward to the opportunities that Carroll will bring while being able to continue my career. While my career path has been a variety of experiences, they have led to the level I aspired for many years ago, that of city management. As a university student I set a goal and have achieved it, albeit on a less than direct path. With experience as an administrator under my belt, I now aspire to maintain the position in a larger city. I believe that Carroll is a perfect fit for that goal and I would look forward to spending several years there. In regards to the desired skills outlined in the position announcement, I have highlighted some of my relevant experiences.

Financial Management

- Responsible for a $8-9 million operating budget as a City Manager in Chariton
- Responsible for a $3-4 million operating budget as a City Administrator in Woodbine
- Responsible for a $2-3 million operating budget as a department head
- Experience in short range and long range capital improvement planning
- Experience with municipal bonding procedures
- Experience in researching, writing, securing, and administering grants

Human Resources

- Oversight of departments- police, public works, and utilities (electric, gas, water, and waste water)
- Responsible for collective bargaining and contract negotiations
- Experience in creating employee evaluation procedures
- Experience in re-writing personnel and policy manuals
- Experience in writing job descriptions and creating salary classification systems

Long Range Planning

- Developed a streets asphalt overlay program
- Planning and oversight of street and bridge improvement projects
- Experience in planning and zoning administration
- Oversight of two downtown façade master plan projects
- Development of several capital improvement plans and projects
- Designed and implemented a comprehensive parks strategic planning process to include a facility master plan and an aquatics feasibility study

Economic Development

- Experience in working with Tax Increment Financing
- Experience working with community economic development entities
- Experience with housing development and improvement projects
- Experience in downtown revitalization projects and programs
- Experience working with private entities on projects to promote economic growth

Communication/Building Relationships/Community Relations

- Experience supervising and motivating department heads and working with boards
- Experience in teambuilding and developing rapport and trust within working environments and the community
- Strong belief that city managers should live in the city where they work
- Experience in creating effective partnerships to provide affordable services

I trust that you will find that my qualifications align well with the duties of this position. I am available to discuss the position further at your convenience. My telephone number is 641-208-1012. I look forward to hearing from you soon.

Sincerely,

Joseph A. Gaa

Joseph "Joe" A. Gaa

1304 Armory Avenue
Chariton, IA 50049
Telephone: 641-208-1012
Email: joegaa1@hotmail.com

Education

Northwest Missouri State University
BS in Public Administration/Criminal Justice, July 1999
MS in Recreation Management, July 2004

Professional Experience

City of Chariton, Iowa, 3-2014 to present
City Manager (Current Salary- $83,000)

- responsible for annual operating budget of $8-9 million
- formed a housing task force to evaluate potential subdivision sites
- oversight of a 12-unit duplex project to include funding, site acquisition, and construction
- administration of the design, planning, and construction phases of a façade master plan
- oversight of a downtown upper story housing rehab project
- oversight of road and bridge reconstruction projects
- development of a capital improvement plan for street improvements
- oversight of a $1.5 million CDBG sewer and storm water separation rehab project
- initiated nuisance abatement process to address dilapidated houses and buildings
- developed an annual asphalt overlay program for residential streets

City of Woodbine Iowa, 12-2010 to 2-2014
City Administrator/Public Works Director (Ending Salary- $70,000)

- served as chief administrative officer of a small city with a population of 1,500
- responsible for overall finance, budgeting, human resources, and economic development activity
- responsible for an annual operating budgets of $3-4 million
- oversight of several infrastructure improvement projects
- coordination of a downtown revitalization project
- member of steering committee to create a new recreation and wellness complex
- reviewed and edited city administrative code
- created new personnel policies and procedures including collective bargaining negotiations
- responsible for grant writing and administration

Sebastian County Parks Department 3-2008 to 7-2010
Parks Administrator (Ending Salary- $48,000)

- director of a 3 park system with 1800 total acres and 27 employees, which included a 1,200 acre regional park and a 27-hole golf course
- served as public relations/media relations/marketing representative for the department
- supervised two park rangers with duties in visitor assistance, public relations and enforcement
- analyzed all operations and implemented improvements in effectiveness and efficiency
- re-structured golf course personnel and refined operating budget in an effort to break even for the first time in three years

- designed and implemented a comprehensive strategic planning process, including a facility master plan and an aquatics feasibility study
- re-structured contracts and financial reporting system with sports associations and commercial recreation vendors
- began dialogue with various public and non-profit agencies to create partnerships and reduce duplication of services
- developed a comprehensive equipment maintenance and replacement plan

University of Arkansas, 8-2005 to 5-2008
Graduate Assistant Instructor of Recreation/Doctoral Student (Ending Salary- $30,000)
- taught 6-9 hours of courses each semester
- enrolled in 9 hours of courses each semester
- academic and career advisement of undergraduate students
- advisor of Recreation Majors Club
- oversaw implementation of recruiting and retention program for recreation

Northwest Missouri State University, 1-2004 to 7-2005 (Ending Salary- $30,000)
Coordinator of Volunteerism and Service Learning, 1-2005 to 7-2005
- worked with faculty to implement service learning throughout university curriculum
- programming and event management of student volunteerism programs
- grant administration and writing
- associate advisor, Northwest Peer Educators

Adjunct Instructor of Recreation, 8-2004 to 5-2005
- instructor of recreation courses and a pilot program in student leadership
- academic and career advisement of students

Graduate Student/Teaching Assistant, 1-2004 to 8-2004
- full-time graduate student
- assisted with instruction of recreation courses
- designed a pilot program for a series of courses in student leadership

Pony Express Council, Boy Scouts of America, 3-2000 to 12-2003
District Executive (Ending Salary- $35,000)
- responsible for fundraising, membership, volunteer management, budgeting, marketing and event planning for a five-county district
- coordinator of first all council camping activity
- summer camp business manager responsible for overall operations of a 400-acre camp
- cub scout camping program advisor

Northwest Missouri State University, 10-96 to 3-2000
Campus Safety Officer/Community Relations Officer (Ending Salary- $22,000)
- implemented and administered a community policing program in a university setting

Community Involvement Experience

Chariton Rotary Club, 2014-present, Board Member since July 2015

Woodbine Optimist Club, 2010-2014

Young Emerging Leaders- Fort Smith, 2008-2010

Maryville Host Lions Club, 2000-05

Eagle Scout, Boy Scouts of America

Professional Affiliations

Iowa City/County Management Association, since 2011

International City/County Management Association, since 2014

Arkansas Recreation and Parks Association (ARPA), 2006-2010
- President, 2010-11
- President-elect, 2009-10
- Board Member, 2007-09
- Northwest District Representative, 2006-07

National Recreation and Parks Association (NRPA), 2003-2010
- Southwest Regional Council, Advisory Board Member
- Accreditation Visitor, National Council on Accreditation

References

Mr. Bill Hutcheson
Former Mayor
City of Woodbine
903 Lincoln Way
Woodbine, IA 51579
712-647-2259
bdhutch@iowatelecom.net

Mr. Noel Sherer
Former City Council Member
City of Woodbine
22-13th Street
Woodbine, IA 51579
712-647-2168
sherers3@hotmail.com

Mr. Roger Kenkel
Past-President
Woodbine Main Street-Chamber
510 Lincoln Way
Woodbine, IA 51579
712-647-3375
rogerk@ftnsbank.com

Dr. Jackie Thomsen
Past- President
Woodbine Betterment Group
410 Ely Street
Woodbine, IA 51579
712-647-3444
drjt1@windstream.com

Mr. Denny Bisgard
City Council Member
City of Chariton
605 N. 5th Street
Chariton, IA 50049
641-774-8298
d.bisgard@mchsi.com

Mr. Roger Manser
Mayor
City of Chariton
309 N. 13th Street
Chariton, IA 50049
641-774-8673
rjmanser@iowatelecom.net

709 Sagamore Rd
Excelsior Springs, Missouri 64024

July 14, 2016

Mr. William Moulder
Moulder & Associates LLC
3702 S.W. 32nd Street
Des Moines, IA 50321

Dear Mr. Moulder,

The opening for a City Manager in Carroll, Iowa, is of great interest to me, and I would like to be considered for the position.

For the past almost nine years I have served as the City Manager of Excelsior Springs, Missouri. In reviewing the information posted for this position in the ICMA Newsletter, I feel that I can bring many of the skills the City of Carroll is looking for in their next City Manager. Early this year I lead my Council through a goal setting session along with my department heads, and out of that one of our main goals centered on economic development. Even though we have had numerous new developments and several redevelopments within the community, economic development stayed at the top of our priority list. I have also been involved in numerous capital improvement projects from which I can bring to Carroll the experience and ability to manage from inception, to design, and on through construction. Over the past twenty years I have been involved in well over $100 million in public projects ranging from utility work, to transportation, new public facilities, to recreational and other quality of life improvements. A number of these projects wouldn't have taken place had we not been able to reach consensus with others.

I believe that I can bring the leadership attributes, personal characteristics and management expertise that the City of Carroll is looking for in its next City Manager. In a previous position I worked closely with the local economic development council and we were very successful in growing the economic tax base of the community, and I have worked closely with the school districts and other area communities in my last several positions. I have a good working knowledge of municipal budgeting, debt management, tax increment financing and the use of donations through fundraising. I have also been actively involved in all of the communities I have served over the years, and I have had a long term commitment to each of my last two communities. I can also bring to Carroll the ability to look at issues from the thirty thousand foot view, but also understand that good old common sense is valuable tool as well.

In a time when transparency is vital in local government, I want to inform you, the Mayor and City Council of Carroll that I resigned my position as City Manager from Excelsior Springs back on June 10, 2016. My Mayor and City Council asked to meet with me. When I came into the room my Mayor stated that he and the City Council wanted to make a change in the City Manager position. He went on to say that if I was willing to resign, they would give me a six month severance. My contract only called for three months. I had witnessed the political climate changing with the last several elections. I knew they had made up their mind so I resigned.

I believe my credentials qualify me as a candidate for the Carroll City Manager position. I have enclosed a resume which gives more detailed information concerning my education and work experience.

If you need additional information, please advise me. I trust that my application will remain confidential.

Sincerely,

David Haugland

Enclosure

DAVID L. HAUGLAND
709 Sagamore Rd
Excelsior Springs, MO 64024

(515) 231-6524, cell
dhaugland@yahoo.com

EDUCATION:

Iowa State University, Ames, Iowa
Master of Public Administration, May 1988

Buena Vista College, Storm Lake, Iowa
Bachelor of Arts, May 1984
Major: Political Economics

PROFESSIONAL EXPERIENCE:
August 2007 to June 2016

CITY OF EXCELSIOR SPRINGS, Missouri
Position: City Manager

Excelsior Springs is a vibrant historic community located 30 minutes north of downtown Kansas City. The City provides a full range of services to a general population of 11,500. The City of Excelsior Springs has a $22 million operating budget and a capital improvements budget of over $25 million and 115 full time employees.

Currently the City is in the final stages of constructing a new $18 million Community Center, completing over $35 million of improvements to the City's water and wastewater system and just finished a joint project with The Missouri Department of Transportation to replace two bridges and reconstruct a city street near our historic downtown district for $7 million. We are also working to become a Community for All Ages through Mid America Regional Council.

Other management accomplishments include numerous street improvement projects, construction of a new animal control center, reconstruction of airport runway as a joint project with MODOT Aviation, new parks and trails, master plan for the City, recodification of ordinances, redevelopment of the historic Elm Hotel and Spa, new housing project in the downtown, improvements to the golf course, restructuring of city staff and improved relations between the City Manager's office and Council.

April 1996
To August 2007

CITY OF NEVADA, Nevada, Iowa
Position: City Administrator

Nevada located in central Iowa; five miles east of Ames, Iowa; on U.S. Highway 30 provided a wide compliment of services to a general population of 6,658 The City of Nevada served as the county seat for Story County. The City of Nevada had a total budget of $20.2 million and 40 full time employees.

During my time with the City we updated the Code of Ordinances; developed a 58-acre recreation/athletic complex, which had an estimated price tag of $10 million of which $5.3 million was raised in private funds; and also adopted a new Comprehensive Land Use Plan including new zoning and subdivision regulations.

The City of Nevada experienced tremendous growth during my eleven and a half years. There were 228 new housing starts totaling $29.1 million; $66.8 million in new non-residential; and $8.25 million in additions, alterations or conversions. The City's population base increased by 10.8%.

As a member of the management team, we completed over $50 million in new capital projects. These projects include a new aquatic center; 50 acre business park; utility extensions into new commercial, industrial and residential areas; numerous street, parking and bridge improvements; storm sewers; wastewater treatment expansion; new water treatment facility; SCORE 4-Plex; SCORE Pavilion; downtown revitalization project; complete renovation of the interior of community center; and other recreational opportunities including new soccer fields and bike trails for our residents. Several of these projects were done in cooperation with Story County, the Nevada Economic Development Council or private developers.

Other management accomplishments include restructuring of city staff; staff development; conducting a national search for a new fire chief and police chief; improved relations with the council; served as a committee member which initiated a leadership program which is now in its eighth year; and served as a committee member for a visionary total community development initiative.

April 1993 to April 1996

CITY OF BETHANY, Bethany, Missouri
Position: City Administrator

Bethany located midway between Des Moines, Iowa; and Kansas City, Missouri; on Interstate 35 provided full city services to a general population of 3,000. The City of Bethany served as the regional business center for northwest Missouri and southwest Iowa, and is the county seat of Harrison County. The City of Bethany had 43 full time employees and a $5.7 million operating budget. During this time we worked on updating the airport master plan; initiated and gathered community support for a comprehensive capital improvements program; established a new 27-acre industrial park; and worked with several developers on residential and commercial subdivisions.

Other management accomplishments included completion of a 7 mile raw water transmission line and pump house from a new 280 acre county lake; development of new contracts for electrical and gas utilities; restructuring of city staff; staff development; implementation of a comprehensive safety program; and improved relations with the community.

January 1988 to April 1993

CITY OF WILTON, Wilton, Iowa
Position: City Administrator

Wilton located midway between Iowa City and the Quad Cities provides jobs in the commercial and industrial sectors to over 1,900 people. Population 2,577; $1.5 million budget. During the five year tenure as city administrator an aggressive capital improvements program promoted growth throughout the community.

Projects included: 60 blocks of curb and gutter; storm sewer and street improvements; downtown revitalization; new water treatment facility; and expansion of wastewater treatment facility. Other management accomplishments include the establishment of a tax increment finance district; securing a state grant and county participation for road improvements to existing industries and a new 30-acre industrial park; and implemented programs for employee safety and voluntary recycling.

PROFESSIONAL ORGANIZATIONS: International City Management Association
Missouri City Management Association
National Public Employer Labor Relations Association

OTHER ORGANIZATIONS: Scoutmaster Troop 309 Excelsior Springs and past Committee Chair
Excelsior Springs Chamber of Commerce, Past Board Member and Chair
Midwest Public Risk, Past Board Member and Chair
Excelsior Springs Rotary Club, past Board Member and President
Clay County Economic Development Council, Task Force Member
Iowa City Management Association, Past President

REFERENCES:

Mr. Carl Ramey, First Vice President Public Finance
Stifel Nicolaus & Company Incorporated
One Financial Plaza
501 North Broadway
St. Louis, Missouri 63102
(314) 342-2242

Mr. Brian Garvey, AIA LEED AP
SFS Architecture
2100 Central St. Suite 31
Kansas City, Missouri 64108
(816) 474-1397

Mr. Bill Severns, Client Liaison
Shafer, Kline &Warren, Incorporated
11250 Corporate Avenue
Lenexa, Kansas, 66219
(913) 544-5878

Mrs. LaVon Schiltz, Executive Director
Nevada Economic Development Council
516 K Avenue
Nevada, Iowa 50021
(515) 382-1430

Mr. Robert Josten, Bond Counsel
Dorsey and Whitney
801 Grand Avenue
Des Moines, Iowa 50309
(515) 283-1000

Salary History for David Haugland

2007	$95,000
2009	$115,500
2011	$121,550
2013	$124,268
2015	$125,634
2016	$128,146

MICHEL J. POGGE-WEAVER

712 11th St N
Benson, MN 56215
612-998-3349

July 10, 2016

City of Carroll, Iowa
Mayor Jensen and Carroll City Council
112 E 5th Street
Carroll, IA 51401

Re: Carroll – City Manager

Dear Honorable Mayor Jensen and the Carroll City Council:

I am writing today concerning the City Manager position with Carroll. Attached please find a copy of my resume as requested.

I have spent the past 16 years in public service including working for the City of Ankeny, Iowa, the City of Stillwater, Minnesota, and now Swift County, Minnesota. These positions have exposed me to range of experiences including economic development, infrastructure planning, and community engagement to name a few. At Swift County I have gained valuable experience working as a manager in a small organization that requires wearing a number of job "hats" that will suit me well in Carroll.

Some of my accomplishments that will be useful in Carroll include:

- Developed three annual budgets with a 2016 total budget of $21 million and remained under budget with a surplus at the end of each year I have been at Swift County.
- Improved Swift County's overall cash on hand and board communication that resulted in Standard & Poor's assigning an increase to the County's bond rating one step to AA-.
- Was successful in receiving a $4.95 million state grant that will extend fiber to the premise to every property that is unserved or underserved with internet in the summer of 2016.

Having grown up in Fort Dodge and now with a three year old daughter, my family would like to find an opportunity that would allow us to come home to central Iowa. Carroll is the perfect opportunity for this.

I am looking forward to hearing about your vision for the future of Carroll as well as the opportunity to have a more in depth discussion of my qualifications and experience in an interview. Feel free to contact me at 612-998-3349 or via e-mail at mpogge@gmail.com. Thank you for your time and consideration.

Sincerely,

Michel "Mike" J. Pogge-Weaver

Attachments: Resume

MICHEL J. POGGE-WEAVER

712 11th St N
Benson, MN 56215
612-998-3349 Home – 320-314-8399 Office
E-Mail: mpogge@gmail.com

OBJECTIVE

To achieve excellence in local government management by providing efficient and effective methods of completing service objectives and meeting the stated goals of the Community.

SUMMARY

16 years of professional experience in local government public affairs and community development. Specific experience in governmental budgeting, human resource management, labor management, intergovernmental affairs, urban planning, public relations, tax increment financing programs, economic development, project management, business assistance programs, contract administration, transportation, and grant programs.

EDUCATION

Masters of Arts, Hamline University, St. Paul, MN, May 2010
Public Administration

Bachelor of Science, Iowa State University, Ames, IA, May 2000
Community & Regional Planning and Political Science, double major

PROFESSIONAL EMPLOYMENT

Swift County, Benson, Minnesota, February 2013 – Present

County Administrator. Serves as primary staff advisor to the County Board. Coordinates with department heads to formulate organizational goals. Develops and recommends policies and programs to the Board. Directs and manages human resource functions of the County. Directs, manages and evaluates the performance of department heads. Coordinates the development and implementation of the annual County Budget and it's corresponding goals, objectives and priorities. Responds and resolves difficult and sensitive citizen/community inquiries and complaints; explains and justifies County programs. Serves as official County spokesperson and responds to media inquiries; prepares and issues press releases. Represents the County in all labor negotiations and disputes.

Accomplishments: (1) Successfully moved the County to a self-insured health insurance plan in 2014. This was done while maintaining the same health plan design, holding health insurance rates flat at fully insured rates for the past three years, and building over $900,000 in health insurance premium reserves through the end of June 2016. (2) Successful in securing a $4.95 million boarder-to-boarder broadband grant (out of the $10.6 million available) from the State of Minnesota that will extend fiber to the premise to every underserved and unserved property in Swift County in 2016. (3) In April of 2016, Standard and Poor's assigned its AA- long-term rating to Swift County's series 2016A bonds, which was a one-step upgrade over the county's previous long held rating. S&P cited the County's increased cash reserves and improved communication to the board of commissioners as reasons for this increase. (4) Leading lobbing efforts to have the State of Minnesota use the closed but relatively new Prairie Correctional Facility in Appleton (located in Swift County) versus building a new prison elsewhere in the state. (5) Ended each budget year while County Administrator with positive cash flows.

City of Stillwater, Stillwater, Minnesota, May 2006 – February 2013
Community Development Department

City Planner. Responsible for various current and long range planning projects within the City. Review and evaluate site plans, rezoning requests, variances, design reviews, and other planning cases. Attend City Council, Planning Commission and Park & Recreation Commission meetings. Responsible for staffing the City's Heritage Preservation Commission. Work with the public on planning and various other inquiries. Developed various business assistance programs using TIF and tax abatement. Developed and worked within the department's budget. Work with the DNR and the three watershed districts in Stillwater on various shoreline, river, and other water quality matters. Worked on the update to the City's latest CIP. Supervise and direct the workload of summer interns. Assists the City Clerk with election activities and record retention.

Accomplishments: (1) Leading the implementation of a $1.1 million Downtown Beautification project. (2) Coordinating the City's effort to accommodate and complete the new Browns Creek State Trail through the City. (3) Completed a number of contract reviews between the City and various vendors resulting in substantial cost savings. (4) Completion of the 2030 Comprehensive Plan for the City of Stillwater. (5) Developed the City's first ever façade improvement loan program that has awarded over $300,000 in funds to 8 projects to date. (6) Successful in writing, receiving, and administrating a number of grants including 4 Minnesota Clean Water, Land and Legacy Amendment grants. (7) Developed and implemented a department record retention and management program. (8) Implementation of the City's Heirloom Home and Landmark Sites program. (9) Lead the City's efforts to adopt revised FEMA Digital Flood Insurance Rate Maps. (10) Serving on the City's health insurance committee that is researching ways the City can save on health insurance costs.

City of Ankeny, Ankeny, Iowa, October 2000 – May 2006
Community Development Department

Associate Planner. July 2004 – May 2006
I was responsible for all of the duties listed under Planner I. Assisted in the administration and enforcement of FEMA regulations.

Planner I. October 2000 – June 2004.
Responsible for various current planning projects within the City. Review and evaluate site plans, rezoning requests, board of adjustment cases, and right-of-way/public easement vacation requests. Insured private developments met applicable city ordinances. Reviewed development contracts and bonds related to private development of public infrastructure. Assisted the public by answering inquiries and explaining ordinances, codes, regulations and procedures related to planning and development. Coordinated the use of GIS in the Community Development Department. Supervised and directed the workload of summer interns.

Accomplishments: (1) Review and evaluated a number of development projects including over 1,000 residential lots and a number of commercial developments including a new Kohls Department Store, a new 36,000 sq ft state DOT office building, and over 400,000 sq ft of retail/office space. (2) Assisted in the planning of a 25-mile bike trail connecting Ankeny to four other communities north of Des Moines. (3) Updated the City's Aviation Airspace Protection Zoning Overlay District.

PROFESSIONAL EMPLOYMENT (CONTINUED)

Des Moines Area Metropolitan Planning Organization (MPO), Des Moines, Iowa,
May 2000 – October 2000

Transportation Planner. Worked on various transportation related planning activities for the MPO and the Central Iowa Regional Transportation Planning Alliance. Provided transportation planning support to various member governments. Worked to improve the MPO's use of GIS technology.

Accomplishments: (1) Developed and delivered a presentation to the State of Iowa Transpiration Commission on the need to improve State Highway 44. (2) Assisted in the development of a police call tracking database for Polk City Iowa.

INTERNSHIPS

City of West Des Moines, West Des Moines, Iowa, 1998-2000
Community Development Department

Planning Intern. Reviewed and evaluated board of adjustment cases, site plans, permitted conditional use permit requests, rezoning requests, and a right-of-way vacationing request.

Pro Map Corporation (PMC), Ames, Iowa, 1999-2000

GIS Specialist. Created digital maps from paper maps and descriptive text information; edited and annotated map data for county clients in Iowa, Missouri, and Minnesota.

City of Fort Dodge, Fort Dodge, Iowa, 1997-1998
Department of Planning, Community Development and Building Inspections

Planning Intern. Worked on routine daily planning projects. Gathered preliminary data to start work on rewriting the communities Comprehensive Plan. Worked with the Mainstreet Fort Dodge program.

ADDITIONAL WORK EXPERIENCE

City of Ames, Ames, Iowa 1998-1999
Ames Transit Authority (Cy-Ride)
Part-time transit driver. Provided safe rides in a courteous and friendly environment.

KVFD/KUEL(Kool 92) Radio, Fort Dodge, Iowa 1993 – 1997
Weekend On-Air Announcer. Broadcasted news, weather, sports and music.

Iowa Legislative Service Bureau, Des Moines, Iowa 1994 – 1994
Student Page. A legislative page for the Iowa Legislative Service Bureau during the 1994 session of the Iowa Legislature. Delivered legislative material to Iowa Legislators and other tasks as assigned.

CERTIFICATIONS/ACTIVITIES

- International City/County Management Association –Member
- Minnesota City/County Management Association –Member
- American Institute of Certified Planners – Certified Planner
- American Planning Association – Member
- Minnesota Chapter of the American Planning Association – Member
- Iowa Chapter of the American Planning Association – Member
    - Networking, Leadership, and Professional Development Co-Chair for the Iowa Chapter of the American Planning Association, 2003-2006
    - Received the Iowa Chapter of the American Planning Association's Leadership Award in 2006 for my work as a Networking, Leadership, and Professional Development Co-Chair.
- National Eagle Scout Association – Member
- Iowa State University Alumni Association – Member

RELEVANT PROFESSIONAL SKILLS

- Masters degree included course work in: Public Fiscal Management, Human Resource Management for Government, Labor Relations, Public Dispute Resolution, Organizational Theory, Administrative Law, Professional Ethics, and Foundations in Public Administration.
- Experience with the following operating environments: Windows, Windows Vista, Windows XP, and Macintosh.
- Experience with the following software packages: Microsoft Office including Word, Excel, PowerPoint, and Access, Corel Office including Paradox, ArcView 3.x/8.x/9.x, and Microstation J, Microstation Review.

REFERENCES

Available upon request

MICHEL J. POGGE-WEAVER

712 11th St N
Benson, MN 56215
612-998-3349 Home – 320-314-8399 Office
E-Mail: mpogge@gmail.com

SALARY HISTORY

Swift County, Benson, Minnesota, February 2013 – Present

County Administrator
Starting: $86,000 per year – Current: $101,067 per year

City of Stillwater, Stillwater, Minnesota, May 2006 – February 2013
Community Development Department

City Planner
Starting: $49,596 per year – Current: $65,004 per year

City of Ankeny, Ankeny, Iowa, October 2000 – May 2006
Community Development Department

Associate Planner – July 2004 – May 2006
Starting: $39,372 per year – Ending: $45,577 per year

Planner I – October 2000 – June 2004
Starting: $29,245 per year – Ending: $36,179 per year

Des Moines Area Metropolitan Planning Organization (MPO), Des Moines, Iowa,
May 2000 – October 2000

Transportation Planner
Starting: $29,000 per year – Ending: $33,000 per year

STEPHEN RASMUSSEN
3 Stortz Dr, B-12, Bloomington, IL 61701
Phone (573) 338-5800
Email tdyinc@gmail.com

William Moulder
Moulder and Associates

July 15, 2016

Dear Mr. Moulder,

Please consider this letter my official application for your advertised position of City Manager of Carroll, IA. Along with this letter you will find an up-to-date Resume and Salary History as per your request. While you will no doubt be getting this at the beginning of business on Monday the 18th, I hope that you will accept this as having met your Friday deadline. I just became aware of this wonderful opportunity and wanted to get this to you as soon as I could.

I am currently the Assistant in Bloomington, and while I am very happy here, my real passion is to actually be the City Manager. As you can see by my resume, I have been an Administrator in Iowa and would welcome the opportunity to get back to a mid-sized Iowa community again.

I am very excited about this opportunity and I would really like to contribute my character, energy and leadership experience in assisting the Staff, the Elected Officials, and the Residents of the City of Carroll As you can see by my attached resume, I was also recently the City Administrator of Jefferson City, Missouri, which is both the state capital and the county seat. Consequently, in addition to being intimately familiar with all aspects of municipal government, I am vary familiar with working with state and county government as well as other outside agencies and organizations on matters affecting cities.

I am a career professional dedicated to providing great public services and continuing quality of life improvement to my community. I am a Credentialed Manager through the International City/County Management Association, and I have served as the chief administrative officer in three full-service communities and an assistant in a fourth. Thus, I have the experience to help you provide the hi-quality customer-focused city services, high standards, and the team-oriented leadership that Carroll expects.

As you can also see from my attached resume, my experience in local government was preceded by military service. This experience bred in me a personality able to help lead a staff when necessary but still able to be fully subordinate to the Elected Officials. My style of leadership emphasizes team building and collaboration to help guide the community successfully. I fully understand and am very comfortable with executing the legislative and policy decisions of the Elected Officials and supporting their decisions.

As the Manager of Carroll, I would bring several key attributes that I think you and the Elected Officials will find attractive.

First, I am a good communicator, both in writing and orally. I taught English at the U.S. Military Academy at West Point, and am an honor graduate of the Defense Information School, which trains officers to be public information officers. I also taught Public Administration at Lincoln University in Jefferson City. Consequently, I work on good communications continuously.

Second, as a military officer, my specialty was operations and strategic planning.

This, along with my years as a city administrator, have honed my skills as a critical thinker and a detailed planner.

Third, my leadership skills in a career of service have developed the professionalism and diplomacy so necessary in dealing with the public and elected officials on a wide variety of complex and controversial issues.

Fourth, both as a base commander and a city administrator, I have had oversight of all departments, to include fire, police, large parks and recreation departments and fiance. In this last regard, I have developed and successfully executed over a dozen balanced city budgets. As a city administrator, however, I have really specialized in development and re-development and have overseen numerous large development projects.

And lastly, among the many things we do in local government, I would like to close here by highlighting my experience in facilities management. I have a degree in engineering, am an historic restorationist by hobby, and have supervised four different public works departments. As the base commander at Ft. Campbell, KY, for example, I supervised a public works department of nearly 1,000 workers. This was such a large force because, as a base commander, I was responsible for all real property on a 165 square-mile community. This included all family housing, all roads, sewers and utilities, a railway spur, and one of the largest airfields in the country.

If asked how I would likely be described by those I have worked with, they would say that I am mission focused. I work all the time to get the job done--on time, in budget, and satisfactory to all. Mayor John Landwehr, who hired me as city administrator in Jefferson City, said of me in a recent performance evaluation, that "Steve is 100% dedicated to the 'mission.' When focused on a goal he devotes all his energies to the task at hand." I would do the same for you and the City of Carroll.

Sincerely,

Stephen Rasmussen

STEPHEN RASMUSSEN

3 Stortz Dr. B-12
Bloomington, IL 61710
Phone: (573)338-5800
Email: tdyinc@gmail.com

EDUCATION:

BS	US Air Force Academy, Colorado Springs, CO	General Studies
MA	Syracuse University, Syracuse, NY	English
GRAD	US Army War College, Carlisle, PA	National Security
GRAD	Air War College, Maxwell AFB, AL	National Security
MA	Salve Regina University, Newport, RI	International Relations

CERTIFICATION:

Credentialed Manager, International City/County Management Association

SENIOR MANAGEMENT EXPERIENCE:

2014 --Present: BLOOMINGTON, IL—ASSISTANT CITY MANAGER

Serve as the second senior appointed official for a city of 79,000 residents. Act as city manager in the absence of city manager. Bloomington is part of the Bloomington-Normal metropolitan area and is the county seat of McClean County. It has a total of about 800 city employees at any given time and a total budget of about $200 Million. Assist city manager and elected officials in all aspects of municipal government but directly supervise the five operational departments: Public Works, Parks and Recreation, Community Development, The City Water Department, and Facilities Management.

Jun 2011- November 2014: INTERIM SOLUTIONS, LLC—EXECUTIVE VICE-PRESIDENT

Provided executive leadership and practical fieldwork to a company specializing in short-term municipal executive placements. Interim Solutions provides seasoned and experienced executives to immediately fill appointed vacancies in city governments. This includes City Managers, Directors of Public Works, Police Chiefs and all other department heads. This service provides cities the time for quality searches for permanent replacements while at the same time helping in the immediate completion of important projects.

Feb 2013-May 2013: FAIRVIEW HEIGHTS, IL—INTERIM CITY ADMINISTRATOR

Served as the senior appointed official for a city of 18,000 residents in the Metro St. Louis Area. Acted as the chief administrative assistant to the Mayor and as chief administrative officer of the City. Supervised all departments and was responsible to the Mayor and Board of Aldermen for the maintenance of all city-owned infrastructure. Prepared the annual city budget. Provided professional

leadership in carrying out the policies and objectives of the Board of Aldermen. Worked to develop older retail areas that had become dated and were being eclipsed by newer commercial areas in adjacent cities. Also managed the successful search for a permanent city administrator, thus saving the city the cost of an outside search consultant. Was not, however, from the beginning a candidate for this permanent position.

Feb 2006-May 2011: JEFFERSON CITY, MO—CITY ADMINISTRATOR

Served as the senior appointed official for the State of Missouri's Capital City, which operates under a Home Rule Charter form of government. Jefferson City is the home of the majority of state office facilities, is the county seat for Cole County, and has a population of 43,000 residents, but as the State Capital, a daytime population of perhaps twice that. The City has about 500 full-time and seasonal employees and an annual budget of about $65,000,000. Was responsible to the Mayor and City Council for the day-to-day operation of eight departments, which included a Public Works Department that had eight licensed P. E.s, a bus line and an airport, and was responsible for the hiring and dismissal of City employees. Also worked with State and County Officials to redevelop the old Missouri State Penitentiary site into a new historic and commercial district.

- Served on the Board of Directors of the Missouri City Managers Association.
- Assisted in flood management, and worked with the levee district and the Army Engineers.
- Managed the maintenance of all city-owned infrastructure, to include the waste water treatment plant, storm water management systems, streets and physical structures.
- Supervised the operation of a city bus line, the Jefferson City Airport, and the golf course.
- Was responsible to the Mayor and City Council for managing all city construction projects in a timely and efficient manner—to be on time and within budget.
- Was responsible for the development of a new Convention Center in the City.
- Helped establish a new Historic Downtown Restoration Program.
- Served on numerous coordinating committees with County and State officials.
- Oversaw an extensive Parks, Recreation, and green way trails system.

Feb 2002-Jan 2006: CITY OF OTTUMWA, IA—CITY ADMINISTRATOR

Was the senior appointed official for a city of 25,000 residents. Located astride the Des Moines River, Ottumwa, Iowa, is the largest city in Southwest Iowa and a regional hub for business, farming, shopping, and tourism, and is the county seat. Was responsible to the Mayor and City Council for the operation of all City departments, a regional airport and the regional landfill. As the Engineering Department had only one P. E., was required to provide considerable close management and supervision of engineering projects. Was also responsible for Southwest Iowa's largest park system, which contained four lakes and associated trails, camping facilities, and a municipal golf course.

- Was responsible for the design and construction of a $24 million regional conference center.
- Was directly responsible to the Mayor and City Council for the preparation and execution of the annual capital improvement plan.
- Prepared and hosted an annual strategic planning process for the Council and then executed the decisions made by the Council.
- Provided increased services with a constantly decreasing budget.
- Supervised the operation of the Joint City/County Landfill for the City and the County.

- Coordinated activities with the Chamber of Commerce, the Local College, and the County.

Apr 1999-Jan 2002: CITY OF MARYLAND HEIGHTS, MO—ASSISTANT TO THE CITY ADMINISTRATOR

Completed a military career in the US Army and took a position in city government as an assistant city administrator in a major St. Louis area suburb that had a population of 26,000 but a daytime population of nearly 100,000. Was intimately involved in the development and operation of a $46 million budget. Was active in all areas of municipal government to include Public Works, Public Relations, Strategic Planning, Community Development, Public Financing, Recreation Services, and Public Safety. Worked closely with all citizen boards and commissions. Was part of the planning and execution of a large economic development project, which redeveloped a 250-acre tract of blighted area into a new retail and commercial development. Assisted in the management of storm water and flood control.

1998-1999: FT. CLAYTON, PANAMA—DEPUTY COMMANDER, US ARMY LATIN AMERICA (DEPUTY CITY MANAGER EQUIVALENT)

Served as the Deputy Commander of US Army forces permanently stationed in Latin America and was headquartered in the Panama Canal Zone at Ft. Clayton. Was responsible for all city management functions for a community of over 10,000 persons located in the Canal Zone, to include Public Works, Public Safety, Finance, and Parks and Recreation. Further, was responsible for coordinating all operational deployments of US forces (primarily National Guard and Army Reserve units) for training, exercising, and humanitarian assistance missions in Latin America. And, ultimately, was responsible for planning the withdrawal of all US Forces from Panama by the year 2000.

1996-1998: FT. CAMPBELL, KY—GARRISON COMMANDER (CITY MANAGER EQUIVALENT)

Was the military city manager for a community with a resident population of over 25,000 and a daytime population of over 50,000. Directly supervised a workforce of over 1,100 that ran a full-service community. This included using advisory councils, working with a civilian labor union, and directly supervising departments of Public Works, Finance, Police, Fire, Parks and Recreation, and Strategic Planning. Prepared long-range management plans, operated an infrastructure base, maintained a robust Human Resources Office and a Personnel Training Center. Was responsible for maintaining high quality of life programs and numerous community relations initiatives. Operated a $65 million budget and managed a 165 square-mile community.

- Was responsible for the maintenance of all infrastructure on the 165-square mile installation.
- Managed a public works force of nearly 1,000 unionized workers.
- Was responsible to the Department of Defense for the housing, its maintenance, and the quality of life for 25,000 residents. Unlike in a civilian community, the city manager of a military communities owns all of the housing and is responsible for its upkeep and the upkeep of all the associated infrastructure.
- Was the primary interface with the labor union for all civilian workers affairs.
- Was completely responsible for the on-time completion of construction projects.
- Managed one of the largest military airfields in the country, which was also an alternate landing site for the space shuttle.

1995-1996: FT. KNOX, KY—COMMANDER OF US ARMY RECRUITING, UPPER MID-WEST REGION OF US (REGIONAL SALES MANAGER EQUIVALENT)

Was responsible for a recruiting force of 2,200 persons located across nine upper mid-west states. Was responsible to the Department of Defense for providing one fifth of the new volunteers for the US Army annually. Was further responsible for the health and welfare of the 2,200 person recruiting force, and managed the headquarters of this recruiting force at Ft. Knox along with its $20 million annual budget.

OTHER PREVIOUS SENIOR MANAGEMENT EXPERIENCE:

Director of Operations for the US Army in Latin America
Infantry Battalion Commander
Deputy Infantry Brigade Commander
Aide to 4-Star General commanding all US Army combat forces in the continental US

MAJOR MILITARY AWARDS AND DECORATIONS:

Legion of Merit Medal
Bronze Star Medal
Meritorious Service Medal
Combat Infantryman Badge
Airborne Wings
Air Assault Wings

ASSOCIATIONS:

Former Member, Board of Directors, SSM Hospital Foundation
International City/County Management Association
Illinois City Managers Association
Historic City of Jefferson Association
American Legion
Rotary International

STEPHEN RASMUSSEN

3 Stortz Dr, B-12
Bloomington, IL 61701

Phone (573) 338-5800
Email tdyinc@gmail.com

SALARY HISTORY

Bloomington—135,000

Interim Solutions—Commission

Fairview Heights—105,000

Jefferson City—125,000

Ottumwa—85,000

Maryland Heights—55,000