

City of Madison  
Human Resources Department  
210 Martin Luther King, Jr. Boulevard  
Room 501  
Madison, Wisconsin 53703

RE: Director of Planning and Community and Economic Development  
Madison, Wisconsin

Dear Human Resources Staff,

The purpose of this letter is to express my interest in applying for the position of Director of Planning and Community and Economic Development for the City of Madison, Wisconsin. I feel my 30+ years of experience in the fields of planning and urban design, and my history of managing and improving large organizations make me a strong candidate for this position.

I was previously Managing Principal of the Atlanta Office of HOK, one of the largest architecture/planning firms in the world with 23 offices located in the United States and throughout the world. Prior to my position at HOK, I served as Commissioner of the Department of Planning and Community Development for the City of Atlanta, Director of the Department of Environment and Community Development for Fulton County, and Director of the Department of Planning and Code Enforcement in Anne Arundel County, Maryland.

Throughout my career, I've taken on many challenging opportunities. These include turning dysfunctional offices and government departments into successful operations, creating positive work environments with groups that previously could not work together, and turning reactive staff into proactive, innovative thinkers. I believe in encouraging and supporting the development of my staff to maximize their potential both as individuals and as a team.

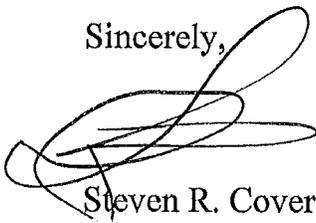
I take pride in my desire, focus, determination, and ability to win support in the most difficult of circumstances. A good example of this is the Chattahoochee Hills Master Plan and Serenbe Project in southwest Fulton County. No one gave this initiative a chance based on the fact that a project like this had never been done before in the State of Georgia. It included an amendment to Fulton County's Comprehensive Plan, innovative new zoning legislation, and the creation of the State's first Transfer of Development Rights program and mandatory conservation

subdivision ordinance. Changes were required, even at the State level, in order for this project to succeed. Today, it is considered one of the most unique projects of its kind in the country and has won numerous awards.

In the business world, I feel I have proven to be an influential, progressive and skillful leader with the desire, knowledge, and motivation to overcome opposition and succeed. In addition, I feel that having both public and private sector experience gives me a unique perspective and would enhance my ability to be successful as the Director of Planning and Community and Economic Development for Madison, Wisconsin.

In conclusion, I feel my qualifications make me a strong candidate for this position and I hope you will allow me the chance to further explore this exciting opportunity with you. Thank you for your consideration.

Sincerely,

A handwritten signature in black ink, appearing to read "Steven R. Cover". The signature is stylized with several loops and a long horizontal stroke.

Steven R. Cover, AICP