

# Susan Ashley Stanton, ICMA-CM

## City Manager, Greenfield, CA (October 2012-Present)

The City of Greenfield is diverse community with a population of 18,000. Greenfield is centered in one of the most productive agricultural areas in the world. Known as the “Salad Bowl of the World,” 80% of the lettuce grown in the United States is from the Salinas Valley and over \$2 billion worth of fruits and vegetables are shipped annually across the United States and abroad. The area around Greenfield is also the heart of Monterey County’s premier wine grape growing region due to favorable soils and climate with over twenty vineyards and wineries within a thirty mile radius. Vineyards, wineries, and wine tasting rooms continue to expand throughout the region. The City adopted a Biennial Operating Budget in FY 2016. The total FY 2016 operating and capital budget is \$28,700,000 and \$17,037,300 in FY 2017. Oversight responsibilities for the following functions: sanitary sewer and water utility system, police, streets, stormwater drainage, parks, recreation, planning, zoning, building, community development and finance. Served on the Board of Directors for the Monterey Bay Area Self Insurance Authority, Chairperson for the Salinas Valley Enterprise Zone Advisory Board, Chairperson for the Monterey Bay Area City and County Managers Association and Committee member on the California League of Cities Revenue and Taxation Committee and Housing and Economic Development.

### Mayor Achievements:

- Obtained voter approval for two Transaction and Use Tax measures removing a restrictive sunset provision and enacting an additional  $\frac{3}{4}$  tax to supplement law enforcement and recreation service levels
- Reduced the City’s Successor Agency total annual debt service by \$120,800 generating \$2,286,000 of net savings by refunding existing redevelopment debt.
- Improved fiscal health of the City resulting in an upgrade in Standard & Poor’s bond rating from a “BB” rating to “A-“rating.
- Negotiated a \$9.9 million Energy Management program to install a solar system and related energy conservation measures which will produce \$4.5 million of net benefits to the City over twenty-five years. Phase II includes installing automatic meter readers to generate \$138,000 of annual energy conservation savings and \$100,500 in utility management maintenance.
- Obtained a \$5 million CDBG grant for the construction of an \$11 million rental housing project to benefit low income families.
- Resolved a demand by DOF to disallow \$4.7 million of previous RDA expenditures and received a *Finding of Completion* and approval of a *Property Management Plan* transferring property to the City to finalize the dissolution of the RDA.
- Partnered with private developers to obtain low-income housing tax credits and construction of an affordable multi-family senior rental housing project. Negotiated a Disposition and Development Agreement for the purchase of property, an Affordable Housing Regulatory Agreement to restrict project occupancy to low income seniors and an Acquisition and Fee Deferral Loan to facilitate the development of the project.
- Obtained a \$1.4 million CDBG grant to rehabilitate the City’s water supply, distribution, wastewater collection and treatment systems including master planning, conducting a revenue sufficiency study and revising a new Utility Rate Tariff.
- Presided as the City’s chief labor negotiator to collaboratively negotiate six labor agreements to improve City Operations and establish high performance standards for city staff.
- Obtained \$465,000 in grants to launch a Housing Rehabilitation program to assist residents finance the costs of repairs and general property improvements; and a Homeowner Assistance program to assist with the purchase of a new home.
- Partnered with regional non-profit groups and Foundations to obtain funds to open the City’s first downtown Cultural Arts Center.

## City Manager, Lake Worth, Florida (April 2009-December 2011)

The City of Lake Worth, located on Florida's Treasure Coast, has a year round population of 35,800, and employs 318 full time staff with a FY 2016 Budget of \$172 million. The City is a full service community, operates its own Electric and Water Service and contracts Police and Fire services from Palm Beach County.

**Rescued City from Municipal Bankruptcy:** Prior to my appointment as City Manager, all of the City's financial controls and management systems were fundamentally broken or non-existent. The External Audit documented 34 pages of unresolved problems and weaknesses in the City's accounting systems, emergency reserves were nearly depleted paying for operating expenses, Union leaders were dictating City operations and personnel policy and the City Commission lacked timely and accurate information to make good decisions. During my tenure as City Manager, I took the following actions to obtain necessary fiscal reforms:

- Declared a State of Financial Urgency allowing the City to dramatically reduce personnel cost and expedite the resolution of a collective bargaining impasse with the City's three labor unions. This action was affirmed by a Florida Public Employers Relations Commission hearing officer who ruled that the Union acted in bad faith in its two year effort to frustrate the City's ability to resolve the labor impasse and move toward implementing measures in place that would begin to address the City's financial crisis.
- Privatized and outsourced costly and ineffective managed public service functions and reduced FY 2012 personnel expense by \$1.2 million without any reduction in service levels to the public.
- Implemented modifications to the City's pension program making key changes to eligibility criteria benefit multipliers and vesting requirements with annual saving of \$1.3 million.
- Reduced the annual cost of police protection by \$2.3 million by collaboratively renegotiating a multi-year Law Enforcement Service Agreement without reducing levels of service and patrol staffing in the community.
- Reduced the cost of Fire and EMS service by \$11.8 million by renegotiating a ten year Fire and EMS Merger Agreement and removing excessive supplemental fire payments previously agreed to by the City.
- Negotiated a three year labor agreement with the IBEW union reducing annual labor costs by \$850,000. Savings were achieved by reducing the cost of overtime, compensatory time payouts, special pays, employee vacation accruals, use of sick leave and longevity pay and freezing wage increases for three years.
- Negotiated an agreement with the Police Benevolent Association to voluntarily transfer \$400,000 of Insurance Premium Proceeds to the City in order to avoid reductions in their pension benefits.
- Instituted the use of financial forecasting to identify and address projected long range deficits and accurately aligning projected expenditures with available revenues empowering elected officials to make difficult economic decisions based on accurate data and reports.
- Produced the City's first professional Program Budget containing performance standards, long range revenue and expenditure projections as well as SMART™ departmental goals and objectives to ensure accountability and high performance rewards.
- Successfully used Florida's Governmental Dispute Resolution process to terminate and renegotiate a Water Agreement with Palm Beach County reducing demands for premature contract termination by \$8.7 million and allowed the City to construct its own Reverse Osmosis Water Treatment Plant.

**Launched Community Renaissance and Renewal:** For years while the City's economic base decayed and weakened, political polarization blocked the City's efforts to begin reinvesting in its future. The City's most valuable asset on the beach, the Lake Worth Casino Building, was literally in a state of such disrepair that it was condemned as unsafe but continued to be occupied by tenants as the community endlessly debated the future and litigated past efforts to prevent redevelopment from happening. After twenty years of inaction and contention, I successfully launched a plan of action in 2009, set forth construction in 2011 with completion in November 2012:

## City Manager, Lake Worth, Florida (April 2009-December 2011)

- Completed the Master planning process for Beach Redevelopment which set forth a clear and practical vision of action regarding public access and ownership of the Beach. This effort involved extensive partnerships with all stake-holders in the community and enabled the City to enthusiastically commit to a plan of action.
- Renegotiated an agreement to secure a \$5 million grant from the Palm Beach County Cultural Facilities Bond for the redesign and redevelopment of the beach and averted the forfeiture of these funds due to inaction and indecision.
- Developed a professional Business and Finance Plan identifying specific redevelopment strategies, probable lease revenue that would be generated by the project based on current market conditions and a comprehensive financial blueprint to finance reconstruction of the City's Beach Casino with revenue exclusively generated by the beach project.
- Successfully employed the Construction Manager at Risk process for constructing all improvements to ensure that project capital improvements and infrastructure repair would be done for a guaranteed maximum price and not exceed the City's budgetary capacity.

**Dedicated the City to Sustainability and Reinvestment:** During my tenure as City Manager, the City initiated many new programs and projects based on a commitment to improve the long-term health of human and ecological systems in the community. This was accomplished by initiating the following programs:

- Established a Utility Conservation Program to provide free residential and commercial utility audits and grants to qualified residents to reduce wasteful consumption of electric and water. Total savings in the City as a result of this program in July 2011 equaled to 1,014,349 kWh and 3,549,500 gallons of water. Residential audit recipients saved on average monthly reductions of 165 kWh of electricity and 931 gallons of water per month.
- Designed and financed the construction of a \$17.2 million Reverse Osmosis Water Treatment Plant and a \$4.3 million Deep Well Injection system to improve the City's long term water system. The project included securing \$7.6 million in low interest loans and a \$2.5 grant from the State and was completed on time and under budget.
- Developed and implemented a new Stormwater Improvement Master Plan providing user fee credits to nonresidential customers with established education programs, on-site refuse control, maintenance and cleaning, paved area sweeping, landscaping for run-off control, storm drain stenciling and designated vehicle washing areas. Residential customers also qualified for credits by using rain-barrel and retaining water run-off volume from a ¼ inch rainfall event without discharge from the parcel.
- Developed a long-range Electric Improvement Plan that could be accomplished with in-house staff and a City created apprentice program. The plan consisted of improvements to communication system operations and smart grid technology, the design and construction of a 13.2 kV distribution system and the design and construction of a 24.kV sub-transmission system with an additional 138 kV tie line. The completion of this long range improvement plan provided the City of Lake Worth with a reliable, operationally sound electric distribution and sub-transmission system.
- Implemented the "Energize Lake Worth" program which included GHG emission inventory of the City and Communities energy consumption patterns. The approved plan covered seven focus areas to create a sustainable future including Energy Use, Conservation & Efficiency, Water Conservation, Land Use and Sustainable Construction, Transportation, Waste Management and Recycling, Urban Forestry & Landscaping/Urban Agriculture and Sustainable Infrastructure. The Energize Lake Worth Program was designed to meet the goals and targets for greenhouse gas reductions including a 7% reduction of GHG emissions by 2012, a 28% reduction by 2025 and a 43% reduction by 2035 for City Facilities and Operations.

## **City Manager, Largo, Florida (August 1990-March 2007)**

The City of Largo, located in the Tampa Bay metropolitan area, had a population of 77,600 residents, employed 875FTE staff members with a FY 2017 Annual Operating Budget of \$155 million dollars. Major areas of expertise include:

**Council-Manager Relations:** Provided executive leadership through sound management principles and community participation while implementing City Commission policies and priorities to ensure the effective delivery of service to Largo citizens. Supervised the operation and management of the City including city programs related to municipal finance, intergovernmental relations, public safety, economic development and community relations. Accomplishments included:

- Demonstrated open and transparent communications with the Mayor, City Commission, employees, and community. Exemplified the best principles and practices of the council-manager form of government; prepared and shared information equally with all members of the City Commission; providing the Commission with alternatives, fiscal impact analysis and recommendations on all matters affecting the community.
- Ensured the short and long-term financial integrity of the City through budget development, monitoring, and financial reporting providing accountability to the City Commission on all aspects of the City's operations.
- Delegated responsibility to the management team for incorporating City Commission priorities into overall organizational and departmental goals and objectives. Monitored progress and regularly communicated the accomplishments and achievements to all employees and the City Commission.
- Coordinated work of the management team and other key employees on interdepartmental issues and encouraged innovation, creativity, and accountability as important organizational values.
- Reviewed and evaluated the performance of departments against established objectives creating a culture of accountability and performance.

**Community Development:** Developed, implemented, and evaluated redevelopment strategies to attract businesses by successfully adopting Community Redevelopment Districts which addressed conditions of slum and blight and supported private investment through plans, policies and programs that afforded maximum rehabilitation and redevelopment. Established a special downtown redevelopment code which provided building incentives, financial assistance and grants for businesses locating within one of the City's two redevelopment districts. Other community redevelopment accomplishments included:

- Planned, organized, and managed redevelopment projects to provide incentives and remove barriers for community redevelopment and reinvestment. Negotiated a private/public partnership creating a downtown mixed-use development which entailed retail and professional office construction of townhomes and apartments; began an Urban Activity Center for redevelopment of an obsolete mall that incorporated over 600,000 square feet of commercial development and the creation of 280 multi-family residential units.
- Coordinated land acquisition, financing, and construction activities to provide critical public infrastructure. Negotiated the purchase and acquisition of a mobile home park for the construction of a regional downtown storm water treatment facility in compliance with the Uniform Relocation Assistance and Real Property Acquisition Act.

**Economic Development:** Expanded the City's economic and property tax value by \$330 million through the establishment of a multi-year Annexation Management Program commencing in 1997. During the program's first four years 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 to establish 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. Other accomplishments included:

## City Manager, Largo, Florida (Continued)

- Supervised the negotiation, purchase and acquisition of commercial property along a state maintained federal highway. The project involved extensive negotiation with federal and state governments to transfer highway maintenance and rights of way to the City in compliance with Uniform Relocation Assistance and Real Property Acquisition Act.
- Supervised the financing and construction of a \$22 million library and the renovation of an \$11 million city complex. Coordinated the purchase, acquisition, and financing of commercial and residential property for the construction of a regional park to stimulate reinvestment in the downtown.

**Budget and Finance:** Ensured the short and long-term financial integrity of the City through budget development, monitoring, regular reporting on the financial condition of the City, and effective management of its fiscal resources. Preparation of the City budget involved a comprehensive five year analysis and forecast of all City revenues, expenditures and capital improvement projects. Accomplishments included:

- Maintained a diversified revenue structure to provide protection against revenue fluctuations, help distribute the revenue burden and reduce budget volatility. In FY 2007, 94% of the City's governmental capital assets were paid in full reflective of the City's conservative debt issuance policy. The City's total assets exceeded total liabilities by approximately \$228 million and was able to maintain one of the lowest property tax rates in the State of Florida
- Supervised annual rate modeling for the City's three utility services which included residential and commercial fees for sanitary sewer, reclaimed water, stormwater drainage and solid waste services. Utility rates were calculated on a three year rate structure so that each Enterprise Fund maintained appropriate cash reserves. Successfully implemented a fire inspection fee for commercial structures to fund additional personnel to ensure compliance with Florida's life safety code.
- Directed every phase of contract administration including identifying qualified vendors and service providers, writing and reviewing contract documents, bidding products and services, awarding contracts, monitoring contractor performance, administering payments for service, contract close-outs and contractor disputes, mediation and arbitration.
- Supervised staff in the acquisition and management of grants that included a \$2.1 federal Department of Justice grant for the acquisition of an automated Police Dispatch and Record Management System, a \$600,000 HUD grant for the rehabilitation of brick streets, a \$400,000 FEMA grant for the hardening of the City's facilities and the purchase of emergency generators, a \$46,000 U.S. SBA grant for setting up a small business assistance center in partnership with the local Chamber of Commerce.
- Created and supported the innovative use of information technology and the cost effective use of Linux open-source technology as a platform for providing word processing, electronic mail, spreadsheet, scheduling and office automation software obtaining significant savings over more traditional Microsoft based systems. Implemented thin client/X shop devices supporting 800 total users utilizing a single organization established desktop system to reduce operating cost and promote efficiency.

**Human Resources:** Fostered positive employer-employee relationships promoting high employee morale. Program components included employee recognition and awards, breakfast and lunch with management to discuss work place issues, in-field work days and promoting a collaborative process of decision making regarding work place issues. Other accomplishments included:

- Instituted a comprehensive evaluation system of all employee positions, classifications and job structure and design to ensure personnel system was fair to employees while meeting the current and future needs of the organization. The process included job restructuring, manpower forecasting and organization realignment.

## City Manager, Largo, Florida (Continued)

- Instituted a comprehensive evaluation and assessment system to ensure that employee job performance was linked to business objectives and approved performance goals. The program rewarded high achievement and documented unsatisfactory performance developing work improvement plans to address deficiencies.
- Established a progressive flexible benefits program to meet the needs of a diverse and changing workforce. Program provided for differential benefit packages based on employee classification, health care needs, retirement goals and disability concerns. Benefit program was annually reviewed by an Employee Benefits Committee which examined health care trends, costs, provider performance, and benefits plan components.
- Created an innovative program to increase productivity, reduce absenteeism and control preventable healthcare costs. The program consisted of voluntary seminars throughout the year, an annual employee health screening event, employee assistance programs and the creation of participant wellness plans with specific goals to address health related risks and promote healthy behavior and lifestyle choices.
- 

**Employee Development:** Established an innovative succession planning program designed to ensure stability and continuity in leadership and management functions in all work programs, divisions and departments. Program included the creation of leadership workshops for executives, supervisors and employees to prepare managers for future promotion and responsibility. Created advancement opportunities for talented supervisors and leaders by performance planning, job rotation and defining career tract goals. Accomplishments included:

- Instituted recruiting and placement practices and procedures designed to select qualified employees who would thrive in a high performance work environment. Recruitment process incorporated minority outreach, financial inducement for work related experience and a comprehensive organizational assessment for all new managerial and executive positions. Program components included the use of employee assessment teams, on-site assessments of prospective employees and targeting employees with diverse backgrounds, experiences, and ideas.
- Established an effective risk management program designed to reduce employee injury, the cost of property and liability insurance, worker compensation claims and administration; ensured employee safety and training and reinforced the commitment for loss prevention and control. Risk management costs were contained by regularly monitoring all claims, litigation and third party administrative expenses. An important component of the City's safety program was a Risk Management Committee consisting of City staff from all departments meeting monthly to review worker compensation injuries, make recommendations to the City Manager regarding injury settlements and to review employee safety programs throughout the City
- Adopted formal policies and procedures for promoting an inclusive work environment, created a workplace Diversity Advisory Committee, established a fully-inclusive mentoring program, mandated annual diversity and sexual harassment prevention training for managers, supervisors and employees and annually celebrated the diversity of all employees

**Labor Relations:** Fostered and encouraged a positive working environment with respect to labor and employee relations at all levels of the organization. Established and maintained effective and harmonious relationships with management, labor unions, and elected officials by maintaining long term relationships with employees and continuously demonstrating a sincere interest in the intrinsic value of all employees and in the jobs they perform. Directed the collective bargaining process with four unions in the City of Largo (Communication Workers of America, International Association of Fire Fighters, Fraternal Order of Police and the Police Benevolent Association). Accomplishments included:

- Established a monthly Labor/Management Committee in order to proactively discuss and address issues of concern. These meetings were attended by all union leaders, department directors and senior members of the City Manager's Office giving everyone an opportunity to develop personal relationships and discuss issues of concern in an informal setting providing an arena to more easily to address problems before they became formal grievances.

## City Manager, Largo, Florida (Continued)

- Established and defended the city's strong management rights to operate and manage all personnel, facilities and equipment; to determine the purpose of the department; to determine methods, means and numbers of personnel needed to carry out a department's mission and to set standards of services to be offered to the public.
- Created a collaborative working environment between Labor and Management minimizing unfair labor practices and arbitrary decision making by City management. All department supervisors and directors were required to attend labor training stressing a collaborative style of management and creating meaningful opportunities to seek employee feedback regarding the terms and conditions of employment.
- Implemented a successful college tuition reimbursement program to reimburse eligible full time employees for tuition and books for approved college courses leading to any degree in an approved course of study in a community college or university accredited by an agency recognized by the Council for Higher Education Accreditation. This program recognized the importance of continuous professional development of all City employees and created a pool of employees willing and able to assume future leadership responsibility.

**Organization Development:** Established a dynamic high performing executive management team that achieved national recognition for its professionalism, innovation and creativity and its ability to rapidly respond to changes in the environment. Promoted functional decentralized and autonomous decision making within profit centers based on performance related data. Accomplishments included:

- The accreditation of the Police Department by the Commission on Accreditation for Law Enforcement Agencies in 1991; the Fire Rescue Department by the Commission of Fire Accreditation International in 1999 the Recreation, Parks and Arts Department in 2000 by the National Recreation and Parks Association and American Academy for Parks and Recreation Administration and the eventual accreditation of the Public Works Department in 2008.
- The award of the Certificate of Achievement for Excellence in Financial Reporting continuously since 1992 and the Distinguished Budget Presentation Award from the Government Finance Officers Association since 1987.
- 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

## 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. Accomplishments Included:

- Formed a 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 resulting in four international manufacturing firms locating to the City. The industries represented a total capital investment of \$120 million and an annual payroll of \$10 million.
- 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 were previously performed 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.

## EDUCATION

### Leadership Training

- Harvard University, Senior Executive in State and Local Government, John F. Kennedy School of Government.
- National League of Cities Training Institute; Silver Certificate Achievement in Leadership, 2006
- University of Virginia, Leading, Educating and Developing, Weldon Cooper Center for Public Service, 2004
- International City/County Manager's Association ICMA Credentialed Manager, ICMA University, 2003
- University of South Florida, Executive Fellows Program, Institute of Government, 1994.

### Finance and Economic Development

- Harvard University, Strategic Public Sector Negotiation, John F. Kennedy School of Government, 1997
- Fannie Mae Foundation Fellow, 2005, Affordable Housing
- University of Wisconsin-Madison, Advanced Government Finance Institute, School of Business, 1991.
- University of Oklahoma, Economic Development, Economic Development Institute, 1989.

### Emergency Management

- US. Dept of Homeland Security, WMD Radiological/Nuclear Course, Bechtel Nevada; 2005US Dept of Homeland Security, WMD Training and Incident Command (COBRA), 2004.
- New Mexico Institute of Mining and Technology, Incident Response to Terrorist Bombing, Energetic Materials Research and Testing Center, 2003.
- Emergency Management Institute, Disaster Preparation, Hurricane Recovery and Mitigation, 1992, 1994
- Integrated Emergency Management for Hurricanes, Consequences of Terrorism, National Emergency Training Center, 1998, and 2000.

### Undergraduate and Graduate Studies

- University of Florida, Graduate School, Public Administration, MA 1982.
- University of Florida, College of Political Science, BA, 1981.

## PROFESSIONAL AFFILIATIONS

- International City and County Managers Association
- Florida County & City Manager Association
- California City Management Foundation
- California City Manager Association
- Palm Beach FL City and County Managers Association
- Government Finance Officers Association

## PERSONAL

Completed the New York City, Chicago, and Marine Corp. Marathons. Certified as an Advanced SCUBA Diver and a licensed Lay Eucharistic Minister with the Episcopal Diocese of El Comino Real