

Susan A. Stanton*

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Tom D. Freijo, Ph.D
Senior Vice President
The Mercer Group Inc.
P.O. Box 9328
Winter Haven, FL 33883

Dear Tom:

It was a pleasure talking with you once again last month. I have always enjoyed my association with you and the Mercer Group over many years and have found your professionalism and intuitive instinct regarding the recruitment process to be outstanding. Being on the other side of the employment selection process will be a new experience for me after having such a long and enjoyable tenure as City Manager for the City of Largo.

Please see my attached resume for consideration for the position of City Manager for the City of Sarasota. As you know, I was on the short list of managers considered for this position the last time it was vacant but had to withdraw from consideration due to an employment conflict with the City of Largo.

I feel that Sarasota is one of the most dynamic cities on the West Coast of Florida and have always envied its high quality of life and rich cultural opportunities. I have personally enjoyed my many visits to the Van Wezel Performing Music Hall, the Asolo Theater, the Sarasota Opera House, and the richness of life in the downtown area. In fact, I have been so impressed with Sarasota that, before leaving the City of Largo, I scheduled the Largo City Commission and members of our local Chamber of Commerce to tour Sarasota's downtown to see the revitalization of Main Street and the innovative approach to mixed use development in the downtown.

Tom, as you know, my life has become a little more complicated these last few weeks with the public disclosure that I am in the process of a gender transition. I anticipate some initial sensationalized interest by the national media if I am granted an interview for this position due to all the publicity associated with my termination as City Manager in the City of Largo. There is not a lot I can do about this right now; but I am confident the media's interest in me will be short lived and I can resume my life as a professional City Manager in the coming months.

Susan A Stanton

I loved my job as City Manager for the City Largo and I professionally served my community for seventeen years. I am a very unconventional City Manager who maintains an operational focus of city operations and enjoys frequent interaction with all employees in every aspect of their jobs. There was not a job in Largo that I had not personally performed and I had a reputation of never asking employees to do something I had not done myself.

As my resume shows, I am a credentialed City Manager with extensive education and experience in organizational development, strategic planning and economic development, which I feel would be beneficial to the City of Sarasota.

The selection of a City Manager is one of the most important decisions a City Commission makes on behalf of the

community. If selected as City Manager, I will bring the same high level of professionalism, pride and passion to the City of Sarasota that I demonstrated while employed as the longest-tenured City Manager in the City of Largo.

Thank you for your consideration.

Susan A. Stanton*

*f/k/a Steven B. Stanton – Legal Name Change Pending

SUSAN A. STANTON, ICMA-CM*

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EMPLOYMENT HISTORY

City Manager, Largo, Florida (August 1990-Present)

The City of Largo, located in the Tampa Bay metropolitan area, has a year round population of 78,000 and a seasonal population of 94,000 residents. In FY 2007, the City employed 890 full time employees in nine departments. In 2007, the city approved a bi-annual budget of \$131 million dollars for FY 2007 and \$132 million dollars for FY 2008. City services include Police Protection, Fire Rescue, Emergency Medical Service, Urban Planning, Community Development, Building Inspection, Economic Development, Business Assistance, Public Works, Residential and Commercial Solid Waste Collection, Advanced Wastewater Treatment, Sanitary Sewer Collection, Reclaimed Water Distribution, Library Services, Recreation and Leisure Service, Parks and Environmental Protection, Engineering and Design, Fleet Services, Facility Maintenance and Building Construction, Management Information and Technology, Public Affairs and Promotion, Legal Services, and Municipal Finance, Budget and Purchasing. The City adopted the city manager form of government in 1905. Promoted to City Manager in 1993 after serving as Assistant City Manager for three years.

Accomplishments Include:

The longest tenured city manager since the City's incorporation in 1905. During my tenure, the city has been recognized as a dynamic high performing organization providing superior service and leadership to built a vibrant, distinctive community through the responsible use of resources, innovation and technology. The city's strong culture of governance has been reinforced by a fiscally conservative City Commissions and supported by an administrative staff dedicated to providing essential service to the community, attracting and retaining a highly professional work force and improving the quality of life in the community.

Implemented a comprehensive Strategic Plan developed through a collaborative process managed by a citizen Strategic Planning Steering Committee. The Strategic Plan was developed with extensive public participation and exhaustive outreach efforts, stakeholder interviews, focus groups meeting, and thirty public workshops throughout the city. The adopted plan established the framework for redevelopment of the city based on four principles to redefine and intensify commercial corridors, establish a system of community streets, expand parks, trails and greenways and engage city neighborhoods to promote citizen involvement in their government. The Strategic Plan also included a detailed implementation action component that defined and identified responsible parties, phasing, order of magnitude cost and potential funding sources for strategic action approved by the City Commission.

Instituted a comprehensive effort to improve city services using a diagnostic change model for building a High Performance Organization. The city wide effort required all departments to examine change agents involving the city's leadership philosophy, community vision, municipal values, business strategy, organization structure and city systems. This training improved employee's skills to diagnose their own programs and activity in order to begin identifying opportunities for introducing positive change in their departments and to improve customer service. As an organization dedicated to excellence in municipal service the Police Department has been nationally accredited by the Commission on Accreditation for Law Enforcement Agencies in 1991 the Fire Rescue Department nationally accredited by the Commission of Fire Accreditation International in 1999 and the Recreation, Parks and Arts Department nationally accredited in 2000 by the National Recreation and Parks Association and American Academy for Parks and Recreation Administration. The City has been awarded a Certificate of Achievement for Excellence in Financial Reporting continuously since 1992 and has continuously received the Distinguished Budget Presentation Award from the Government Finance Officers Association since 1987.

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Expanded the City's economic and property tax value by \$330 million dollars by the establishment of a multi-year Annexation Management Program in 1997. During the program's first four years, (1997-2004), the City annexed 1,560 acres of unincorporated commercial and residential property which generated \$9.8 million dollars of new revenue for the city. The program's success was based on the creation of a defined planning service area that established a future municipal boundary, an economic incentive program to promote voluntary annexation into the city and the adoption of a legislative policy which established City Commission support for the planned growth of the community and an enhanced state-wide leadership role promoting annexation reform within the State of Florida

Established two community redevelopment districts in the city's historic downtown area targeted for redevelopment. Property owners redeveloping their properties in accordance with the district's new development code did not have to pay site plan, building plan, plan examination or certificate or occupancy fees and were eligible for other development incentives. The redevelopment effort incorporated five development strategies with specific land use designations adopted to promote maximum flexibility in pursuing a variety of redevelopment opportunities. Since its creation in 1999, the West Bay Drive Community Redevelopment District increased its total taxable value by \$58.1 millions which represented an increase in total taxable value of 68.5% (1999-2004). Since its creation in 1996, Clearwater Largo Road Community Redevelopment District increased its total taxable value by \$17.5 millions which represented an increase in total taxable value of 34.2% (1996-2003).

Established the city as a destination for intellectual, leisure and cultural opportunities by the creation of a 170 acre regional municipal park, the development of a cultural center housing the Tonne Playhouse for the performing arts, the construction of a \$23 million dollar state of the art regional Library and the support of an active Main Street program to support community based programs and activities within the downtown redevelopment area. Educational programs in the city include summer theater camps, partnerships with area schools to coordinate performances by area youths and after school theater experiences with touring children's theater troupes

Created open access government in the community through the establishment of a professional marketing and communication office, a government television studio to produce programs showcasing city services and select meetings of city boards and legislative sessions, a citizen academy which provided an opportunity for citizens to learn the operations of their government and meet city employees, neighborhood compatibility meetings that required developers to meet with effected residents concerning the impact of proposed developments, recreation outreach programs located around the city in lower-income neighborhoods to provide education and after-school programming to children unable to travel to city recreational centers and numerous community based meeting where residents can have direct interaction with city staff and elected officials without coming to City Hall or a formal City Commission meeting.

City Administrator, Berea, Kentucky (November 1986 to July 1990)

The City of Berea, located in the Kentucky Bluegrass, is a college community with a population of 12,000 residents and an FY 1990 budget of \$7.2 million. In FY 1990, the City employed 85 employees in the departments of Administration, Finance, Police, Fire, Planning, Public Works, Solid Waste, Land Fill Management, Recreation, and Industrial Development.

Major Accomplishments Include:

Created a dynamic management team which empowered all departments to effectively manage personnel and control expenditures through performance standards, computer automation and shared decision-making.

Developed a comprehensive economic development program in the creation of a large Industrial Park which resulted in four international manufacturing firms locating in the City. The industries represented a total capital investment of \$120 dollars and an annual payroll of \$10 million.

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Instituted a program and performance budget to improve management control and financial reporting. This program empowered all City staff members to utilize personal computers to monitor City services which previously had been done manually. Program reforms resulted in the City receiving its first Certificate of Compliance from the KFOA and the Distinguished Budget Presentation Award from the GFOA in FY 1988 and FY 1989.

Administrative Assistant to the City Manager Champaign, Illinois (Aug. 1984 to Aug. 1986)

The City of Champaign, home of the University of Illinois with a population of 60,000 residents and an FY 1986 budget of \$26 million. In FY 1986, the City employed 380 employees in the departments of Administration, Finance, Police, Fire, Planning, Public Works, Planning, Economic Development, Legal Services, Finance and Communications. Responsibilities included budget preparation and coordination, special projects and general administrative research and policy development.

Administrative Assistant to the Borough Manager Ketchikan, Alaska, (Oct. 1983 to July 1984)

The Ketchikan Gateway Borough, consists of several islands in Southeast Alaska's Inside Passage and the Tongass Narrows with a population of 14,000 residents and an FY 1984 budget of \$4.3 million. The Borough is a linear waterfront community dependent on the shipping, fishing and tourism industries. In FY 1983, the Borough had 41 employees in the departments of Administration, Tax Assessment, Planning, Animal Control, Airport Services, Ferry Operations and Land Management. Responsibilities included serving as the Borough's Labor Relations Officers, Budget Coordinator and performing management audits for the Ketchikan International Airport and Animal Control Operation.

Management Intern Newburgh, New York, (Feb. 1983 to June, 1983)

The City of Newburgh, located in the Hudson Valley in upstate New York, is a diverse community with a population of 24,000 residents and an FY 1993 budget of \$12 million. In FY 1983, the City employed 350 employees in the departments of Administration, Finance, Police, Fire, Planning, Public Works, Recreation, Economic Development, Water Treatment and Sewer collection. Responsibilities included assisting the City Attorney with labor negotiations and interest arbitration with the International Fire Fighters Associations and revising the Fire Departments personnel rules and regulations.

EDUCATION

Harvard University, Senior Executive in State and Local Government, John F. Kennedy School of Government, 2005
Fannie Mae Foundation Fellow, 2005
US. Dept of Homeland Security, WMD Radiological/Nuclear Course, Bechtel Nevada 2005
US Dept of Homeland Security, WMD Training and Incident Command (COBRA), 2004
University of Virginia, Leading, Educating and Developing, Weldon Cooper Center for Public Service, 2004
National League of Cities Training Institute; Silver Certificate Achievement in Leadership, 2004
International City/County Manager's Association ICMA Credentialed Manager, ICMA University, 2003.
New Mexico Institute of Mining and Technology, Incident Response to Terrorist Bombing, Energetic Materials Research and Testing Center, 2003.
Harvard University, Strategic Public Sector Negotiation, John F. Kennedy School of Government, 1997.
University of South Florida, Executive Fellows Program, Institute of Government, 1994.
Emergency Management Institute, Disaster Preparation, Hurricane Recovery and Mitigation, and Integrated Emergency Management for Hurricanes, Consequences of Terrorism, National Emergency Training Center, 1992, 1994, 1998, and 2000.
University of Wisconsin-Madison Advanced Government Finance Institute, School of Business, 1991.
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University of Oklahoma, Economic Development, Economic Development Institute, 1989.
University of Florida, Graduate School, Public Administration, MA 1982.
University of Florida, College of Political Science, BA, 1981.

PROFESSIONAL AFFILIATIONS

International City Managers Association, 2007
Fannie Mae Foundation Fellow, 2005
Leadership Tampa Bay, 1996
Leadership Pinellas, 1995
Phi Kappa Phi Honor Society, 1981
Golden Key Honor Society, 1980

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