



## Updated Semi-Final Report

The City of Gainesville, FL

Clerk of the Commission  
Executive Recruitment

October 2017

**Springsted | Waters**

14285 Midway Road, Suite 340  
Addison, TX 75001

 **Springsted | Waters**  
Executive Recruitment



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## Section I · Advertisement





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## CITY OF GAINESVILLE, FL SEEKS A CLERK OF THE COMMISSION

The City of Gainesville is seeking a talented and experienced professional to serve as **Clerk of the Commission**, a Charter Officer position for the City responsible for directing and managing the activities of the Clerk's department. Gainesville, the largest city in Alachua County with a population of 130,000+, is a progressive and diverse community that serves as the cultural, educational and commercial center for North Central Florida, a region of nearly 350,000. The community is consistently recognized as a one of the premier cities in America to live, work and play. As home to the University of Florida, a leading research institution, Gainesville has also developed into one of the state's leading centers of education, medicine, athletics, and cultural activities.

The City Commission is comprised of seven members elected to three-year staggered terms, including the Mayor, and represents the citizens of Gainesville as its policy making governing body. Four commissioners are elected from single members districts, while two commissioners are elected at-large, along with the Mayor. The City Commission typically meets during the work day on the first and third Thursdays of each month. The Clerk of the Commission is one of six Charter Officers that reports directly to the City Commission, and will work closely with the City Manager's office, city departments, various boards, agencies, commissions, and the general public.

The Clerk of the Commission will manage, organize and coordinate all assigned responsibilities for the Clerk's Department and provide support to the City Commission. This includes identifying and assisting in design and development of automation to manage records, correspondence and other information; maintaining inventory of all City Commission records within the City; submitting reports to the State of Florida, Division of Archives; microfilming, coding, storing and disposing records as appropriate. The position will be advising all departments on retention policies, is responsible for the daily supervision of four employees, and prepares and administers both the Clerk's Office and City Commission's annual combined budgets of over \$1.2M. The Clerk also advises the City Commission on matters relating to parliamentary procedure and acts as quality officer for the City.

Developing a thorough knowledge of records retention rules, the Florida Public Records and Sunshine Laws, the City Charter, and all applicable election laws will be important. The position will coordinate with the County Supervisor of Elections and serve on the Canvassing Board for certification of election results for all municipal elections.

A Bachelor's Degree from an accredited institution in public or business administration, or a related field, plus five (5) years' experience in administrative office management, and three (3) years in a supervisory role, or an equivalent combination, is required. Experience in local municipal government administration, records management, local government voter election processes is strongly desired. Recognition as a Certified Municipal Clerk and knowledge of Florida's public records requirements will be an advantage. The ideal candidate must be a detailed and collaborative team player with a record of providing excellent customer service. Candidates should be receptive to utilizing new technologies in order to effectively serve both internal customers and the public. The selected candidate will possess outstanding communication skills - both written and verbal, must be a licensed Notary Public, and possess a valid Driver's License in the State of Florida at the time of appointment. City of Gainesville residency is required. Salary will be commensurate with candidate qualifications. The City offers an excellent benefits package which includes health, dental, and life insurance, along with retirement and savings options.

### **APPLICATION AND SELECTION PROCESS**

Interested applicants should submit a cover letter and resume on-line at <https://waters-company.recruitmenthome.com/postings/1596>. This position is open until filled; however, candidates are encouraged to submit their applications by **Monday, October 9, 2017**. Qualified candidates with questions are encouraged to contact **Art Davis**: [adavis@springsted.com](mailto:adavis@springsted.com); or at **816.868.7042**. The City of Gainesville is an Affirmative Action/Equal Opportunity/Drug Free Workplace Employer (EOE). For more information, please see the website at <http://www.cityofgainesville.org>.

### **Important Reminder:**

- **Confidentiality: under Florida's Public Records Act, information from your application is subject to public disclosure at any point in the recruitment process.**





## Section II · Master Applicant List



**The City of Gainesville, FL  
Clerk of the Commission  
Master Applicant List**

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Salut	First Name	Last Name	City of Residence	State	Title	Organization
Mrs.	Kimberly	Abbott	Gainesville	FL	HR Manager	Lowe's
Mrs.	Leanne	Addy	Bradenton	FL	City Clerk/Treasurer	City of Anna Maria
Ms.	Bridget	Barclay Sudol	Lincoln	NE	Liaison	State of Nebraska
Mr.	Angelo	Biondini	Ocala	FL	Marketing and communications special	University of Florida
Mr.	Matt	Bisbee	Fleming Island	FL	Account Executive	Provider Reimbursement Consultants
Mr.	Franklin	Bridgman	Plymouth	MI	Deputy Township Clerk	Huron Charter Township
Mr.	Barry	Brooks	Tallahassee	FL	Records Management Officer	Martin County Board of Commissioners
Mr.	Douglas	Courtney	Palm Coast	FL	President	ExecData, Inc.
Ms.	Karen	Curran	Gainesville	FL	Administrative Assistant	Odle Management - Job Corps
Ms.	Omichele	Gainey	Gainesville	FL	Executive Assistant to City Commission	City of Gainesville
Ms.	Helen	Harris	Gainesville	FL	City Manager Office Coordinator	City of Gainesville
Ms.	Leslie	Howington	Century	FL	Town Clerk	Town of Century
Ms.	Joyce	Lanier	Newark	NJ	City Clerk	City of Orange Township
Mr.	John	Long	Ocala	FL	Vendor Relations Manager	City of Ocala
Mrs.	Lori	McWilliams	Port St. Lucie	FL	Village Clerk/Admin PIO	Village of Tequesta
Ms.	Alyson	Morales	Pompano Beach	FL	Assistant City Clerk	City of Coral Springs
Ms.	Sara	Owen	Lake Butler	FL	Deputy Clerk / Finance Director	City of Lake Butler
Ms.	Vertina	Parker-Evans	Rougemont	NC	County Clerk	Durham County Government
Ms.	Morgan	Ryder	Gainesville	FL	Intern	Legal Aid Services of Collier County
Ms.	Stephanie	Seawright	Gainesville	FL	Clerk of the CRA / Project Manager	City of Gainesville - Community Redevelopment Agency
Mrs.	Virginia	Smith	Palm Coast	FL	City Clerk/Paralegal	City of Palm Coast
Ms.	Leah	Vail Compton	Gainesville	FL	Vice President Forensic Services	Meridian Behavioral Healthcare
Mr.	Robert	Woods	Gainesville	FL	Communications and Marketing Manager	City of Gainesville





## Section III · Candidate Profiles





Omichele Gainey





*Omichele D. Gainey*

2102 NE 17 Terrace, Gainesville, FL 32609 352-575-8528

October 9, 2017

City of Gainesville  
200 E. University Avenue  
Gainesville, FL 32609

To the Honorable Mayor, City Commissioners and City Hiring Personnel,

I write in response to your job ad seeking a City Clerk for Gainesville, Florida. Please find attached my resume and several letters of reference for your consideration.

In the following pages you will find several years of noteworthy education and experience that lend me as a top candidate for the job. With over 10 years of administrative experience, I have gained an in depth knowledge of various administrative functions and a wide ranging knowledge of the City of Gainesville's policies and procedures.

Most of my working history has been in a leading administrative role which has allowed me to sharpen my leadership and managerial skills while helping to develop the same within my colleagues.

I come to you as a trusted, well-rounded and highly recommended professional who is ready and eager to further yield my skillset, time and on-going dedication to both the City Commission and the great citizens of Gainesville, Florida. I welcome the opportunity to discuss my qualifications in further detail and look forward to hearing from you.

Very Respectfully,



Omichele D. Gainey

Enclosures: Omichele D. Gainey Resume  
Craig Carter Recommendation Letter  
Anthony Cunningham Recommendation Letter  
Dorothy Greene Recommendation Letter  
The Honorable Rosalyn Frierson Recommendation Letter  
The Honorable Tonnya Kohn Recommendation Letter

# *Omichele D. Gainey*

2102 NE 17 Terrace, Gainesville, FL 32609 352-575-8528

## SUMMARY OF SKILLS

- Ability to coordinate and lead diverse administrative functions and manage personnel
- Ability to establish and maintain effective relationships with executives, government officials, employees and the public
- Experienced in collaborating with City Commissioners, Charter Officers and other officials for the facilitation of respective assignments and objectives
- Strong written and oral communication skills
- Ability to interpret laws, procedures and establish action plans
- Strong knowledge of current needs, operations and future opportunities for growth as a current employee of the City of Gainesville's Clerk's Office

## SUMMARY OF QUALIFICATIONS

- Over 10 years of administrative support experience in both corporate and public service
- Skilled with preparation, coordination and administration of departmental budgets
- Skilled in analyzing and reconciling budget accounts and preparing expenditure and cost projection reports
- Skilled with drafting, modifying, and interpreting operational and personnel policies, guidelines and administrative procedures applicable to department staff
- Over 5 years of experience supervising, planning, organizing, evaluating and directing the work of support staff; setting work goals, objectives, and priorities as well as interviewing and selecting support staff for hire
- Over 5 years of experience serving as the custodian of official records to include managing files in accordance with retention schedules, state law and the proper handling of confidential documents

## SUPPORTING EDUCATION & MEMBERSHIPS

- Graduate of the Alachua County Public School System, Buchholz High School Class of 2006
- Ninety Credits completed towards Bachelor's Degree in Political Science, most recently, at the University of South Carolina (*with full intent to complete at a local institution*)
- Member in good standing with the Florida Association of City Clerks (FACC)
- Member in good standing with the International Institute of Municipal Clerks (IIMC)
- First Year Student in the Certification of Municipal Clerks (CMC) Designation Program
- Bonded Florida Notary, Certificate GG 148244
- Shadowed Clerk of the Commission to learn Clerk's responsibilities on the Canvassing Board for the Spring 2017 Election Season & completed the official record keeping for the Board
- Received training from the Supervisor of Elections, Kim Barton & her staff on the process of Qualifying Candidates
- Completed Several City of Gainesville (COG)/Gainesville Corporate University (GCU) Classes:
  - Diversity & Inclusion in the Workplace, 2016 & 2017, COG Office of Equal Opportunity
  - Sexual Harassment, Gainesville Regional Utilities Water/Wastewater Department
  - Hallmarks of Supervisory Success, GCU
  - Business 101, GCU
  - FMLA & FLSA, GCU
  - HR Liaison, GCU
  - Resolving Conflict with your Peers, GCU
  - CWA Labor Agreements & Leave Management, GCU
  - Emotional Intelligence, GCU
  - Managing and Planning Projects & Work, GCU

## SPECIAL ASSIGNMENTS & BOARDS

- Staff Support Development Program (SSDP), Team Member, Gainesville Regional Utilities
- SAP Project, Business Process Modeler for FMIS System, Gainesville Regional Utilities
- Diversity Awareness Council, Board Member, Gainesville Regional Utilities

## *Omichele D. Gainey*

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### **Detailed Experience**

#### **Executive Assistant to the City Commission, 2017-Present**

City of Gainesville, Gainesville, FL

Kurt Lannon, Clerk of the Commission

- Performs complex administrative duties in support of the Commissioner's or Charter officer's core functions and processes.
- Coordinates administrative activities and flow of correspondence through the office.
- Coordinates submission of agenda items to the City Commission. Drafts and prepares agenda items for Commission approval.
- Serves as staff liaison to special committees and boards and represents the City Commissioners or Charter Officer by attending meetings or serving on assigned committees.
- Assists City Commissioners and Charter Officers directly in responding to citizen inquiries and providing information; tracks issues and resolutions and provides consultation and assistance regarding specific matters within area of expertise.
- Assists with drafting, modifying, and interpreting operational and personnel policies, guidelines and administrative procedures applicable to department staff.
- Proofs, drafts and distributes complex documents. Prepares and makes presentations.
- Researches, reviews, compile and maintains detailed and specialized information for complex standard and ad-hoc reports and department work processes.
- Provides administrative oversight with the design, implementation and administration of department programs; prepares documentation and materials and prepares program assessments.
- Administers department purchase orders and credit card purchases and prepares department bills for processing; requests information or supporting documentation from appropriate staff. Reconciles accounts and prepares cost analysis.
- Processes registrations, collects and deposits fees, and performs final reconciliation for the Florida Audit Forum. Tracks and reports fiscal year audit hours.
- Assists with the preparation, coordination and administration of department budget. Analyzes and reconciles budget accounts and prepares expenditure and cost projection reports.
- Works directly with City Commissioners or Charter Officer to facilitate completion of respective assignments and objectives.
- Supervises, plans, organizes, evaluates and directs the work of support staff; sets work goals, objectives, and priorities. Assists with interviewing and selection of support staff.
- Schedules, coordinates and maintains assigned calendars. Makes travel arrangements and prepares itineraries.
- Receives and screens visitors and telephone calls that require the use of judgment, tact, and diplomacy.

#### **Senior Executive Assistant, 2015-2017**

Gainesville Regional Utilities, Gainesville, FL

Anthony Cunningham, Water/Wastewater Officer

- Develops, plans, and oversees administrative details and coordinated workflow of assigned area.
- Serves as staff liaison to special committees and boards and represents the department by attending meetings or serving on assigned committees.
- Prepares meeting agendas, photocopies and/or assembles back-up documentation, mails packets to board and staff members. Responsible for taking, transcribing and maintaining accurate minutes.

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- Assists with the administration of department Progression-through-Training (PTTP) programs; prepares a manual of checklists, procedures and materials and reviews proposed actions to evaluate appropriateness and timeliness before forwarding to the department head for review.
- Assists with drafting, modifying, and interpreting operational and personnel policies, guidelines and administrative procedures applicable to department staff.
- Drafts and prepares agenda items for City Commission meetings.
- Oversees inquiries, complaints, and requests; tracks issues and resolutions and provides assistance regarding specific matters within area of expertise in resolving complex inquiries and complaints.
- Assists in the proofing, drafting, and distribution of moderately complex documents.
- Prepares reports for grant funded projects and monitors grant compliance.
- Maintains official records, libraries, databases, tracking systems and files required in connection with department work processes.
- Assigns and reviews the work of Staff Assistants and Staff Specialists.
- Schedules, coordinates and maintains assigned calendars. Makes travel arrangements and prepares itineraries.
- Assists with planning and execution of meetings and department sponsored events.
- Provides oversight, maintenance and updating of the department's intranet and/or internet sites.
- Works directly with department and division managers to facilitate completion of respective assignments and objectives.
- Monitors operation of and recommends repairs or upgrades to office equipment, coordinates repair or upgrade of new equipment.
- Acts as department Timekeeper; inputs department payroll into Remote Time Entry (RTE).
- Assists with the preparation, coordination and administration of department budget.
- Administers department purchase orders and credit card purchases, and prepares department bills for processing; requests information or supporting documentation from appropriate staff.
- Receives and screens visitors and/or telephone calls that require the use of judgment, tact, and diplomacy.
- Assists managers with confidential/sensitive materials related to labor agreements, political issues, personnel matters, and/or criminal records.

### **SAP Business Process Modeler, 2016-2017**

SAP Project at GRU, Gainesville, FL

Barbara Misener, Project Manager

- Worked with business process owners on process mapping, data flow analysis and business process modeling
- Developed data flows and business processes to support FMIS infrastructure
- Assisted with designs and implementation of new process functions and organizational structures
- Supported internal communications to ensure new processes and programs were clearly understood across the organization

### **Administrative Coordinator, 2012-2015**

South Carolina Judicial Department, Columbia, SC

Rosalyn Frierson, South Carolina Court Administrator

- Provides executive-level administrative support for the Director of Court Administration.

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- Assists Director with the distribution of task assignments and follow-up, to ensure tasks are completed within specified time frames.
- Manages lower level administrative staff and assigns tasks as needed and trains new administrative staff on receptionist duties to include screening applicants, interviewing and participating in the hiring decision.
- Conducts SLED background checks, drafts new hire letters, maintains, updates and distributes employee files.
- Drafts and composes written communication, maintains filing system.
- Procurement card holder. Orders and maintains supply needs for office, creates purchase requisitions as required and tracks through purchase order stage and receipt of material and monitors procurement budget
- Special projects as assigned by the Director. Serves as primary point of contact with the National Judicial College staff to coordinate judicial education opportunities and scholarships. Drafts correspondence and communicates time sensitive information to judges and Judicial Department Staff.
- Maintains office library and filing system, including confidential files. Other duties include Agency Recycle Coordinator and Office Emergency Evacuation Coordinator.
- Coordinates office functions, luncheons and meetings.

### **Administrative Facilities Analyst, 2010-2011**

Goodyear Rubber & Tire Company, Fayetteville, NC

Travis Barefoot, Business Center Manager

- Provides administrative assistance to division supervisors and staff.
- Performs general and specialized studies, surveys, and analysis relating to department operation.
- Daily audits of department spending/budget and labor hours worked to include correcting errors with payroll, purchasing and scheduling.
- Establishes and maintains departmental filing systems, including maintenance of confidential personnel and correspondence for the department.
- Daily tracking of purchase requisitions, including contacting the appropriate parties for approvals using Ariba Spend Management Software.
- Compiles payroll data, reconciles errors and maintains payroll records for entire department.
- Reviews wages computed and corrects errors to ensure accuracy of weekly payroll
- Records data concerning transfer of employees between departments.
- Tracks FMLA leave, notifies employees of changes, prepares and maintains FMLA paperwork.
- Canvasses employees schedules for overtime, vacation and leave time.
- Handles documentation regarding grievances, write-ups and other disciplinary actions.

### **Paralegal, 2009-2010**

Willcox, McFadyen, Fields & Sutherland, Raeford, NC

William Fields, Managing Partner

- Preparation of Legal Pleadings such as Complaints, Motions, Notice of Hearings, Affidavits and Defaults.
- Meetings with property owners for settlements including the calculation of fees and costs.
- Preparation of files for Final Summary Judgment of Foreclosure Hearings, calculation of the final judgment totals and dispersing funds.

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- Responsible for moving 100+ files.
- Complete Title Searches for clients and Mortgage Companies, both electronically and manually.
- Solely responsible for Tax Trust account to include reviewing reports for timeframes, collecting payments and making deposits.
- General litigation support including assisting with collection and organizing of documents and monitoring due dates as needed.

### **Executive Legal Assistant, 2006-2009**

Infinite Energy, Gainesville, Florida

Jeffrey Traynham, General Counsel

- Assists Company Executives and Legal Department.
- Maintains and updates General Counsel , department calendar and communicates daily schedules.
- Keeps litigation and court calendars up-to-date; organizes litigation files and assists in preparation and dissemination of documents.
- Analyzes unit operating practices and policies, such as record keeping systems, format controls, etc. to create new systems or revise established procedures.
- Prepares reports including conclusions and recommendations for solution of operational and administrative problems.
- Independently drafts and edits verbal and written legal communication.
- Tracks expenses and progress.
- Ensures that requests for action or information are relayed to the appropriate staff member and /or General Counsel.
- Prepares agendas, reports, and presentations for the General Counsel
- Performs a variety of administrative duties such as scheduling meetings and appointments, organizing and maintaining paper and electronic files, managing projects, and providing information to department heads.
- Translates verbal and written instructions to finished product for letters, memoranda and reports.
- Facilitates replies to e-mail and regular mail by gathering necessary support data, and submits suggested reply to the supervisor with data collected.
- Performs legal research under supervision using websites such as Westlaw, Google and Lexis Nexis.

**Omichele D. Gainey**

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 Work E-mail: gaineyod@cityofgainesville.org

<p><b>CURRENT POSITION TITLE AND ORGANIZATION</b>          (List start/end dates for all employment by month since 2000, plus other public sector work directly related to this recruitment; please describe the reason for any gaps in employment and the reason for departure.          1)          2)          3)</p>	<p><b>Executive Assistant to City Commission, 02/2017-Present</b></p> <p><b>Executive Assistant Senior, Gainesville Regional Utilities, 05/2015-02/2017</b></p> <p><b>Administrative Coordinator, South Carolina Judicial Department, 03/2012-05/2015</b></p> <p><b>GAP</b> in employment from 12/2011-03/2012 – resigned from Administrative Analyst position due to military reassignment orders from NC to SC and search for new employment.</p> <p><b>Administrative Analyst, Goodyear Tire &amp; Rubber Company, 08/2010-12/2011</b></p> <p><b>GAP</b> in employment from 02/2010-08/2010 – resigned from Paralegal position due to family challenges at the time.</p> <p><b>Paralegal, Willcox, McFadyen, Fields &amp; Sutherland, 09/2009-02/2010</b></p> <p><b>GAP</b> in employment from 04/2009-09/2009 - resigned from Executive Legal Assistant position to marry/move out of state (former military spouse) and took several months off for maternity leave before seeking re-employment.</p> <p><b>Executive Legal Assistant, Infinite Energy Inc., 01/2006-04/2009</b></p>
<p><b>CURRENTLY / MOST RECENTLY REPORTS TO (BY TITLE):</b></p>	<p>Currently reports to Kurt Lannon, Clerk of the Commission, Gainesville, Florida.</p>
<p><b>POPULATION SERVED</b></p>	<p>130,000</p>

<b>EMPLOYEES SUPERVISED / BUDGET</b> 1) # OF DIRECT REPORTS 2) # OF EMPLOYEES IN DEPT. 3) # OF EMPLOYEES IN ORG. 4) \$ AMOUNT - DEPT. BUDGET 5) \$ AMOUNT – ENTIRE ORG. BUDGET	1. 0 direct reports 2. 6 staff members and 7 Commissioners (including the Mayor) 3. Approximately 1,200 employed with the City of Gainesville, FL. 4. Department Budget – \$758,210/FY18 5. City of Gainesville Budget - \$121.97 million/FY18
<b>EDUCATIONAL/PROFESSIONAL ATTAINMENT</b> 1) EDUCATION 2) LICENSES 3) PROFESSIONAL CERTIFICATIONS 4) SPECIALIZED TRAINING	1. 90 credits towards Bachelor’s Degree in Political Science, most recently at University of South Carolina (with full intent to complete at a local institution) 2. Bonded Florida Notary 3. N/A 4. First Year Certified Municipal Clerk (CMC) Student in Designation Program, Received training from the Supervisor of Elections, Kim Barton & her staff on the process of Qualifying Candidates, completed several City of Gainesville (COG)/Gainesville Corporate University (GCU) Classes – <i>detailed list on resume</i>
<b>CURRENT SALARY</b> 1) \$ SALARY 2) \$ VEHICLE ALLOWANCE (If Any)	1. Currently Salary - \$54,999 2. N/A

<p><b>1. Please tell us why you are interested in this position and why you are considering a career move at this time?</b></p>
<p><b>Answer:</b> The clerk’s position is one that highly interests me and I am confident that a career move into this position would be a natural career progression as I seek to remain a city employee until I am eligible for city retirement (in another 28 years). I am very passionate about the work I have done as a professional administrator for the last ten plus years and while I have evolved throughout my entire career thus far, I most appreciate the last five years in the public service sector, as I am thoroughly fulfilled by serving my community. The continuum of public service is a major part of my motivation for seeking to fill this professional position in which I hope to one day officially conclude my chapter of public service.</p>
<p><b>2. Please describe your current scope of responsibilities.</b></p>
<p><b>Answer:</b> My current duties involve the day to day governing of the Commission Office. While I report directly to Kurt Lannon, Clerk of the Commission, I assist with coordinating the affairs of four of the seven Commissioners that I have been assigned to. Those duties can range from scheduling meetings, resolving complaints of members of the public both internal to our office and in coordination with other</p>



internal and external departments of the city, attending meetings during and outside of normal work hours to include taking accurate minutes, providing information to satisfy public records requests in accordance with state Sunshine Laws, I advise Commissioners of important topics and concerns, ensuring Commissioners are in compliance with state ethics requirements – to include ethics training and financial disclosures. I also serve as the record keeper for the Canvassing Board and often represent the Clerk in his absence at meetings of the City Commission where I take minutes and provide insight/follow-up where requested.

**3. If not addressed in your resume, please specify any experience or exposure to the following areas: records retention policy oversight; maintaining inventory for all Governing Body records for your city/county; working knowledge of your State’s Sunshine Laws, City Charter, and all applicable election laws affecting your organization.**

**Answer:** I do reference these duties in my resume; however, I will reiterate that I do have a thorough working knowledge of policies governing record retention, Sunshine Laws in reference to the Commissioners, Clerk’s office, city affairs as well as state election laws. All of these policies govern my work day to day and have for the last several years.

**4. How would others characterize your communication style – both formal and informal?**

**Answer:** I would characterize my communication style as assertive. I say what I mean and I mean what I say and I don’t take issue with expressing those necessary points of information that may add value to someone’s perspective of a situation. I am respectful and mindful in my communication that others may not see or understand as I do and I do not expect them to all of the time. I am open minded in my communication and because of that, I tend to listen more intently than I speak to gather a good understanding of the topic of discussion so that I may receive the best understanding possible and provide input that is both valuable and balanced.

**5. What “feedback” have you received from those with whom you work regarding your strengths?**

**Answer:** I have received a lot of feedback over the years both at my current place of work and former places of employment. My colleagues have described my strengths as my diligence, determination, problem solving ability, leadership, sound perspective and judgment. They also see me as the person who is able to resolve challenges fairly and equitably both internally and with members of the public.

**6. What “feedback” have you received from those with whom you work regarding areas in which you need professional improvement?**

**Answer:** The feedback I have received in previous evaluations encouraged me to continue my education through GCU courses as well as to increase my participation in projects that would serve not only as a challenge, but a benefit to my department in guiding future business process changes. I followed up on the recommendations by continuing to take advantage of education and professional development courses offered/sponsored by the City as well as participating in the Staff Support Development Program, volunteering my time on the SAP Project at GRU and serving on the Diversity Awareness Council.

**7. Describe your approach to managing a) people, and b) projects. How do you get things done and make decisions?**

**Answer:** My approach to managing people and projects is two-fold in that I focus on their strengths, while developing their weaknesses and I conduct myself in a way that people naturally want to follow my example of striving for excellence in everything. By first understanding the needs and goals of my organization, I do my best to genuinely get to know people to understand their needs and their goals and how I can help mold an interdependent work force where the needs of our organization are met, while fulfilling the individual goals of the people. When employees are vested, I believe they take ownership and accountability to not just meet goals, but to go beyond expectations. Managing projects goes hand in hand with managing people. When you manage people in a way that takes into account diversity of thought and strategy, while balancing strengths and developing weaknesses into strengths, projects go from being challenges to opportunities. My job is to facilitate the collaboration of all moving parts to ensure the people give their best work product and projects are well vetted and timely.

**8. Describe a successful process or project that that you initiated, led, or participated in that required creative problem solving, could be considered innovative, and/or utilized a new technology to better serve the public.**

**Answer:** I was fairly new to Gainesville Regional Utilities (GRU), working as the Senior Executive Assistant in the Water/Wastewater (W/WW) division. The department was in quite the transition as an acting officer was approaching retirement and the officer assigned to W/WW was acting as the CFO and had been for the last two years. Part of my responsibility was to provide budget reconciliation reports each month for the department's expenditures. W/WW's annual operating budget usually ball parked in the \$21 million range. The process for extracting these reports out of the system was a manual process which meant I had to analyze the reports by budget line item expense which was very time consuming. Because of the size of the budget in addition to human error, this task was very tumultuous and in my opinion burdensome to me as well as to management seeking to ensure budget dollars were being spent in accordance with departmental goals. I decided to take on automating this process as a project even though prior assistants attempted to do so but were unsuccessful. After collaborating with the IT department and management staff, I was able to successfully automate this process which not only reduced turnaround time from the upwards of a week to as little as one day, I was able to capture a more accurate projection of expenses and remaining budget. This project was well worth the time invested and serves as a tool that is still in use today.

**9. Are you recognized as a Certified Municipal City Clerk, or are you working on it?**

**Answer:** I am not yet a Certified Municipal Clerk but I am a first year student with the intent to be certified at the end of the three year process.

**10. Describe your philosophy and approach to managing an annual budget.**

**Answer:** The budget of any organization is the means by which that organization funds their mission and is an integral process that should be transparent, well-communicated and executed according to plan. Even though budgets are typically projected and set at one portion of the year, it is vital to properly manage expenditures throughout the year to ensure the budget is not exceeded and that all expenditures align with the needs of the organization's ability to carry out its duties. Because the

Clerk's budget is funded through a government entity, it is our responsibility to cut out waste and to not pass on to taxpayers' undue financial burden through expenses that do not best support our goals.

**11. Briefly summarize your thoughts on the level of “customer service” you expect a division that you lead to provide. Define “customers” and provide some examples of initiatives or actions you have pursued to improve “customer service” and instill a culture of “continuous improvement”.**

**Answer:** Customer service is paramount. Customers are ALL those you serve - the public and each other (colleagues). The Clerk's office is a public service department that is highly visible and has a high level of interaction with our citizens or as I like to refer to them “our customers.” Because of our positioning as the administrative arm of the City Commission, it is imperative that we provide not only excellence in service to our external customers, but also our internal customers, i.e. City Commissioners, other Charter Officers, city employees and other city-affiliated officials. One way I immediately identified that we could improve our customer service when I began employment with the Clerk's office was to rearrange our reception area. Before the reorganization, our customers were seated behind a cubicle wall that was in a corner, dimly lit and isolated with no eye contact with the personnel behind the desk once seated. With the assistance of some movers and IT personnel, we were able to rearrange our waiting area into a friendlier arrangement that didn't isolate our guests and also helped improve security by allowing the Executive Assistant to have eye contact with all visitors. I also had our office door properly labeled with the city seal and lettering so those new to City Hall could easily identify our location without being confused or lost. These may seem like minor changes but our customers and Commissioners alike have taken notice and greatly appreciate the new look and function of the area. Continuous improvement happens just like that, when we look at the work we do from someone else's perspective or in concurrence with changes in technology and other efficiencies available to enable us do our job in a more excellent way.

**12. Describe your approach toward employee development, performance evaluations, and developing future leadership within your division.**

**Answer:** I believe that people are your greatest assets so as I said previously, focusing on their strengths while developing their weaknesses would be my focus. I believe employees should have resources available to them if they desire to expand their knowledge base and improve skills. I am a believer that no matter how long you have been doing a task, there's almost always something new you can learn to do the job better. Fortunately, city employees have the benefit of Gainesville Corporate University (GCU) which I have utilized for my own professional development and I would formulate a plan of action to educate and empower employees to be their best. Part of my strategy for developing future leadership would be to challenge employees to not just know their respective responsibilities but to cross train and learn those of the other employees. A department is only as strong as its weakest individual so confluence and understanding how we all work together to achieve our goals is key to overall success. I am very comfortable with providing coaching and insight to employees on how they can continue to deliver the best service to our internal and external customers.

**13. Describe any examples where you have implemented a new process or initiative that has improved operational efficiencies and/or reduced operating costs.**

**Answer:** When I worked as a paralegal in North Carolina, I was challenged to find efficiencies in a less than perfect situation where I had to untangle the webs of a former employee. My supervisor served as the county attorney in a primarily rural area and was responsible for filing suit against property owners who did not pay their property taxes in a timely manner. Pulling from my experience at Infinite Energy, I was able to step into a less than ideal situation, and establish a filing system, collections process and as a result, garnered a trusted relationship with my supervisor as well as the County Tax collector. I was able to help the county and property owners avoid the expensive costs of litigation by working out payment arrangements on their debts, an arrangement which worked in the interest of all parties involved. The system I created and left helped the attorney's office have more visibility in their legal affairs and the county was able to recoup thousands of dollars in past due taxes while owners felt relieved that they would not lose their property as a result of their misfortunes.

**14. Since 2000, please explain all situations where you were in a position for less than two years and describe the reason for your departure.**

**Answer:** As explained above, I was in 2 positions for less than two years. The first position was at Willcox, McFadyen Fields & Sutherland where I served as the foreclosure paralegal. Due to some unforeseen family circumstances at the time, I thought best that I terminate my employment. The only other position where I have served less than two years was at Goodyear Tire & Rubber Co., where I left due to (my ex-husband's) military re-assignment from NC to SC.

**15. If an electronic file search of media and blogs is made through Google (or other search engines), what would be disclosed about you that could be construed as negative? It is advisable that these issues be disclosed by you and explained rather than being asked to react to reports discovered by the prospective employer.**

**Answer:** No, I am not aware of anything that could be construed as negative.

Name: **Omichele D. Gainey**

Date Completed: **10/10/17**

Questionnaire

1. Have you been subject to a formal charge regarding a conflict of interest, violation of ethical conduct, malfeasance or misfeasance in the performance of duties? If so, please explain the circumstances.

**No I have not.**

2. Have you been investigated or censured by a grand jury, board of inquiry or similar body? If so, please explain the circumstances.

**No I have not.**

3. Have you been subject to any disciplinary actions, including suspension, probation, or demotion in your adult working career? If so, please explain the circumstances.

**No I have not.**

4. Have you been dismissed or asked to resign from a position? If so, please explain the circumstances.

**No I have not.**

5. Have you been subject to a bankruptcy or adverse financial circumstances that would limit your ability to be bonded or placed in a position of fiduciary responsibility?

**I have never been subject to a bankruptcy. I have had challenging financial circumstances due to hardships (divorce and total loss due to a fire) but I do not believe they would limit my ability to be bonded or placed in a position of fiduciary responsibility.**

6. Is there anything about your professional or personal conduct that could be potentially embarrassing to your employer or could impair your ability to perform your work, if it were learned at a later time? If so, please explain the circumstances.

**No, not that I am aware of.**

7. Do you understand that if reliable information arises contrary to your above responses, it could be disqualifying?

**Yes, I understand.**



Helen Harris





1237 NE 21<sup>st</sup> Street  
Gainesville, FL 32641

October 9, 2017

Art Davis  
Senior Vice President  
Springsted/Waters Executive Recruitment

Mr. Davis:

I submit the attached letter and resume in hopes that you will see how my skills and qualifications align with the needs of the City of Gainesville's *Clerk of the Commission* position.

As the City Manager Office Coordinator, I am afforded the opportunity to work directly with the City of Gainesville Clerk's Office as I coordinate all agenda items requiring City Manager approval prior to submission to the City Commission Agenda and General Policy Committee Agenda. I have attended a Florida Public Records Management Training conducted by the John Scott Dailey Florida Institute of Government and am the liaison for all public records inquiries that require responses from departments under the City Manager's purview. I led the project to automate the City Manager department's agenda tracking approval process with the Granicus Project Team.

I am a proven team leader as I currently manage the administrative staff support in the Office of the City Manager which consists of the Executive Assistant to the City Manager, Senior Executive Assistant and City Hall Action Officer. Our team of administrative professionals consistently deliver exemplary customer service for all customers, external and internal alike. I work directly with senior management to ensure that citizens' issues and concerns are resolved as efficiently and timely as feasible. I am also the staff liaison who oversees the City Manager's departmental budget and am knowledgeable of the city's purchasing policies. I currently review all documents for compliance prior to submittal to the City Manager for final signature. These documents include but are not limited to: Invitation to Bid, Request for Proposals and Contracts for goods and services. I'm a self-starter and am always eager to learn new things.

My 13 ½ years working in the City of Gainesville City Manager's Office has taught me everything that I currently know regarding local municipal government administration, records management, Florida's Public Records and Government in the sunshine. I graduated from the University of Florida in 2015 where I earned a Bachelor of Arts Degree in Political Science. My previous work experience and recent graduation makes me an ideal candidate for the City of Gainesville's *Clerk of the Commission* position.

I have enclosed my resume which summarizes my skills and abilities and look forward to speaking with you in greater detail at your earliest convenience.

Sincerely,



Helen J. Harris

Encl: Resume



# HJH

# HELEN J. HARRIS

## OBJECTIVE

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To secure the City of Gainesville *Clerk of the Commission* position which would allow me the opportunity to utilize my organizational and management skills, demonstrate my strong work ethic; as well as my outstanding verbal and written communication skills.

## SKILLS

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Demonstrated skills in written and oral communications, organizing, problem solving and successfully managing multiple tasks in a fast paced environment. Ability to work independently on multiple assignments under pressure. Consistently meets deadlines and ensures confidentiality on sensitive issues. Always willing to go the “extra mile”. Proven team leader.

## EXPERIENCE

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### **OFFICE COORDINATOR • CITY OF GAINESVILLE • MAY 2014 - PRESENT**

Direct the overall administrative operation of the Office of the City Manager; Manage public records inquiries and coordinate responses that require multiple departments under General Government; Coordinates submission of agenda items to the City Commission and General Policy Committee; Investigate citizens’ requests and respond to issues and questions not requiring the attention of the City Manager; Act as a liaison between the City Manager and the general public, committees, staff and City departments. Independently reviews, prioritizes, conducts follow-up research, collects and provides information on issues and brings such matters to the personal attention of the City Manager; Supervises, plans, organizes and directs the work of support staff and City Hall Action Officer volunteers; sets work goals, objectives, and priorities; Performs timely, fair, and non-discriminatory evaluation of performance of assigned support staff.

### **ADMINISTRATIVE ASSISTANT TO CITY MANAGER • CITY OF GAINESVILLE • JULY 2011 – MAY 2014**

Draft and prepared agenda items for City Manager approval; Provided orientation, training, and instruction to new employees and front desk volunteers; Independently reviewed, prioritized, conducted follow-up research, collected and provided information on issues bringing such matters to the personal attention of the City Manager.

### **EXECUTIVE ASSISTANT SENIOR • CITY OF GAINESVILLE • MARCH 2004 – JULY 2011**

Reviewed and processed incoming electronic mail correspondence, records and reports for the Assistant City Manager; Served as staff liaison to two City Commission committees and represented the department by attending meetings. Prepared meeting agendas, and transcribed minutes. Obtained and gathered data to prepare responses and prepared accompanying



HELENJHARRIS@COX.NET



1237 NE 21ST STREET  
GAINESVILLE FL 32641



352-214-4650

supplementary information or exhibits; Organized, coordinated and scheduled meetings, facilities, and materials; Coordinated the Assistant City Manager's calendar and arranged travel.

## **EDUCATION**

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B.A., POLITICAL SCIENCE • AUGUST 2015 •  
UNIVERSITY OF FLORIDA, GAINESVILLE, FL

A.A., POLITICAL SCIENCE • JUNE 2006 •  
SANTE FE COLLEGE, GAINESVILLE FL

## **LEADERSHIP EXPERIENCE**

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### **Customer Service Team**

This team worked for approximately 14 months to establish the 4Cs philosophy

### **Customer Service Implementation Team**

This team worked to implement the 4C's philosophy throughout the organization

### **Cedar Grove II Homeowners Association Board of Directors**

2002 - 2003; 2005 – 2011; 2014 - Present

- President, 2014 - Present
- President, 2005 - 2011
- Secretary, 2002 - 2003

## **PROFESSIONAL AFFILIATIONS**

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### **State of Florida Notary Public**

### **International Association of Administrative Professionals**

January 2006 – 2009

- Member

**Helen Harris**

1237 NE 21<sup>st</sup> Street, Gainesville FL 32641

Home phone: 352-371-1325

Business phone: 352-393-8675

Mobile phone: 352-214-4650

Home E-mail: helenjharris@cox.net

Work E-mail: harrishj@cityofgainesville.org

<p><b>CURRENT POSITION TITLE AND ORGANIZATION</b>          (List start/end dates for all employment by month since 2000, plus other public sector work directly related to this recruitment; please describe the reason for any gaps in employment and the reason for departure.          1)          2)          3)</p>	<p><b>Office Coordinator</b>, City of Gainesville, May 2014 – current  <b>Administrative Assistant to City Manager</b>, City of Gainesville, July 2011 – May 2014  <b>Executive Assistant Senior</b>, City of Gainesville, March 2004 – July 2011  <b>Administrative Assistant II</b>, State Court Administrator – Family Court Division, January 2003 – March 2004  <b>Senior Secretary</b>, Alachua County Board of County Commission – Guardian ad Litem January 2001 – January 2003  <b>Administrative Assistant</b>, North Central Florida Regional Planning Council, May 1997 – December 2000</p>
<p><b>CURRENTLY / MOST RECENTLY REPORTS TO (BY TITLE):</b></p>	<p>Executive Chief of Staff – since January 2017          Previously direct report to City Manager from July 2011 to January 2017</p>
<p><b>POPULATION SERVED</b></p>	<p>131,591 as of July 2016</p>
<p><b>EMPLOYEES SUPERVISED / BUDGET</b>          1) # OF DIRECT REPORTS          2) # OF EMPLOYEES IN DEPT.          3) # OF EMPLOYEES IN ORG.          4) \$ AMOUNT - DEPT. BUDGET          5) \$ AMOUNT – ENTIRE ORG. BUDGET</p>	<p>3          11          2200          \$1.32M          \$121.97M</p>
<p><b>EDUCATIONAL/PROFESSIONAL ATTAINMENT</b>          1) EDUCATION          2) LICENSES          3) PROFESSIONAL CERTIFICATIONS          4) SPECIALIZED TRAINING</p>	<p>University of Florida          2015, B.A, Political Science           State of Florida Notary Public</p>
<p><b>CURRENT SALARY</b>          1) \$ SALARY \$61,244.73          2) \$ VEHICLE ALLOWANCE (If Any)</p>	
<p>N/A</p>	

**1. Please tell us why you are interested in this position and why you are considering a career move at this time?**

**Answer:** I am interested in this position because this is the right time for me to bring my strong organizational and management skills to the Clerk's office. There are many enhancements that can be brought to the office and with my proven leadership skills, I know that I am the right person for the job.

**2. Please describe your current scope of responsibilities.**

**Answer:** Direct the overall administrative operation of the Office of the City Manager; Manage public records inquiries and coordinate responses that require multiple departments under General Government; Coordinates submission of agenda items to the City Commission and General Policy Committee; Investigate citizens' requests and respond to issues and questions not requiring the attention of the City Manager; Act as a liaison between the City Manager and the general public, committees, staff and City departments. Independently reviews, prioritizes, conducts follow-up research, collects and provides information on issues and brings such matters to the personal attention of the City Manager; Supervises, plans, organizes and directs the work of support staff and City Hall Action Officer volunteers; sets work goals, objectives, and priorities; Performs timely, fair, and non-discriminatory evaluation of performance of assigned support staff.

**3. If not addressed in your resume, please specify any experience or exposure to the following areas: records retention policy oversight; maintaining inventory for all Governing Body records for your city/county; working knowledge of your State's Sunshine Laws, City Charter, and all applicable election laws affecting your organization.**

**Answer:**

**4. How would others characterize your communication style – both formal and informal?**

**Answer:** I am a clear and concise communicator. I believe communication is the key. I am very careful with my words because I learned at an early age that words are powerful and we must choose our words wisely because once spoken we can't take back. This applies to written and verbal word.

**5. What "feedback" have you received from those with whom you work regarding your strengths?**

**Answer:** People who have worked with me would say that I am always professional and pleasant to work with.

**6. What "feedback" have you received from those with whom you work regarding areas in which you need professional improvement?**

**Answer:** I haven't had many to provide feedback in areas where improvement is needed; however, I would say when I first began employment with the City of Gainesville one of the areas that I needed the most improvement in was my writing skills which was noted in my first couple of performance reviews. I took that feedback and enrolled in classes that would assist me in improving my writing and today I must say that is one of my strongest skills.

**7. Describe your approach to managing a) people, and b) projects. How do you get things done and make decisions?**

**Answer:** I believe rather it's people or projects that you are managing, you must lead by example and if you are working with a team your team is looking at you for direction and clear communication. Everyone's opinions are important; although ultimately you as the manager will have to make the final decision on some issues.

**8. Describe a successful process or project that that you initiated, led, or participated in that required creative problem solving, could be considered innovative, and/or utilized a new technology to better serve the public.**

**Answer:** I was the lead in automating the electronic agenda approval for the City Manager's department. There was a city staff team involved in coordinating with members from Granicus; however, I worked very closely with City Clerk's staff and Granicus project staff to ensure that we were able to implement this new process as effortless as possible. I also train new staff on the electronic agenda approval process as I am the Agenda Coordinator for the City Manager's office.

**9. Are you recognized as a Certified Municipal City Clerk, or are you working on it?**

**Answer:** I am not because you to be a clerk in order to be able to work on certification

**10. Describe your philosophy and approach to managing an annual budget.**

**Answer:** Managing an annual budget is similar to managing a personal checking account. It is very important to be fiscally responsible first and foremost. Accurately balancing the spending at the end of the month is a way to ensure that you are not overspending and working with one person in the office for the purchases so that everyone is not spending out of the same pot of money.

**11. Briefly summarize your thoughts on the level of "customer service" you expect a division that you lead to provide. Define "customers" and provide some examples of initiatives or actions you have pursued to improve "customer service" and instill a culture of "continuous improvement".**

**Answer:** A customer is anyone you interact with for business matters rather internal or external. I would expect exemplary customer service from any member of a team that I am leading. I believe providing outstanding customer service should be ingrained in our day-to-day operations; that it should come as second nature and not anything that one should have to think about. I am very passionate about providing outstanding customer service; so much so, that I volunteered to service on the Customer Service Team that created that 4C's Philosophy under the former City Manager; as well as, the Customer Service Implementation Team that was providing the blueprint for the organization. I was not asked to serve on these teams; I volunteered. It is very important to have an ongoing dialogue regarding customer service with employees. This organization should be known for its service to customers; no matter what you call it, i.e.; 4Cs, Service Excellence or Citizen Centered it should all mean the same, "providing exceptional service to the customer".

**12. Describe your approach toward employee development, performance evaluations, and developing future leadership within your division.**

**Answer:** I believe employee development is important because the future of the organization, should be the employees we are trying to develop into leaders. We should always strive to provide our employees an opportunity for upward mobility when feasible. If there are opportunities for training, I believe in encouraging employees to attend trainings that would sharpen their skills. When conducting

a performance review, I request my direct reports to provide a self-evaluation because I believe it is important to get the employee's perspective on their performance. I think it's good to have dialogue with the employee regarding the performance and if there are areas where improvements are needed that needs to be addressed.

**13. Describe any examples where you have implemented a new process or initiative that has improved operational efficiencies and/or reduced operating costs.**

**Answer:** As previously mentioned, the automatic electronic agenda approval process which was implemented this year for the City Manager's department has improved operational efficiencies because the approvals are completely electronic which has eliminated the need to print copies of agenda items and backup; as well as, eliminated the need to have staff physically deliver the agenda items to City Hall.

**14. Since 2000, please explain all situations where you were in a position for less than two years and describe the reason for your departure.**

**Answer:** I worked in the position at Family Court for just over a year from January 2003 to March 2004 because I became aware of the opportunity at the City of Gainesville.

**15. If an electronic file search of media and blogs is made through Google (or other search engines), what would be disclosed about you that could be construed as negative? It is advisable that these issues be disclosed by you and explained rather than being asked to react to reports discovered by the prospective employer.**

**Answer:** I don't believe there is anything that could be construed as negative

Name: **Helen Harris**

Date Completed: **10-16-17**

Questionnaire

1. Have you been subject to a formal charge regarding a conflict of interest, violation of ethical conduct, malfeasance or misfeasance in the performance of duties? If so, please explain the circumstances.  
**NO**
2. Have you been investigated or censured by a grand jury, board of inquiry or similar body? If so, please explain the circumstances.  
**NO**
3. Have you been subject to any disciplinary actions, including suspension, probation, or demotion in your adult working career? If so, please explain the circumstances.  
**NO**
4. Have you been dismissed or asked to resign from a position? If so, please explain the circumstances.  
**In 1985, I was terminated from my position at the Public Defender Office for poor work performance**
5. Have you been subject to a bankruptcy or adverse financial circumstances that would limit your ability to be bonded or placed in a position of fiduciary responsibility?  
**NO**
6. Is there anything about your professional or personal conduct that could be potentially embarrassing to your employer or could impair your ability to perform your work, if it were learned at a later time? If so, please explain the circumstances.  
**NO**
7. Do you understand that if reliable information arises contrary to your above responses, it could be disqualifying?  
**YES**





Joyce Lanier



## Joyce L. Lanier

764 South 10<sup>th</sup> Street • Newark, New Jersey 07108  
(201) 452-7682 • [jjoycelanier@aol.com](mailto:jjoycelanier@aol.com)

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October 6, 2017

Mr. Art Davis  
Senior Vice President  
14285 Midway Road Suite 340  
Addison, TX 75001

Dear Mr. Davis

I am writing in response to the email advertisement regarding the position of Clerk of the Commission (Charter Office/City Clerk).

Currently, I serve as the City Clerk for the City of Orange Township. Prior to this appointment, I served for fifteen (15) years in the Newark Office of the City Clerk under long-time Clerk Robert P. Marasco. While in Newark, I served as Manager for three separate and distinct operations concurrently, supervising a total of seventeen (17) employees: the Newark City Archives, Open Public Records Act (OPRA) Office and the Police Records Bureau. After the City Clerk and his Deputy, I, as Manager of three separate operation (as state above) had the broadest responsibilities within the Clerk's senior management team. Offering more than seventeen years of proven management and leadership experience, complemented by outstanding educational credentials, I am confident in my abilities to leverage these qualifications and deliver exceptional results for the City of Gainesville, Florida.

The attached resume details the particulars regarding my employment experience. I look forward to meeting with you at you earliest convenience to discuss any issues you deem pertinent. I can be reached at (201) 452-7682 or email at [jjoycelanier@aol.com](mailto:jjoycelanier@aol.com).

With deepest thanks,

*Joyce L. Lanier*

Joyce L. Lanier

**Salary History**

City of Orange Township     \$110,000 plus \$5, 000 (Secretary to the HPC Commission)

City of Newark +longevity     \$96,000 plus overtime = 103,000

**Joyce L. Lanier, RMC**  
**764 South 10<sup>th</sup> Street, Newark, New Jersey 07108**  
**201-452-7682**  
**jjoycelanier@aol.com**

### **Executive Profile**

- ❖ City Clerk of the City of Orange Township
- ❖ President of the Essex County Municipal Clerks Association, 2014
- ❖ Registered Municipal Clerk (RMC) State of New Jersey
  
- ❖ Fifteen years with the Newark Office of the City Clerk: Manager of three distinct operations - Open Public Records Act (OPRA) Office, Municipal Archives and Records Management Center (ARMC) and the Police Records Bureau. Supervised a total of seventeen employees currently while with the City of Newark
- ❖ First Assistant to the City Clerk in Administrative oversight of the construction of Newark's first official Municipal Archives
- ❖ Five years of Corporate experience in Sales/Marketing
- ❖ Five years of Corporate experience in Event/Conference Planning

### **Professional Experience**

#### **City of Orange Township, Orange, New Jersey**

**May 2015**

##### **- Present**

##### **City Clerk**

- Serve as Secretary to the Municipal Council responsible for agenda preparation and legislative review.
- Ensure agenda items have full legal backup documentation for the Council, so informed votes could be cast by them
- Direct Municipal elections, i.e. candidate qualification/certification, ballot drawing, ballot production and certification of election
- Responsible for issuance of limousine and taxi licenses
- Subsequent to appointment as City Clerk, conducted office-wide management/operational review of current practices; instituted modernization where necessary

##### **Secretary to the Orange Historic Preservation Commission**

- Responsible for attending evening meetings, putting together application packets for Commission members, establishing meeting agendas, administering meetings and preparing minutes for each meeting.

#### **City of Newark, Office of the City Clerk, Newark, New Jersey**

##### **Sole Manager of the following Clerk Offices\*:**

1. OPRA Office - 2015: 5,500+ open public records requests processed
2. ARMC - 2015: transferred over 4,500 cubic feet of city records into the ARMC/purged 250,000 pounds of records/processed over 1,200 City departmental requests for files
3. Police Records Bureau - 2015: processed 17,000 public request for records
  
4. Special Events and Conference Planner for the Municipal Council and Clerk

\* Based on the volume of work shown above, the Office of the City Clerk in Newark functions, for practical purposes, as a full City Department, not a bureau or division.

#### **Open Public Records Act (OPRA) Office**

**September 2002 - May 2015**

- Supervised/ trained staff of six in relevant OPRA state statutes and regulations
- Developed/implemented all City forms, procedures, and systems regarding OPRA
- Received/processed over 5,500 OPRA requests in 2015 from public, business and external government agencies (County, State and Federal)
- Since OPRA inception, there has been an average 10% increase per year in number of OPRA requests received

**Archives and Records Management Center (ARMC)**

**March**

**2005 - May 2015**

- Supervised/trained staff of five in this new four story structure containing approximately 60,000 cubic feet of shelving storage space
- Administered statutory retention of Municipal Records for all City Departments (10) and agencies
- Instituted the City's first professional Records Management Program
- Applied, received and managed State archival Grants for the ARMC
- Awarded by the New Jersey Secretary of State the PARIS Awards for Excellence in the "Imaging Access Municipal Archives" category

**Police Records Bureau**

**December 2010**

**- May 2015**

- Supervise/trained a staff of six in relevant State statutes and regulations
- Oversaw the processing of 17,000 police record requests from public, business, and external government agencies including highly confidential and sensitive records (the number of requests processed has increased an average of 10% per year)

**Special Events/Conference Planner**

**March 2002 -**

**May 2015**

- Directed specific City of Newark events such as Mayor/Council Inauguration every four years involving more than 4,000 citizens and government employees and officials
- On behalf of Council President acted as coordinator and host for annual events such as the Women In Municipal Government Conference of the National League of Cities
- In partnership with Newark Rutgers, School of Public Affairs and Administration (SPAA), hold an on-going annual series of Public Management lectures for all departmental city Directors and Managers

**Election Responsibilities (every four years)**

**March 2002 - May 2015**

- Supervise verification of 15,000+ candidate petition signatures
- Beginning in January of a municipal election year, direct all interaction involving media, public relations, press releases and electronic technology i.e. streaming, twitter, cable television (CATV), and a customized Newark Voter Alert App
- Moderator of the City of Newark's first election television broadcast on CATV involving the Municipal Election

**City of Newark, Office of the City Clerk, Newark, New Jersey**

**January**

**2000 - July 2002**

Research Supervisor

**CORPORATE EXPERIENCE**

**December 1989**

**- August 1999**

- **Information Resources, Inc., Fairfield, New Jersey** - Project Manager
- **Wright Line, Inc., Jersey City, New Jersey**- Account Executive
- **Bristol-Myers Squibb, Princeton, New Jersey** -Meeting Planner/Training Coordinator for International Sales Division

### **Education**

- ❖ Masters in Public Administration (M.P.A) – Rutgers State University, New Jersey – May 2009
- ❖ B.A. Economics and Finance – Rutgers State University, NEW JERSEY – May 1994
- ❖ Registered Municipal Clerk

### **Boards**

- ❖ Secretary to the Orange Historic Preservation Commission
- ❖ Newark Celebration NC 350 Board – Committee Member
- ❖ Essex County Mental Health Advisory Board - Member

***References upon request***

**Joyce L. Lanier**

764 South 10<sup>th</sup> Street, Newark, New Jersey 07108

Home phone: (973) 643-2763

Business phone: (973) 266-4028

Mobile phone: (201) 452-7682

Home E-mail: [jjoycelanier@aol.com](mailto:jjoycelanier@aol.com)

Work E-mail: [jlanier@ci.orange.nj.us](mailto:jlanier@ci.orange.nj.us)

<p><b>CURRENT POSITION TITLE AND ORGANIZATION</b>  <b>(List start/end dates for all employment by month since 2000, plus other public sector work directly related to this recruitment; please describe the reason for any gaps in employment and the reason for departure.</b>          1)          2)          3)</p>	<p>1. City of Orange Township          Title: City Clerk          May 2015 through Present</p> <p>2. City of Newark, NJ          Office of the City Clerk          Title: City Records Manager/OPRA/Archives Manager          January 2000 through April 2015          Departed this position to become a City Clerk in the City of Orange Township.</p>
<p><b>CURRENTLY / MOST RECENTLY REPORTS TO (BY TITLE):</b></p>	<p>I currently report to the Orange Municipal Council. I more directly report to the Municipal Council President.</p> <p>In the City of Newark, I reported directly to the City Clerk.</p>
<p><b>POPULATION SERVED</b></p>	<p>City of Orange Township population – 33,000          City of Newark population – 230,000</p>
<p><b>EMPLOYEES SUPERVISED / BUDGET</b>          1) # OF DIRECT REPORTS          2) # OF EMPLOYEES IN DEPT.          3) # OF EMPLOYEES IN ORG.          4) \$ AMOUNT - DEPT. BUDGET          5) \$ AMOUNT – ENTIRE ORG. BUDGET</p>	<p>1. Orange – I currently supervise 4 employees – 4 Direct reports.          2. Five including myself          3. 425 employees          4. \$432,500 Clerk’s Office          \$406,000 Municipal Council          5. \$64,585,900</p> <p>1. Newark – I supervised 15 employees located in three distinct offices. All 15 employees reported directly to me.          2. The total number of employees in the Clerk’s office in 2015 was 32.          3. 3,200 employees          4. \$4,074,226 - Clerk’s Office          \$3,593,000 – Municipal Council</p>



	5. \$70,590,157
<b>EDUCATIONAL/PROFESSIONAL ATTAINMENT</b> 1) EDUCATION 2) LICENSES 3) PROFESSIONAL CERTIFICATIONS 4) SPECIALIZED TRAINING	1. Master of Public Administration (MPA) Rutgers, the State University with honors 2009 – Member of Pi Alpha Alpha 2. Registered Municipal Clerk (RMC) 3. Classes towards certification as a Chief Financial Officer (CFO) and Qualified Purchasing Agent (QPA).
<b>CURRENT SALARY</b> 1) \$ SALARY \$110,000 (City Clerk ) + \$5,000 (Secretary, Historic Preservation Commission) 2) \$ VEHICLE ALLOWANCE (If Any) - Only reimbursement	

<b>1. Please tell us why you are interested in this position and why you are considering a career move at this time?</b>
<b>Answer:</b> I have been researching the possibility of relocating South. I have two daughters – the oldest is a Sophomore in College and the youngest a senior in high school. I was waiting for my youngest daughter to graduate high school and enter into college before I relocated which will take place May 2018. I am also looking for a climate change- lots of sunshine would be great! And finally I have family in Florida.
<b>2. Please describe your current scope of responsibilities.</b>
<b>Answer:</b> As the Clerk, I serve as the Secretary to the Municipal Council. My duties include but are not limited to agenda preparation, creation of legislation, and preservation of all legislation, attend all Council meeting, serves as the parliamentarian during the Council Meeting, creation and maintenance of a records inventory program. I am the Chief administrative officer in all elections held in the City of Orange Township. I process taxi and limousine licensing, raffles and games of chance, etc. I am the community event scheduler for the Municipal Council.
<b>3. If not addressed in your resume, please specify any experience or exposure to the following areas: records retention policy oversight; maintaining inventory for all Governing Body records for your city/county; working knowledge of your State’s Sunshine Laws, City Charter, and all applicable election laws affecting your organization.</b>
<b>Answer:</b> My experience is outline in my resume.
<b>4. How would others characterize your communication style – both formal and informal?</b>
<b>Answer:</b> I am a very direct communicator. I strive to be upfront and to the point. Formally, I would describe myself as straightforward and candid. Always respectful but strong and candid.
<b>5. What “feedback” have you received from those with whom you work regarding your strengths?</b>
<b>Answer:</b> I am very organized. A quick thinker, problem solver, hard worker, etc.

**6. What “feedback” have you received from those with whom you work regarding areas in which you need professional improvement?**

**Answer: I am fast pace and expect others to keep up. I sometimes have to step back and reflect, while realizing that everyone don’t process information like I do. They may have a different thought pattern. You have to sometimes step out of your box and place yourself in their light to understand their process. In other words, I can be a little impatient at times.**

**7. Describe your approach to managing a) people, and b) projects. How do you get things done and make decisions?**

**Answer: Team player. I always try to make everyone on my team be a part of the solution. This creates a feeling of ownership. Everyone has stake in the efforts.**

**8. Describe a successful process or project that that you initiated, led, or participated in that required creative problem solving, could be considered innovative, and/or utilized a new technology to better serve the public.**

**Answer: I break projects into specific area of responsibility so that all involve know that area of the project they are responsible for. I always try to utilize the team individual strong areas of skills in a project. For example if you are really good in research, that your area; computer skills – developing graphs and presentation- that’s what you are assigned, etc. In Newark I successfully completed many projects. I created an election TV show which I interviewed local community activist, focusing on the current election issues. I created a program where we used local high school kids to do PSA to get out the message of how important it is to get registered to vote and actually vote.**

**9. Are you recognized as a Certified Municipal City Clerk, or are you working on it?**

**Answer: I am a State Certified Municipal Clerk**

**10. Describe your philosophy and approach to managing an annual budget.**

**Answer: I create my budget based on the perspective needs of my department. I prioritize what is important based on the goals and objects the department has set out to achieve. And of course there’s always a reserve for unanticipated events.**

**11. Briefly summarize your thoughts on the level of “customer service” you expect a division that you lead to provide. Define “customers” and provide some examples of initiatives or actions you have pursued to improve “customer service” and instill a culture of “continuous improvement”.**

**Answer: Customer – any constituent that walks through my office doors requiring services. Customer other City departments and government agencies. I believe that as public servants, we should always go above and beyond to assist others. Nothing is never “not in my job description”. Instead, take extra steps to find out where someone seeking help needs to go, by calling that office first before you send them to another office. The last thing I would want to do myself is waist time going from office to office. Also, be kind and pleasant. Always listen.**

**12. Describe your approach toward employee development, performance evaluations, and developing future leadership within your division.**

**Answer: I am a believer of training. An office should be cross trained in the duties of others in the office. The office should not shut down because one person is out. My philosophy is to develop**

**your employees, giving them a better skill set which will ultimately be reflected in the services you provide within your office. We should always strive to improve our education.**

**13. Describe any examples where you have implemented a new process or initiative that has improved operational efficiencies and/or reduced operating costs.**

**Answer: Both in Newark and in Orange, I began the process of digitizing City records. This made the process of locating past legislation simple and easy. The digitization also assisted in the preservation of the records due to less handling. In Newark I assisted and managed the digitizing of the building departments construction jackets and drawings. This allow the construction department to respond more efficiently to Open Public Records requests, as well as to have vital records information at the click of a mouse.**

**14. Since 2000, please explain all situations where you were in a position for less than two years and describe the reason for your departure.**

**Answer: I have not been in a position for less than 2 years since 2000.**

**15. If an electronic file search of media and blogs is made through Google (or other search engines), what would be disclosed about you that could be construed as negative? It is advisable that these issues be disclosed by you and explained rather than being asked to react to reports discovered by the prospective employer.**

**Answer: Nothing that I can think of.**

Name: **Joyce L. Lanier**

Date Completed: **October 16, 2017**

Questionnaire

1. Have you been subject to a formal charge regarding a conflict of interest, violation of ethical conduct, malfeasance or misfeasance in the performance of duties? If so, please explain the circumstances. **I have never been subject to any formal charges regarding a conflict of interest, violation ethical conduct, malfeasance or misfeasance in the performance of my work related duties or otherwise.**
2. Have you been investigated or censured by a grand jury, board of inquiry or similar body? If so, please explain the circumstances. **No I have never been investigated or censured by a grand jury, board or inquiry or similar.**
3. Have you been subject to any disciplinary actions, including suspension, probation, or demotion in your adult working career? If so, please explain the circumstances. **No I have not been subject to any disciplinary actions.**
4. Have you been dismissed or asked to resign from a position? If so, please explain the circumstances. **No I have never been dismissed or asked to resign from a position.**
5. Have you been subject to a bankruptcy or adverse financial circumstances that would limit your ability to be bonded or placed in a position of fiduciary responsibility? **No**
6. Is there anything about your professional or personal conduct that could be potentially embarrassing to your employer or could impair your ability to perform your work, if it were learned at a later time? If so, please explain the circumstances.  
**No, there is nothing I feel in my life, both professional or personal, that will be embarrassing to any future employer.**
7. Do you understand that if reliable information arises contrary to your above responses, it could be disqualifying? **YES**



Lori McWilliams



October 5, 2017

City of Gainesville  
Ms. Eugenia Allen  
Attn: Director of Human Resources  
P.O. Box 490  
Station 20  
Gainesville, FL 32627-0490

Dear Ms. Allen:

I am an experienced Master Municipal Clerk with over 14 years of clerking experience. After seeing the position for Clerk of the Commission posted on the Florida Association of City Clerks webpage, and having grown up in Gainesville, I instantly knew my skills and expertise make me the perfect candidate. I possess an unwavering dedication and commitment to serving our residents in a courteous and humbling manner. The Red Ribbon Report points out that the City of Gainesville wishes to **“serve the needs of the people, rather than those of the city government itself.”** This speaks volumes to the mission and character of your great city and expresses my mission as a municipal clerk, where I serve as the hub of our local government – the direct link between our residents and their government.

I have extensive knowledge and skills as a clerk including public record laws; Sunshine law; imaging; election and meeting management; record certification; records management, archival and disposition; and fiscal accountability. I have managed numerous high level and sensitive projects including the automation of our records and imaging system, emergency notification system, and legislative management workflow process. I coordinate and manage the municipal election, working in coordination with the county supervisor of elections, hiring poll workers, qualifying candidates, processing state required documentation and providing Election Day guidance.

In my capacity of administrative public information officer, I manage the village’s public relation needs and effectively communicate with our local media. I publish three large format glossy newsletters annually; and update and monitor our social media platforms. As the village’s webmaster, I manage all website content, including user administration. I provide monthly audits to ensure accurate content and have completed two redesigns to remain current with technological trends.

I am confident my skillset and experience will enable me to hit the ground running. Gainesville and the University of Florida Band program had a significant effect on making me who I am today and I would love the opportunity to give back to the place I have always called home. I look forward to having an in-person meeting with you and the Commission to discuss my qualifications.

Sincerely,

*Lori McWilliams*

Lori McWilliams, MMC  
772-380-8682  
[dropsofharmony@tequesta.org](mailto:dropsofharmony@tequesta.org)

# Lori McWilliams, MMC

772-380-8682

1150 SE Mendavia Avenue, Port St. Lucie, FL 34952

[dropsofharmony@comcast.net](mailto:dropsofharmony@comcast.net) • <https://www.linkedin.com/in/lorimcwilliams/>

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## Master Municipal Clerk

An innovative, service oriented, multi-skilled, hands-on leader with a strong focus on customer service - both internal and external. Knowledgeable in the principles and practices of modern public administration and records management techniques. Able to analyze administrative issues and find sound workable and flexible solutions. Believes that integral elements to success are achieved through community and staff engagement; encouraging creativity, information sharing, and originality.

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## Experience

**Village of Tequesta** (pop. 5,800)

*Village Clerk / Admin Public Information Officer / Webmaster*

January 2007—Present

**Town of Jupiter** (pop. 57,221)

*Deputy Town Clerk / Emergency Management Incident Command System Planning Committee*

2004-2007

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## Specific Skills

- Prepares agendas, notices, minutes and all legislative materials for legislative body
- Prepares annual budget and provides fiscal oversight and accountability
- Publishes legal notices as required by law and oversees Code codification
- Serves as Municipal Supervisor of Elections; coordinates and runs municipal elections
- Coordinates and administers the Village's records management program and has thorough knowledge of records retention policies and procedures
- Experienced in Florida's Sunshine and public record laws
- Responsible for the custody and maintenance of official records including agreements, resolutions and ordinances, financial disclosures and voting conflict forms
- Organizes large comprehensive projects and reports for Council and management
- Develops surveys and internal studies as directed by the Manager or Council to evaluate the effectiveness of operations
- Evaluates and implements automated electronic systems, including Laserfiche (document center/imaging), Legistar (legislative management), CivicPlus (website), Nixle/Everbridge (emergency notification system), TVEyes (media software), and ArchiveSocial (social media archive software)
- Serves as Admin Public Information Officer and establishes cohesive media relations; creates marketing and informational publications; administers social media platforms; publishes Village's resident newsletter
- Serves as the Village's Webmaster facilitating the planning, development and maintenance of the website (assisted in the second and third generation redesigns for maximum efficiency and communication strategies)
- Collaborates with local legislators, civic and community organizations and business groups (helped establish the *Tequesta Business Association*)
- Plans, directs and evaluates staff activity and tasks
- Previously served as the General Employee and Public Safety Pension Boards Coordinator



## Education / Certification

- **Clemson University** 2015-Present  
*Currently working towards MPA with a concentration in Emergency Management – 4 classes remaining*
  - **Master Municipal Clerk Certification** 2010  
*International Institute of Municipal Clerks (IIMC)*
  - **Warner Southern College** 2007  
*B.A. Organizational Management*
- 

## Professional Associations

- **Florida Association of City Clerks (FACC)**  
*Served as President (2014-2015), 2<sup>nd</sup> Vice-President (2013-2014), 1<sup>st</sup> Vice-President (2012-2013)*
  - **Florida Local Government Coalition (FLGC)**  
*Innovation Committee Chair (2014-2015) – advocated for local government*
  - **International Institute of Municipal Clerks (IIMC)**  
*Served on Membership Committee and Associate Member Task Force Committee*
  - **Palm Beach County Municipal Clerk’s Association (PBCMCA)**  
*Served as President (2006-2007)*
  - **Palm Beach County PIO (Public Information Officer) Co-Op**
- 

## Awards

- Village of Tequesta **Leadership Award** (2015)
  - Florida Association of City Clerks **President’s Award** (2015)
  - **Mayor’s Award** (2010)
  - Florida City **Clerk of the Year** (2010)
  - Hermes Creative Award – Website Design (2011)
  - The Communicator Award – Website Design (2011 and 2012)
- 

## Teaching

- **International Institute of Municipal Clerks** (May 2017)  
*Clerks as PIO’s*
- **Florida League of Cities** (2014)  
*“Technology, Public Records and Sunshine Law”*
- **American Planning Association** (2012)  
*“Beyond the Cloud: How 21<sup>st</sup> Century Technology Empowers Communities”*
- **Florida Association of City Clerks** (2015, 2012, 2009)  
*“Emergency Management for PIO’s”, “Clerks as PIO’s” and “Municipal Clerk Overview”*

**Lori McWilliams**

1150 SE Mendavia Avenue, Port St. Lucie, FL 34952

Home phone: None

Business phone: 561-768-0443

Mobile phone: 772-380-8682

Home E-mail: dropsofharmony@comcast.net

Work E-mail: [lmcwilliams@tequesta.org](mailto:lmcwilliams@tequesta.org) (please do not use this email address)

<p><b>CURRENT POSITION TITLE AND ORGANIZATION</b>  <b>(List start/end dates for all employment by month since 2000, plus other public sector work directly related to this recruitment; please describe the reason for any gaps in employment and the reason for departure.</b>          1)          2)          3)</p>	<p>Village Clerk / Administrative PIO          Village of Tequesta</p> <ol style="list-style-type: none"> <li>1. Village of Tequesta - 1/2007 – present</li> <li>2. Town of Jupiter – 12/2004 – 12/2006 (took job as Village Clerk)</li> <li>3. Martin County School District – 7/1996 – 12/2004 (took job as Deputy Clerk)</li> </ol> <p>Job movement has always been to a job level higher</p>
<p><b>CURRENTLY / MOST RECENTLY REPORTS TO (BY TITLE):</b></p>	<p>Village Manager Michael Couzzo (at this moment we have an acting manager in place while Mr. Couzzo is out on medical leave – the acting manager is Jim Weinand)</p>
<p><b>POPULATION SERVED</b></p>	<p>5,800</p>
<p><b>EMPLOYEES SUPERVISED / BUDGET</b>          1) # OF DIRECT REPORTS          2) # OF EMPLOYEES IN DEPT.          3) # OF EMPLOYEES IN ORG.          4) \$ AMOUNT - DEPT. BUDGET          5) \$ AMOUNT – ENTIRE ORG. BUDGET</p>	<ol style="list-style-type: none"> <li>1) # OF DIRECT REPORTS – 1.75 personnel</li> <li>2) # OF EMPLOYEES IN DEPT. – 2.75 employees</li> <li>3) # OF EMPLOYEES IN ORG. - 100</li> <li>4) \$ AMOUNT - DEPT. BUDGET - \$314,050.00</li> <li>5) \$ AMOUNT – ENTIRE ORG. BUDGET - \$20,890,850</li> </ol>
<p><b>EDUCATIONAL/PROFESSIONAL ATTAINMENT</b>          1) EDUCATION          2) LICENSES          3) PROFESSIONAL CERTIFICATIONS</p>	<ol style="list-style-type: none"> <li>1) EDUCATION – B.A. Organizational Management Warner Southern College – currently working towards MPA at Clemson University</li> <li>2) LICENSES – N/A</li> </ol>

<b>4) SPECIALIZED TRAINING</b>	<b>3) PROFESSIONAL CERTIFICATIONS – Master Municipal Clerk</b> <b>4) SPECIALIZED TRAINING – Public records law, records management, NIMS, administrative management/leadership, Public Information Officer training</b>
<b>CURRENT SALARY</b> 1) <b>\$ SALARY - \$89,123.84</b> 2) <b>\$ VEHICLE ALLOWANCE (If Any) \$3,000</b>	

<b>1. Please tell us why you are interested in this position and why you are considering a career move at this time?</b>
<b>Answer:</b> I am interested in the Clerk of the Commission position because Gainesville has had a significant effect on making me who I am today and I would love the opportunity to give back to the place I have always called home. I currently work for small municipality, wearing many hats, and I believe it is time to transfer to a larger municipality where my knowledge and skills can be of even more value. I am considering a career move as I have raised my family, my husband is a retired police officer, and I would like to broaden my knowledge and skills in a larger municipality. This is it a good time in my life and career to move back to Gainesville, Fl.
<b>2. Please describe your current scope of responsibilities.</b>
<b>Answer:</b> I have extensive knowledge and skills as a clerk including public record laws; Sunshine law; imaging; election and meeting management; record certification; records management, archival and disposition; and fiscal accountability. I have managed numerous high level and sensitive projects including the automation of our records and imaging system, emergency notification system, and legislative management workflow process. I coordinate and manage the municipal election, working in coordination with the county supervisor of elections, hiring poll workers, qualifying candidates, processing state required documentation and providing Election Day guidance.  In my capacity of administrative public information officer, I manage the village’s public relation needs and effectively communicate with our local media. I publish three large format glossy newsletters annually; and update and monitor our social media platforms. As the village’s webmaster, I manage all website content, including user administration. I provide monthly audits to ensure accurate content and have completed two redesigns to remain current with technological trends.

**3. If not addressed in your resume, please specify any experience or exposure to the following areas: records retention policy oversight; maintaining inventory for all Governing Body records for your city/county; working knowledge of your State's Sunshine Laws, City Charter, and all applicable election laws affecting your organization.**

**Answer:**

**Records Retention**

As a seasoned Master Municipal Clerk, I have direct oversight of our Village's municipal records. When I came to the Village of Tequesta in 2007, the records storage unit had damaged records sitting on the floor as a result of the 2004 hurricanes. Mixed in with the records were chemicals, exercise equipment, audio and visual equipment; and records simply piled in storage bins and rolled up in garbage cans. Organizing the storage room was a top priority, and has since been transitioned into a clean, organized unit comprised of only relevant records. Record archival continues to be a staff priority and imaging of long-term and permanent files continues to be an on-going task.

**Records Inventory**

The Village of Tequesta uses Laserfiche as our records archival system where our long-term and permanent records are inventoried and maintained. I oversaw the implementation of Laserfiche in 2008 and formatted the templates to include both the records item number and disposal date to ensure the ability to search and destroy documents when their retention period has been met.

**Election Knowledge**

As the Village Clerk, I serve as the Elections Qualifying Officer and perform the following election functions: Annually create a comprehensive candidate handbook complete with new forms, tables and charts, reviews candidate handbook with candidates, accepts and files candidate paperwork, qualifies candidates, hires poll-workers, processes poll-worker payroll, opens/closes polling locations and monitors sites throughout election day, publishes legal advertisements, processes elections resolutions, assists candidates through the challenging process, attends logics and accuracy testing, responds to legal inquiries and questions, deliver voted ballots to the county election office for processing, serves on the Canvassing Board, and works with the local county supervisor of election.

**Sunshine Law**

I have a strong understanding of the Sunshine Law as it provides a right of access to our governmental proceedings and our government. I assist the Council, staff and management with remaining compliant with the law and hold annual training sessions in both Sunshine Law and records management in an effort to ensure understands and supports continued transparency in our local government.

**Public Records Law**

My philosophy as the Village Clerk is to always consistently provide public records (unless an exemption applies) within a reasonable timeframe (sooner than later) and with reasonable costs as allowed by law. I am not a proponent of denying a request for public records, then going through a

lengthy process and ending up having to provide the records in the end anyways. This serves no benefit to the Village, requestor or others involved.

**Village Charter**

As the Village Clerk, I am responsible for the maintenance of the Village’s Charter and Code of Ordinances. I have an in-depth knowledge of our Charter and its components and codifies the Village’s ordinances for public view.

**4. How would others characterize your communication style – both formal and informal?**

**Answer:** I am a by-the-book individual whom others would describe as always going the extra mile to do the right thing. Formally, most would characterize me as a compassionate and understanding supervisor who expects staff to be diligent and attentive to their job duties, and a team player with open door policy who will jump in and assist staff when necessary. Informally, I would be described as someone who enjoys spending time with co-workers and learning about their personal lives and professional goals.

**5. What “feedback” have you received from those with whom you work regarding your strengths?**

**Answer:** When talking strengths, my staff and co-workers often tell me I am a good listener and trainer and voice their gratitude for the amount of appreciation I show to them. My employees tell me they enjoy working for me because I make them feel part of the team and this shows with their exceptional work output.

**6. What “feedback” have you received from those with whom you work regarding areas in which you need professional improvement?**

**Answer:** I have been told that an area of professional improvement would be to slow down and not try to twist myself into a pretzel to make everyone happy. I am working on being more flexible with deadlines as the nature of the Clerk’s Office is deadline and task oriented.

**7. Describe your approach to managing a) people, and b) projects. How do you get things done and make decisions?**

**Answer:** I manage people with understanding, patience and more importantly the willingness to jump in and work side-by-side to get the job or project done. I am often the go-to person when projects are assigned (such as ceremonies, luncheons with legislators and high ranking officials such as the Lt. Governor, grand openings, bridge openings, park naming, etc.). I bring the players to the table and we plan and organize the event together as a team - building upon each other’s ideas and strengths that are valuable to the project at hand. I make decisions based on thorough consideration of information provided – with careful reflection on past results and future unintended consequences as a result of the potential decision.

**8. Describe a successful process or project that that you initiated, led, or participated in that required creative problem solving, could be considered innovative, and/or utilized a new technology to better serve the public.**

**Answer:** I successfully implemented the imaging program Laserfiche, in coordination with Weblink. When I came to the Village all records were maintained and researched in a hard copy form – nothing was maintained electronically. If a resident wanted a document such as the agenda, minutes, an

agreement, or copy of an ordinance or resolution they had to make a request to the Clerk’s Office. Laserfiche is the repository in which our records are imaged and Weblink is the web portal in which those records that are open to the public are viewable to the public. This project better serves our public as users are able to access and print the files or save them directly to their computer from the convenience of their home. Weblink offers a convenient technological solution for our residents where most public documents are all in one location and easily accessible.

Another successful project I led, though not technological in nature, was organizing a luncheon for 250 people in three days. We were notified by the Governor’s Office that Florida’s Lt. Governor was going to visit our Village to tour our bridge construction site that was being funded under ARRA (American Recovery and Reinvestment Act). This project required creative measures and outside of the box ideas in that we only had three full days to organize, provide appropriate security and pre-sweeps for the arrival of the Lt. Governor and successfully invite and feed 250 local residents, area elected officials and legislative dignitaries. The event was a huge success and we were able to showcase a well-planned ARRA project and serve as a funding model.

Another project I organized and led was the implementation of our emergency management software program Nixle/Everbridge – “*Extending Emergency Notifications to an All-in-One Approach – Communications from the Village Your Way*”. Nixle allowed us to send important, valuable community information directly to our residents (and other users) using the latest electronic technology. With the safety of our residents always being a priority, I led the implementation of this all-in-one approach to distribute mass alerts and communications via cell, text, email, or landline calls. This program has proven extremely valuable over the past two years during our two states of emergencies.

**9. Are you recognized as a Certified Municipal City Clerk, or are you working on it?**

**Answer:** I am a Master Municipal Clerk - MMC

**10. Describe your philosophy and approach to managing an annual budget.**

**Answer:** A budget is a flexible working document. I believe it is important to create a solid well thought out budget of pertinent items for the betterment of our communities. I support internal budget transfers, from time to time, between line items within a specific department as budgets are flexible and unexpected issues arise. However, budget amendments moving funds from one department to another must be closely monitored for true need and applicability prior to bringing forward to council for review and approval. Staff should vet these types of requests and management and the need must be an important and significant service to our residents. Budget appropriations must be limited and rarely requested.

**11. Briefly summarize your thoughts on the level of “customer service” you expect a division that you lead to provide. Define “customers” and provide some examples of initiatives or actions you have pursued to improve “customer service” and instill a culture of “continuous improvement”.**

**Answer:** I offer a strong focus on customer service  both internal and external. Integral elements to success are achieved through community and sta (customer) engagement, which encourages creativity, information sharing, and originality. An involved customer – our community, council, and

sta□ - collaboratively working towards the same mission and goals ensures an informed, knowledgeable and engaged citizenry.

As the hub of our local government, the Clerk's Office is often the first point of contact for our customers. As such, we need to be readily available and offer concierge services other cities may not offer. This could be as small as calling to check on the elderly lady who was having troubles paying her water bill to as big as walking around to new community businesses and offering them a one-time highlight in our quarterly resident newsletter.

**12. Describe your approach toward employee development, performance evaluations, and developing future leadership within your division.**

**Answer:** Employee development is a high level priority to me. I believe in continuing education so staff can stay up-to-date on issues pertaining to local government. Performance evaluations should be completed annually so employees know my expectations. However, continued conversations with staff should be given year round so they know if they are meeting the goals and mission of the office.

I am a firm believer in cross training employees so that we have a well-oiled machine that can continue to function should an emergency need arise.

**13. Describe any examples where you have implemented a new process or initiative that has improved operational efficiencies and/or reduced operating costs.**

**Answer:** I successfully implemented the legislative management workflow program (Granicus Legistar) improving the operational efficiency of our agenda process. With the old system, the agenda items flowed by hard copy from one office to the next and would often get lost in the transition. The new online electronic process allows for a seamless flow of information from department to department that I can fully monitor throughout the entire process and allows for direct link out to our residents.

**14. Since 2000, please explain all situations where you were in a position for less than two years and describe the reason for your departure.**

Answer: None

**15. If an electronic file search of media and blogs is made through Google (or other search engines), what would be disclosed about you that could be construed as negative? It is advisable that these issues be disclosed by you and explained rather than being asked to react to reports discovered by the prospective employer.**

Answer: I try to keep my personal life out of the news media and have succeeded in doing this over the years very well. I maintain loyalty to my family, employer and friends and am proud to say I lead a pretty simple life. A Google search will likely show that I am dedicated to my community and recently raised \$23,000 for the Ft. Pierce Police Athletic League.

Name: **Lori McWilliams**

Date Completed: 10/17/17

Questionnaire

1. Have you been subject to a formal charge regarding a conflict of interest, violation of ethical conduct, malfeasance or misfeasance in the performance of duties? If so, please explain the circumstances.

**No**

2. Have you been investigated or censured by a grand jury, board of inquiry or similar body? If so, please explain the circumstances.

**No**

3. Have you been subject to any disciplinary actions, including suspension, probation, or demotion in your adult working career? If so, please explain the circumstances.

**No**

4. Have you been dismissed or asked to resign from a position? If so, please explain the circumstances.

**No**

5. Have you been subject to a bankruptcy or adverse financial circumstances that would limit your ability to be bonded or placed in a position of fiduciary responsibility? **In 1994 (23 years ago), my husband and I filed for a Chapter 13 Debt Reorganization and successfully completed the repayment plan. We requested this plan as we were young (25 years of age) and had come upon hard times due to being the sole caregivers for my teenage brother and elderly grandmother shortly after having our child.**

**This reorganization twenty-three years ago will not affect my ability to be bonded, but I felt it important to share the information in advance.**

6. Is there anything about your professional or personal conduct that could be potentially embarrassing to your employer or could impair your ability to perform your work, if it were learned at a later time? If so, please explain the circumstances.



**There is currently a frivolous discrimination lawsuit filed against the Village naming me, the Manager and HR Director. This suit has no merit, however, the legal system allows all who have concerns the ability to vet their concerns through legal avenues. I, as well as our legal team, are confident the suit will eventually be dismissed with prejudice.**

7. Do you understand that if reliable information arises contrary to your above responses, it could be disqualifying?

**Yes**





Alyson Morales



**Alyson Morales**

1861 SE 4 Street

Pompano Beach, FL 33060

954-548-0667

AlysonMorales7@gmail.com

October 9, 2017

Mr. Art Davis

Springsted/Waters Executive Recruitment

For City of Gainesville, FL

Dear Mr. Art Davis:

I read your posting for a Clerk of the Commission for the City of Gainesville, FL with great interest and enthusiasm, as my skills and qualifications are a perfect match for the requirements of this position.

As a municipal clerk, my daily duties entail:

- Creating and posting agendas
- Recording various municipal meetings/familiarity with Florida Sunshine Law
- Records management
- Scheduling, calendaring, posting and advertising
- Responding to public records requests
- Budgeting
- Open communication with Lobbyists, Commissioners, Citizens
- Involvement in the hiring process and training as a supervisor
- Participation in the City's Senior Leadership Development Program

I am proficient in all core office administration functions, including document preparation, internal/external communications and task prioritization. In short, I can manage the office without supervision, juggle multiple tasks effectively, and maintain confidentiality with highly sensitive materials and matters.

I would welcome the opportunity to further discuss this opportunity with you. I would like to add that although I currently reside in South Florida, two of my three children reside in the City of Gainesville and I welcome the opportunity to live closer to them. Thank you in advance for your time and consideration and for taking the time to review my résumé. I look forward to speaking with you.

Sincerely,

**Alyson Morales**

# Alyson Morales

1861 SE 4 Street, Pompano Beach, FL 33060  
954-548-0667 \* alysonmorales7@gmail.com

## PROFESSIONAL EXPERIENCE

**Assistant City Clerk**, April 2015 – Present  
Office of the City Clerk, City of Coral Springs, FL

Prepare agendas, recording and minutes of various City meetings (City Commission, CRA, Planning & Zoning Board, Museum of Art, Nuisance Abatement Board, Unsafe Structures Board, etc.); prepare, publish and advertise legal notices and board vacancies; maintain public records and process requests; legal research; editing; elections and campaign assistance; budgeting; payroll; oversee City mail operations; supervision of staff; lobbyist liaison; act as the City Clerk in her absence. Participate in Emergency Management as a part of the Planning/Documentation Unit.

**Economic Development Assistant**, November 2012 – April 2015

Economic Development Department, City of Margate, FL

Involved in the coordination and administration of daily departmental activities to include purchasing; payroll; budgeting; handling accounts receivable and deposits; travel arrangements; Local Business Tax Receipts; set-up, recording and transcription of DRC, Planning & Zoning Board and Board of Adjustment meetings; and creating government agendas. Additionally, covered absences for the City Manager's and City Attorney's Executive Assistant, which involved a high level of confidentiality.

**Administrative Assistant**, March 2009 – November 2012

Department of Engineering and Environmental Services, City of Margate, FL

Processed payroll for a department of 80 employees; processed landscaping, utilities and engineering permits; provided customer service as a first point of contact for residents, engineers and contractors; handled billing, bonds, accounts receivable and deposits.

## EDUCATION

Bachelor of Science in Social Science, Minor in Geography (3.88 GPA/Dean's List)

Certificate in Emergency Management and Homeland Security

FLORIDA STATE UNIVERSITY, Tallahassee, FL: May 2013

\*Current MPA Graduate Student at University of Texas at Arlington

## SKILLS

Microsoft Office Suite, Sungard HTE, OnBase, MinuteTraq, BIS digital court recording, GIS apps

## CERTIFICATIONS

Certified Municipal Clerk (CMC)

Florida Notary Public

Over 20 FEMA Certifications to include IS 300/400

## MEMBERSHIPS

International Institute of Municipal Clerks (IIMC)

Florida Association City Clerks (FACC)

Broward County Municipal Clerks Association (BCMCA)

Pi Gamma Mu (International Honor Society in Social Sciences) - Zeta Chapter

**Alyson Morales**

1861 SE 4 Street  
 Pompano Beach, FL 33060  
 Home phone: 954)548-0667  
 Business phone: (954)344-1066  
 Mobile phone: (954)548-0667  
 Home E-mail: alysonmorales7@gmail.com  
 Work E-mail: amorales@coralsprings.org

<p><b>CURRENT POSITION TITLE AND ORGANIZATION</b>          (List start/end dates for all employment by month since 2000, plus other public sector work directly related to this recruitment; please describe the reason for any gaps in employment and the reason for departure.)</p>	<p>1) Assistant City Clerk, City of Coral Springs: April, 2015 – Present          2) Economic Development Assistant, City of Margate: November, 2012 – April, 2015, growth opportunity          3) Administrative Assistant, City of Margate: March, 2009 – November, 2012, promotional opportunity          4) Office Manager for Kimco Realty Corporation, through David Wood Personnel: May, 2008 – December, 2008, temporary assignment          5) Contracts Processor, Exit Team Realty: August, 2007 – May, 2008, business closed due to economy          6) Senior Loan Processor, Meridian Mortgage: July, 2004 – May, 2007, business closed due to economy          7) Closing Coordinator/Office Manager, Summit Home Mortgage: March, 2000 – March, 2004, moved to Florida from Missouri          *From January, 1984 – April, 1995, I was employed by the U.S. Postal Service as a City Carrier</p>
<p><b>CURRENTLY / MOST RECENTLY REPORTS TO (BY TITLE):</b></p>	<p>Debra Thomas, CMC          City Clerk</p>
<p><b>POPULATION SERVED</b></p>	<p>127, 381</p>
<p><b>EMPLOYEES SUPERVISED / BUDGET</b></p>	<p>1) # OF DIRECT REPORTS: 5          2) # OF EMPLOYEES IN DEPT.: 10          3) # OF EMPLOYEES IN ORG.: 1,100          4) \$ AMOUNT - DEPT. BUDGET: \$771,055          5) \$ AMOUNT – ENTIRE ORG. BUDGET: \$174,993,853</p>
<p><b>EDUCATIONAL/PROFESSIONAL ATTAINMENT</b></p>	<p>1) EDUCATION: BS in Social Science, Florida State University; Certificate in Emergency Management &amp; Homeland Security, Florida State University; Current MPA student at University of Texas at Arlington          2) LICENSES          3) PROFESSIONAL CERTIFICATIONS: Florida Notary Public; Certified Municipal Clerk</p>

	<p>4) <b>SPECIALIZED TRAINING: Current participant in Senior Management Path of City Leadership Development Program; Broward County Supervision in Government Series; Florida Institute of Government Executive Communication &amp; Leadership Summit; Broward County Ethics training; Florida Sunshine Law training; FEMA training; Records Management Seminars; Local Business Tax Receipts (FABTO Conference attendee); Toastmasters International (City chapter)</b></p>
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<p><b>CURRENT SALARY</b></p> <p>1) <b>SALARY: \$57,576</b></p> <p>2) <b>VEHICLE ALLOWANCE (If Any): mileage reimbursement, as needed</b></p>
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<p><b>1. Please tell us why you are interested in this position and why you are considering a career move at this time?</b></p>
<p><b>Answer:</b> I feel that I am qualified to take the lead as a City Clerk. I applied to the City of Gainesville as a natural progression in my career. The fact that I have children who both attend and have graduated from the University of Florida, and have chosen to reside there afterwards, absolutely convinces me of the wonderful town that it is. Gainesville seems very similar to Coral Springs in that its attributes are: progressive, citizen-focused, health-minded and an enjoyable, happy place to live and work.</p>
<p><b>2. Please describe your current scope of responsibilities.</b></p>
<p><b>Answer:</b> Full agenda preparation for City Commission meetings; document handling/records management; public records requests; assist with elections and campaign and financial reporting; assist with departmental budgeting; newspaper advertising; notification mailings; lobbyist registration; website maintenance; maintaining City calendars; record and transcribe minutes for various boards; managing staff and their time; departmental payroll; proofreading; oversee mailroom operations; new employee hiring; hiring and supervising interns; participate in emergency management operations; acting City Clerk in her absence.</p>
<p><b>3. If not addressed in your resume, please specify any experience or exposure to the following areas: records retention policy oversight; maintaining inventory for all Governing Body records for your city/county; working knowledge of your State’s Sunshine Laws, City Charter, and all applicable election laws affecting your organization.</b></p>
<p><b>Answer:</b> In my office, we employ two full-time Records Coordinators. I don’t oversee records; however, I am very familiar in dealing with them. We use OnBase for document control and preservation. Paper records are kept in files and protected. I am well-versed in Florida’s Sunshine Laws and when I have a question, I would refer to the Sunshine Law Manual or consult with the City Attorney. Our City Charter is online in Municode and I often refer to it. I am very familiar with the Candidate and Campaign Treasurer Handbook and campaign reporting. I reach out to the Supervisor of Elections office when necessary.</p>



**4. How would others characterize your communication style – both formal and informal?**

**Answer:** I make sure to be accessible at all times. I am a very approachable person who listens to others without judgment. I'm easy-going, yet know how to get the job done. I respect others and know when it's time to be firm.

**5. What "feedback" have you received from those with whom you work regarding your strengths?**

**Answer:** Always smiling and happy, very positive. Always willing to lend a hand. Smart and determined. They know that I'm the one to turn to when the job "has to get done right".

**6. What "feedback" have you received from those with whom you work regarding areas in which you need professional improvement?**

**Answer:** In the past, I have been a little apprehensive when speaking in front of a large audience. I have overcome that obstacle by participating in our city's chapter of Toastmasters' Club. I have since become more comfortable in my own skin.

**7. Describe your approach to managing a) people, and b) projects. How do you get things done and make decisions?**

**Answer:** I manage co-workers with respect. I am sympathetic to someone's situation, whatever it may be. Where employees have weaknesses, I try to enable them to overcome them in any way I can. Employees with strengths are encouraged to share their talents with the team. On projects, collaboration enables creativity and outward thinking. Shared ideas tend to produce more rewarding results. I prioritize my tasks and know when it's time to delegate to others.

**8. Describe a successful process or project that that you initiated, led, or participated in that required creative problem solving, could be considered innovative, and/or utilized a new technology to better serve the public.**

**Answer:** In my last position, a member of my department unexpectedly was out of the office for four months. She was the only one who processed local business tax receipts for the city. I had developed a collection of my own notes over time, when I had filled in for her every now and then, and was able to put them together as a makeshift manual in order to perform her job almost effortlessly. This enabled our local business owners to enjoy great service. I performed her job, as well as still performing mine, and was recognized and promoted to a higher position. Needless to say, I am a firm believer in cross-training within a department. I ensure that my team can jump into another position at a moment's notice, if the need arises.

**9. Are you recognized as a Certified Municipal City Clerk, or are you working on it?**

**Answer:** Yes, I have attained my CMC and have started work towards earning my MMC. In fact, I attended the IIMC Conference in Montreal this past May.

**10. Describe your philosophy and approach to managing an annual budget.**

**Answer:** I treat every dollar spent in the annual budget as if it were my own household budget. I will always get the best possible "bang for my buck". No matter what the project, item or service required, I will shop multiple vendors/providers to assure that the city's needs are met at the lowest possible expense.

**11. Briefly summarize your thoughts on the level of “customer service” you expect a division that you lead to provide. Define “customers” and provide some examples of initiatives or actions you have pursued to improve “customer service” and instill a culture of “continuous improvement”.**

**Answer:** I would categorize every person our office has contact with as a customer. My goal is to make every interaction with every customer a true “Wow Moment”. As technology continues to shape the way we interact with our customers, so should our involvement in that technology. The more we can “WOW” our customers, the more we can win their confidence and increase their level of satisfaction. With that in mind, returning e-mails and phone calls in a timely fashion is crucial to providing excellent customer service

**12. Describe your approach toward employee development, performance evaluations, and developing future leadership within your division.**

**Answer:** Training is crucial for everyone. Team-building activities are a great way to engage with each other. Performance evaluations are ongoing; they are not just a formal piece of paper. When an employee is aware of how they are progressing on a regular basis, there should be no surprises down the road at a formal evaluation. I love that my city is invested in leadership opportunities. I can’t say that about every city. They have a succession plan in place and offer the opportunity to those who show interest in progression. I am involved in a mentoring program, as well, and would love to continue.

**13. Describe any examples where you have implemented a new process or initiative that has improved operational efficiencies and/or reduced operating costs.**

**Answer:** I have streamlined our City’s mail route and cut costs on ordering supplies. I have made the display advertising billing process easier for other departments. I have continued cross-training in my department and documenting processes for various positions.

**14. Since 2000, please explain all situations where you were in a position for less than two years and describe the reason for your departure.**

**Answer:** In 2008, I worked for a temp agency and was assigned to a two month assignment, which turned into six months. In 2007/2008, I worked for a real estate firm that closed their business.

**15. If an electronic file search of media and blogs is made through Google (or other search engines), what would be disclosed about you that could be construed as negative? It is advisable that these issues be disclosed by you and explained rather than being asked to react to reports discovered by the prospective employer.**

**Answer:** Nothing negative

Name: **Alyson Morales**

Date Completed: **10/10/2017**

Questionnaire

1. Have you been subject to a formal charge regarding a conflict of interest, violation of ethical conduct, malfeasance or misfeasance in the performance of duties? If so, please explain the circumstances. **No**
2. Have you been investigated or censured by a grand jury, board of inquiry or similar body? If so, please explain the circumstances. **No**
3. Have you been subject to any disciplinary actions, including suspension, probation, or demotion in your adult working career? If so, please explain the circumstances. **No**
4. Have you been dismissed or asked to resign from a position? If so, please explain the circumstances. **No**
5. Have you been subject to a bankruptcy or adverse financial circumstances that would limit your ability to be bonded or placed in a position of fiduciary responsibility? **No**
6. Is there anything about your professional or personal conduct that could be potentially embarrassing to your employer or could impair your ability to perform your work, if it were learned at a later time? If so, please explain the circumstances. **No**
7. Do you understand that if reliable information arises contrary to your above responses, it could be disqualifying? **No**





Vertina Michelle Parker-Evans



V. Michelle Parker-Evans  
313 Shetland Road, Rougemont NC 27572

October 7, 2017

Art Davis, Senior Vice President  
Springsted-Waters Executive Recruitment  
14285 Midway Road Suite 340  
Addison TX 75001

Dear Mr. Davis:

Please accept this cover letter and resume as my official notice of interest in the Clerk of the Commission position for the City of Gainesville, Florida. I have 30 years of progressive municipal experience, eight of those years (current) as the County Clerk to the Durham Board of County Commissioners.

I was thankful to receive the email last week from Springsted-Waters Executive Recruitment announcing the recruitment for the Gainesville employment opportunity. The announcement provided me confidence that this was a professional experience and perked my attention and interest. I have thoroughly read the job description for the position, and I am enthusiastic about the possibility of applying my skills and knowledge in such a progressive and diverse community as Gainesville.

My passion in municipal government spans over 30 years and began with my career in the City Planning Department where I served as Clerk to the Planning Commission, Board of Adjustment and Historic District Commission. I have always been motivated and energized by learning and becoming engaged in "community" and its growth.

I am currently with County government, and I realize there are some similarities in each municipality. I am a quick study, collaborative team player, and have worked closely with elected officials and departments on both sides.

During my tenure as Clerk, I have accomplished moving to "paperless" agendas for commissioners. We also moved to an electronic agenda process and boards and commissions application process. I continue to investigate best practices and technology that help will improve efficiency and transparency. I also developed training sessions for newly appointed citizen appointees to help them become successful members of their boards and committees. I was instrumental in the planning and design for upgrades to technology in our Commissioners' Chambers and conference room.

My current salary is \$104,558. This includes a \$2500 annual vehicle allowance that is added to my annual salary. I receive a \$45/month mobile phone allowance as well as a \$40 MiFi internet allowance; and parking space.

I look forward to discussing my qualifications and experience with you further. Please let me know if I can provide additional information.

Sincerely,

Michelle Parker-Evans

[Mickeyp58@hotmail.com](mailto:Mickeyp58@hotmail.com)

919-272-5379

**VERTINA "MICHELLE" PARKER-EVANS**  
313 Shetland Road, Rougemont NC 27572  
919-272-5379  
**mickeyp58@hotmail.com**

**OBJECTIVE:**

I am seeking a challenging and professional position where I can utilize my skills and experience to assist a progressive community move forward.

**EXPERIENCE:**

***County Clerk, 2009–present***

Durham County Government, Durham NC

I am an appointed public official who serves as County Clerk to the Durham Board of County Commissioners. As a department director, I supervise a staff that supports the commissioners; manage 43 citizen volunteer boards appointed by the commissioners; ensure that accurate and efficient historical records of all public board meetings are maintained; prepare an agenda that guides the commissioners and provides transparency to citizens; consult with the Board to ensure that rules of procedure are followed as well as Open Meeting laws; organize and attend special events with and on behalf of the commissioners; create and manage a budget (\$650,000) for the Office of the Clerk and Board of County Commissioners; and provide quality customer service to the citizens of the community. I ensure meetings are held and procedures are followed in compliance with the NC General Statutes. I attest and affix the County Seal on all legal documents on behalf of the County; respond to public records requests; and ensure that departments adhere to the records retention policy. This position requires a great deal of detail, integrity, political savvy, organizational and communication skills.

***Special Assistant to the Planning Director, 2007-2009***

City of Raleigh, Raleigh NC

I served as special assistant to the Planning Director. Duties included organizing special projects; creating an office procedures manual; organizing office team building events and participating in leadership meetings. I managed the schedule and travel itinerary for the Planning Director. I mentored and trained the administrative staff.

***Management Liaison, 2005-2007***

US Department of State, US Embassy, Consulate General of the US, Frankfurt, Germany

I managed functions for over 400 American positions and 400 local National (German) staff positions ensuring professional, prompt, and accurate service. This position required knowledge and use of Federal regulations and project management skills. I served as Management's liaison and licensing representative, managing major projects with assets totaling over \$6 million dollars, including the Consulate's remodeling and space project, the Consulate's signage project, Community Support Association (CSA), and food service contract. I held a Secret Clearance and assisted with special projects including the evacuation of American citizens from Lebanon.

***Assistant to the Director, 2001-2005***

Durham County Department of Social Services (DSS), Durham NC

I coordinated and managed activities for Director's office; processed confidential and sensitive staff personnel matters for 400+ employees; assisted in developing and monitoring departmental budget; represented director on committees and at meetings as requested. As a part of the Management team, I assessed proposals and presentations for design and construction contracts for a new DSS building. I served as troubleshooter for clients and citizens with concerns regarding DSS services. This position required



working the homeless, elderly, and indigent populations of our community. I assisted day care providers and other contractors with matters regarding DSS. I maintained employee database; coordinated retreats, trainings, and other special events; provided guidance to administrative support staff for agency.

***Family Child Care Provider, 1997-2001***

Mickey's Time for Tots Family Child Care, Durham NC

I owned and managed a family child care facility for infants, toddlers and school age children; interviewed prospective families to confirm that our beliefs and expectations were compatible; contracted with Durham County Social Services to offer care to low-income children to ensure they received quality child care; prepared and monitored a budget; mentored young parents and provided assistance with parenting skills; developed lesson plans and nutritious menus; prepared weekly reports for parents to measure progress or concerns; discussed sensitive issues with parents; organized events to build stronger families; developed a detailed policy manual; consulted with potential day care providers on starting a day care business; prepared reports mandated by State dealing with child care business. In order to stay current with child care laws, I attended workshops and trainings to improve the quality of my business.

***Community Relations Coordinator, 1994-1997***

City of Durham Human Relations Department, Durham NC

I educated community members of the Department's functions through workshops, seminars, exhibits, community activities, and brochures. I visited neighborhood groups, senior citizen facilities, churches and other agencies to talk about discrimination in the areas of housing, age, and race. I planned, coordinated, and implemented community activities and special events; prepared annual reports; drafted and monitored the Department's budget; collaborated with other non-profit and community agencies on projects. I initiated and developed a policy and procedures manual for the Department. I served as liaison for media, human resources, task forces, and governmental agencies; provided media notices; provided technical and administrative support to Human Relations Board; prepared legal notices and advertisements. I coordinated the City of Durham's first Blanket Drive for the homeless; coordinated and implemented the City of Durham's first Customer Service Fair; and coordinated and implemented City of Durham's first Annual Food Drive. I interviewed, trained, and supervised clerical staff.

**EDUCATION and CERTIFICATIONS:**

Certified Municipal Clerk, 2012  
North Carolina Certified County Clerk, 2011  
Notary Public since 2009  
Shaw University, Raleigh NC, 2002  
B.A., Psychology; GPA: 3.8  
Kings College, Charlotte NC, 1976

**PROFESSIONAL MEMBERSHIPS:**

International Institute Municipal Clerks, Member, 2009  
NC Association of County Clerks, 2009 – Present (Board of Directors, 2014-Present)

**ADDITIONAL TRAINING AND SEMINARS:**

Managing Public Records  
Event Planning  
Racial Equity  
Non Violent Crisis Intervention  
Making Polished Presentations  
Helping Others Adapt to Change

**VOLUNTEER ACTIVITIES:**

Habitat for Humanity, 2014

US Consulate General Frankfurt Special Events Committee, 2005 – 2007

US Embassy Cyprus – American Citizen Evacuation Team from Beirut – July, 2005

**REFERENCES:**

Letter of Reference Attached

Additional References Available Upon Request

**V. Michelle Parker-Evans**

313 Shetland Road, Rougemont NC 27572

Home phone: 919-321-2981

Business phone: 919-560-0026

Mobile phone: 919-272-5379

Home E-mail: mickeyp58@hotmail.com

Work E-mail:clerk@dconc.gov

<p><b>CURRENT POSITION TITLE AND ORGANIZATION</b>  <b>(List start/end dates for all employment by month since 2000, plus other public sector work directly related to this recruitment; please describe the reason for any gaps in employment and the reason for departure.</b>          1)          2)          3)</p>	<p>Current: Durham County Clerk, Durham County Government – Nov 2009 - present</p> <p>1)Jan 2000-Sept 2001 – self-employed, family child care (returned to local government employment)          2)Sept 2001-Feb 2005 – Durham County DSS – accompanied my husband on overseas tour with Department of Defense          3)June 2005 – Apr 2007 – US Department of State – tour ended overseas and I returned to the States          4)Apr 2007 – July 2009 – City of Raleigh – accepted employment in Durham with shorter commute          5) July 2009 – Nov 2009 – City of Durham – accepted current position as County Clerk</p>
<p><b>CURRENTLY / MOST RECENTLY REPORTS TO (BY TITLE):</b></p>	<p>Durham Board of County Commissioners          Wendy Jacobs, Chair</p>
<p><b>POPULATION SERVED</b></p>	<p>263,016</p>
<p><b>EMPLOYEES SUPERVISED / BUDGET</b>          1) # OF DIRECT REPORTS          2) # OF EMPLOYEES IN DEPT.          3) # OF EMPLOYEES IN ORG.          4) \$ AMOUNT - DEPT. BUDGET          5) \$ AMOUNT – ENTIRE ORG. BUDGET</p>	<p>1) 3          2) 4          3) 1800          4) \$648,936          5) \$633,143,726</p>
<p><b>EDUCATIONAL/PROFESSIONAL ATTAINMENT</b>          1) EDUCATION          2) LICENSES          3) PROFESSIONAL CERTIFICATIONS          4) SPECIALIZED TRAINING</p>	<p>1) B.A. Psychology          2) Certified Municipal Clerk          3) NC Certified County Clerk          4) Notary Public</p>
<p><b>CURRENT SALARY</b></p>	

1) \$ SALARY - \$104,588
2) \$ VEHICLE ALLOWANCE (If Any) - \$2500 annually

<b>1. Please tell us why you are interested in this position and why you are considering a career move at this time?</b>
<b>Answer:</b> I have completed 30 years of municipal service in my community; however, I am still energetic and enjoy new challenges that come with this career. I was excited about the possibility of continuing in a career that I am passionate about, especially in a warmer climate. I feel that I can share my knowledge and experiences in a growing community as well as gain new proficiencies.
<b>2. Please describe your current scope of responsibilities.</b>
<b>Answer:</b> I manage a department and supervise three staff who support the Board of County Commissioners. I oversee the agenda preparation; citizen board management (43+ boards); attend Board meetings and events with the Board; respond to public records requests; ensure that the records retention policy is adhered to by departments; draft rules of procedure for the Board; ensure the Open Meetings laws are followed; attest all legal documents on behalf of the County; develop and manage the Department's budget; research best practices for technology to increase efficiency and transparency; ensure all historical records for County are maintained and archived in a safe, secure manner; visit citizen Board meetings to monitor compliance with Open Meeting laws. Serve as Board member on Clerk's Association Executive Board.
<b>3. If not addressed in your resume, please specify any experience or exposure to the following areas: records retention policy oversight; maintaining inventory for all Governing Body records for your city/county; working knowledge of your State's Sunshine Laws, City Charter, and all applicable election laws affecting your organization.</b>
<b>Answer:</b> I follow the NC Records Retention Schedule and make sure each department is notified and follows the outlined procedures for Board approval; in addition to our minutes and agendas, I instituted ensuring all our records (inventory) were archived by the State in case of a natural disaster. Florida's Sunshine Laws are equivalent to our Open Meeting Laws. I have a vast knowledge and offer training to our volunteer boards on open meeting laws. I also work closely with the County Attorney to make sure the Board does not violate the laws. I am very familiar with the NC statutes that establishes how county government is to be run. I am also familiar with the City Charter, having worked in many areas of City government. I am knowledgeable about local election laws and terms. I have to know what is appropriate and illegal for Board members and employees to be involved in during work hours; our office is sometimes called to assist during local elections; and we have to make sure all special meetings are advertised in keeping with open meeting laws.
<b>4. How would others characterize your communication style – both formal and informal?</b>
<b>Answer:</b> I feel that others would consider me to be open and articulate. I continue to work on being more assertive in oral communications. I consistently receive positive feedback on written communications from my Board.

<p><b>5. What “feedback” have you received from those with whom you work regarding your strengths?</b></p>
<p><b>Answer:</b> I am very knowledgeable of open meeting laws and statutes; I am organized, dedicated, and a good communicator. I am also told that I am good supervisor.</p>
<p><b>6. What “feedback” have you received from those with whom you work regarding areas in which you need professional improvement?</b></p>
<p><b>Answer:</b> My office is often called on by the public for information that would come under the umbrella of the Public Information Office. Improvement in the area of blogging and social media management would be helpful.</p>
<p><b>7. Describe your approach to managing a) people, and b) projects. How do you get things done and make decisions?</b></p>
<p><b>Answer:</b> I believe in being open, supportive, respectful and professional when managing people. I set expectations and let subordinates know them up front. I believe in working as a team in a relaxed atmosphere, as long as those expectations are met—with integrity and professionalism. Regarding projects, I set or determine the timeline, resources needed, make a checklist, and get started. If others are involved, I have frequent check-in points to make sure everything is on track for completion. I make decisions based on information gathered regarding the situation. If the decision involves others, I collaborate with the affected parties and work to build consensus.</p>
<p><b>8. Describe a successful process or project that that you initiated, led, or participated in that required creative problem solving, could be considered innovative, and/or utilized a new technology to better serve the public.</b></p>
<p><b>Answer:</b> I initiated the process to take our commissioners from paper agendas to electronic agendas using the iLegislate app on the iPads. This not only helped us become more efficient, but it saved us paper, having a courier deliver agendas, and I was able to share the app with media and staff members as well. Any edits could be made in real time without having to use more paper to send revised copies of the agenda.</p>
<p><b>9. Are you recognized as a Certified Municipal City Clerk, or are you working on it?</b></p>
<p><b>Answer:</b> Yes, as well as a NC Certified County Clerk</p>
<p><b>10. Describe your philosophy and approach to managing an annual budget.</b></p>
<p><b>Answer:</b> I ensure that all commissioners are treated equitably. I make notes all year regarding budget needs for the following year. I make every effort to be fiscally responsible; look for scholarships for training; send out a monthly expenditure report to the Board of their training spending to help them stay aware of their individual budgets. I believe that anything that can be bought in bulk to save money should be. I review the departmental budget monthly to make sure we are staying within parameters and work closely with the Budget Director if there are unforeseen emergencies.</p>
<p><b>11. Briefly summarize your thoughts on the level of “customer service” you expect a division that you lead to provide. Define “customers” and provide some examples of initiatives or actions you have pursued to improve “customer service” and instill a culture of “continuous improvement”.</b></p>
<p><b>Answer:</b> Customer Service is always a high priority. As the Clerk’s Office is a direct link to the commissioners, it is imperative that we provide quality customer service to all customers. The</p>

Clerk's Office is the face of the commissioners when the public needs assistance. Customers are internal and external patrons who enter the door needing assistance, or who may call, or email. It is my expectation that prompt and courteous service is always rendered. I have initiated a customer service log to monitor all requests that come into our office. I can monitor the length of time it takes to respond to a customer. Providing departmental training or one-on-one training on new software, and developing helpful hints has been appreciated by our internal customers. I send out a link to all employees once the agenda is complete so they can easily access it for the Board meeting, or to just be informed. This is minor, but an added customer service feature that our internal customers appreciate. Increasing transparency and adding an announcement page to our website page was a recent feature to help our citizens keep up with events and services occurring in the County.

**12. Describe your approach toward employee development, performance evaluations, and developing future leadership within your division.**

**Answer:** I believe in leading by example. I set high standards for staff, but I ensure that they are offered training and mentoring to achieve. I have regular one-on-one sessions and we work as a team. I believe in cross-training and building on the strengths of employees, as well as providing guidance in any weak areas. I seek input and make sure employees are engaged in decisions as often as possible. I encourage staff to serve on committees and be active employees in the organization.

**13. Describe any examples where you have implemented a new process or initiative that has improved operational efficiencies and/or reduced operating costs.**

**Answer:** I implemented Legistar software for agendas and Boards and Agendas software for our volunteer boards which improved efficiency, accountability, and reduced operating costs by reducing the paper being used. Agenda items were getting lost in email trails and there was no accountability. The Boards software enabled citizens to apply electronically and allow staff to track the process more efficiently. Previously, all the records for the Boards were kept on an Excel spreadsheet. The software greatly improved efficiency. There are many reports and data that can be obtained from the software that help us track citizen participation.

**14. Since 2000, please explain all situations where you were in a position for less than two years and describe the reason for your departure.**

**Answer:** In 2009, I was commuting two hours to work in Raleigh NC. I applied for two jobs in Durham, one with the City of Durham in the City Manager's Office as an Executive Assistant; and the other as the County Clerk for Durham County. I accepted the position in the City Manager's Office; however, when I was called for the interview for the Clerk's position—which I truly wanted—I could not remain in the position in the Manager's Office which was not challenging me; therefore, I accepted the Clerk's position with the County.

**15. If an electronic file search of media and blogs is made through Google (or other search engines), what would be disclosed about you that could be construed as negative? It is advisable that these issues be disclosed by you and explained rather than being asked to react to reports discovered by the prospective employer.**

**Answer:** In 2011, I received a substantial merit increase after completing my clerk's certification and to bring my salary in line with other Clerks in the area—this made a news story.

Name: **Vertina Michelle Parker-Evans**

Date Completed: **October 11, 2017**

Questionnaire

1. Have you been subject to a formal charge regarding a conflict of interest, violation of ethical conduct, malfeasance or misfeasance in the performance of duties? If so, please explain the circumstances. **No, I practice strong ethical behaviors at all times.**
2. Have you been investigated or censured by a grand jury, board of inquiry or similar body? If so, please explain the circumstances. **No**
3. Have you been subject to any disciplinary actions, including suspension, probation, or demotion in your adult working career? If so, please explain the circumstances. **No, I have received awards, citations, promotions and awards due to my exemplary work history.**
4. Have you been dismissed or asked to resign from a position? If so, please explain the circumstances. **No, in fact I was encouraged to seek permanent employment with the Department of State after serving my spousal tour overseas.**
5. Have you been subject to a bankruptcy or adverse financial circumstances that would limit your ability to be bonded or placed in a position of fiduciary responsibility? **No**
6. Is there anything about your professional or personal conduct that could be potentially embarrassing to your employer or could impair your ability to perform your work, if it were learned at a later time? If so, please explain the circumstances. **No**
7. Do you understand that if reliable information arises contrary to your above responses, it could be disqualifying? **Yes**







Stephanie Seawright



## Cover Letter

**Stephanie R. Seawright**

520 NE 21<sup>st</sup> Lane, #B, Gainesville Florida 32609 • Phone: 352-494-6469 • E-mail: thenextstep87@gmail.com

October 9, 2017

To Whom It May Concern:

As a highly qualified professional with the experience and strong motivation to excel in the area of Public Administration and Management, I am applying for the Clerk of the Commission position you are currently advertising. My ability to manage projects and proven track record in agenda management, advisory board training and development, Public Records Law, Government in the Sunshine Law, project management, community outreach and development make me the ideal candidate for this position.

I now work collaboratively with the City Commission seated in their capacity as the Community Redevelopment Agency Board in my current role as Clerk of the CRA / Project Manager with the Gainesville Community Redevelopment Agency. I am excited about the opportunity to utilize my knowledge and skills in this more responsible position.

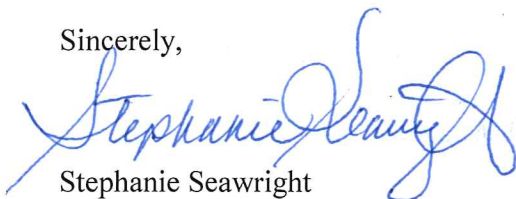
Working as a Senior Management Consultant for BCN Associates, Inc. where I served as staff to the Alachua Bradford Regional Workforce Development Board allowed me my first introduction into working with local government entities. Responsible for the administrative operations for this board, I not only was able to serve the board by preparing agendas and minutes for the main board but it gave me the responsibility of direct management over the four standing committees.

The experience that I have gained has allowed me to connect and work with all stakeholders to develop a community of collaboration. As these experiences have been professional, civic and personal in nature, I am very familiar with this community as a whole. Therefore, if given an opportunity, I will serve as the custodian of the official records of the City of Gainesville and will maintain and disseminate this information to the public in a courteous, efficient, cost-effective and citizen-centered manner.

I am very confident in my abilities to perform exceptionally well in this position. I possess the personal attributes of integrity, commitment, education, diplomacy and a willingness to perform at a high level. I am able to work in a tempest of activity and embrace challenges where solutions and problem-solving are necessary. I am highly innovative and self-motivated. I'm sure you'll find my energy and devotion admirable and my ability to motivate others for a common goal of success desirable. My skills and abilities will serve as a great asset to an already strong and growing department with a desire to achieve excellence. The attached resume will highlight in more detail my accomplishments and expertise. If you have any questions, please don't hesitate to contact me.

Thank you in advance for your consideration of me for this position and I look forward to hearing from you soon.

Sincerely,



Stephanie Seawright

## QUALIFICATION PROFILE

Energetic and motivating leader offering comprehensive knowledge and experience in agenda management, advisory board training and development, Public Records Law, Government in the Sunshine Law, project management, community outreach and development. Has proven ability to effect change utilizing citizen-centered approaches to relationship building to strengthen communities. Proactive, hardworking, and enthusiastic in providing plans to complete projects in a timely manner within an established budget. Team player exhibiting excellent verbal and written communication skills to establish and foster integrity, trust and a quality support system to achieve desired goals.

## SUMMARY OF QUALIFICATIONS

- 5 years of management/supervisory experience
- 10 years of experience working with local governments
- 15 years of experience with records management
- 10 years of experience working with office automation
- 20+ years working with voter and election processes
  - Qualifying and Campaign Financing trainings
  - Pollworker and Precinct Captain experience
  - Canvassing Board familiarity
  - Volunteer experience
- 15+ years of grant making and management experience

## SUMMARY OF SKILLS

- Thorough knowledge of the Government in the Sunshine and the Public Records Law.
- Thorough knowledge of parliamentary procedure
- Extensive knowledge of Granicus Legistar system
- Thorough knowledge of applicable election laws
- Collaborative: Able to work well with a range of people both within and outside of the organization
- Courage to Challenge: Has the courage and confidence to speak up and will challenge others even when met with resistance or unfamiliar circumstances
- Clear and effective communicator with great interpersonal skills
- Knowledge of government budget procedures
- Ability to navigate difficult political climates
- Able to multitask various projects
- Able to communicate graphically
- Effective supervisory and management skills
- Capacity to motivate, lead and boost morale of the teams.

- Able to develop effective communications and mechanisms for resolving conflicts among the various participants.
- Effective time management and logical decision-making ability
- Proficient in Microsoft Suite (Word, Excel, and PowerPoint)

## PROFESSIONAL POSITIONS

### **Gainesville Community Redevelopment Agency (Project Manager) – September 2007-Present**

- The Clerk of the CRA. Attending and recording the proceedings of all CRA meetings, is responsible for the preparation of CRA agendas and minutes, and providing administrative support to the CRA
- Providing administrative management of four community advisory boards including prepare and deliver advisory board trainings and orientations, maintain member database and oversees compliance with the Florida public meeting requirements
- Initiating agenda items, preparing supporting materials and related documents, and giving presentations
- Managing and administering departmental contracts
- Analyzing professional quotes for competitiveness
- Coordinating procurement process for needed services and supplies
- Crafting development agreement for public/private partnerships
- Coordinating redevelopment, economic development, and business development initiatives, such as, neighborhood improvement initiatives, economic development financing, and special events
- Coordinating and facilitating community wide meetings for input in to project development
- Responsible for the solicitations, coordination of planning, design, specification, construction management, cost control and long-range planning studies for the A. Quinn Jones Museum and Cultural Center now open

### **Impact Consulting Services, LLC (President) - September 2009-Present**

- Assisting small and minority businesses and non-profit organizations with business operations including business plan development and policy and procedure development
- Providing board development and training; grant writing development and administration, business start-up and 501c3 filings and governmental relation management
- Assisting community groups and organization with short and long range fundraising goals and projects
- Planning and oversight of special events including reunions, corporate events, catering and religious programming, etc.
- Creating teams, developing objectives/goals of each, and assigning individual responsibilities.

## **Santa Fe College- (Adjunct Instructor) - September 2011 – Present**

- Instructor of in-class grant writing series: Grant Writing 101 and Grant Writing 102

## **One World Financial Mortgage (Senior Loan Processor & Mortgage Planner) – August 2006-September 2007**

- Validating and verifying loan applicant information
- Analyzing supporting documentation on Automated Underwriting System and approved loans

## **BCN Associates, Inc. (Senior Management Consultant) – July 1998 – August 2006**

- Supervised team of six (6)
- Developing and managing contracts, budget development and quality assurance oversight for Alachua & Bradford County Workforce Development Board (ABCWDB) and assisted with local workforce initiative planning
- Preparing of ABCWDB agendas and minutes, and providing administrative support to the four standing committees
- Initiating agenda items, preparing supporting materials and related documents, and giving presentations
- Oversight of ABCWDB staff training and development
- Oversight of ABCWDB policy and procedure development
- Member of grant writing team which secured over \$40 million in funding from various federal, state and local grantors and also served as a reviewer for grant applicants of our funding.
- Identifying social service resources for community development planning
- Oversight of facility management of Pleasant Place, Inc. a home for teenage mothers and their children.
- Other Responsibilities included facilities management, conference development and oversight, bookkeeping, grant writing, community development planning, scheduling, , programmatic monitoring and overseeing quality assurance projects
- Instructor for the NxLevel Entrepreneurship Series for small and minority businesses.

## **Gainesville Housing Authority (Public Housing Manager) – July 1995 – July 1998**

- Managed team of six (6)
- Managed day-to-day operations of 220 public housing units focusing on lease enforcement, property management, budget management and resident development
- Responsible for social services coordination, referrals and outreach on behalf of the agency.
- Responsible for oversight of community service initiatives for residents

## **United States Congress (Congressional Intern) – Summer 1992**

- Responsible for writing correspondence, handling mail and managing phone calls.
- Assisted with special projects and planning events.

- Attended meetings, hearings and briefings to remain informed about current legislative issues.
- Completed research as needed and report findings to the representative.

## **PROFESSIONAL BACKGROUND EDUCATION AND CERTIFICATIONS**

- St. Leo University  
Masters in Business Administration, Concentration: Project Management  
Projected Completion; March 2019
- University of Florida, College of Agriculture,  
Bachelor of Science in Agricultural Operations Management  
August 2012
- Certified Crowd Control Manager; Gainesville Fire Rescue, 2015
- NxLevel Certified Entrepreneurship Trainer; NxLevel, 2002
- Certified Workforce Professional I: Florida Association of Workforce Development Professionals; Dynamic Works, 2000
- Certified Public Housing Manager; National Association of Housing and Redevelopment Officials, 1996

## **PROFESSIONAL TRAININGS, WORKSHOPS AND SEMINARS**

- “Campaign Financing” – March 2016  
Supervisor of Elections
- “Qualifying Candidates” – March 2016  
Supervisor of Elections
- “Records Management Seminar” – September 22 – 23, 2014  
Division of Library and Information Services  
Tampa, Florida
- “7 Habits of Highly Effective People” – September 9 & 16, 2014  
GCU, Gainesville, Florida
- “Public Records Management” – June 26, 2014  
Santa Fe College, Gainesville, Florida
- “Florida in the Sunshine Seminar”- October 8, 2008  
First Amendment Foundation  
Jacksonville, Florida
- “Everything You Wanted to Know About Helping to Make City Councils and Advisory Boards More Effective” workshop – February 29, 2008  
Vero Beach, Florida

## PROFESSIONAL ACTIVITIES AND MEMBERSHIPS

- National Association of Black Public Administrators, 2014-present
- Alachua County Housing Authority, Board of Commissioners, 2012-2017
- African American Accountability Alliance, 2016- present
- Leadership Gainesville Alumni Association, 1997-2009
- Alpha Kappa Alpha Sorority, Incorporated,

## HONORS, AWARDS AND ACHIEVEMENTS

- City of Gainesville Community Service Award, 2015
- Leadership Gainesville Graduate – Class 24; 1997

## COMMUNITY SERVICE

- East Gainesville Relay for Life; Chair 2017; Logistics Chair 2012-2013; Luminary Chair 2011; Sponsors Chair 2010
- PFC Haiti Missions, Team Leader, 2016 – current
- Alachua County Library System , Adult Literacy Tutor – 2016 – present
- UF –Health Disparities Research & Intervention Committee, 2013
- Volunteer for the elections of;
  - Chuck Clemmons, FL House of Representative, 2016
  - Larry McDaniel, County Commission, Campaign Treasurer, 2016
  - Scherwin Henry, City Commissioner, 2006
  - Charles Chestnut III, County Commissioner, 1992
  - Cynthia Chestnut, FL House of Representatives, 1990
  - Cynthia Chestnut, City Commission, 1988



**Stephanie R. Seawright**

520 NE 21<sup>st</sup> Lane, #B, Gainesville, FL 32609

(352) 494-6469

(352) 393-8201

(352) 494-6469

thenextstep87@gmail.com

seawrightsr@cityofgainesville.org

<p><b>CURRENT POSITION TITLE AND ORGANIZATION</b>  <b>(List start/end dates for all employment by month since 2000, plus other public sector work directly related to this recruitment; please describe the reason for any gaps in employment and the reason for departure.</b>          1)          2)          3)</p>	<p><b>1) Project Manager - Gainesville Community Redevelopment Agency – September 2007-Present</b></p> <p><b>2) President - Impact Consulting Services, LLC - September 2009-Present</b></p> <p><b>3) Adjunct Instructor - Santa Fe College-September 2011 – Present</b></p> <p><b>4) Senior Loan Processor &amp; Mortgage Planner – August 2006-September 2007</b></p> <p><b>5) Senior Management Consultant - BCN Associates, Inc. - July 1998 – August 2006</b></p>
<p><b>CURRENTLY / MOST RECENTLY REPORTS TO (BY TITLE):</b></p>	<p>Sarah Vidal-Finn, CRA Director</p>
<p><b>POPULATION SERVED</b></p>	<p>Gainesville, Florida – population 130,591</p>
<p><b>EMPLOYEES SUPERVISED / BUDGET</b>          1) # OF DIRECT REPORTS          2) # OF EMPLOYEES IN DEPT.          3) # OF EMPLOYEES IN ORG.          4) \$ AMOUNT - DEPT. BUDGET          5) \$ AMOUNT – ENTIRE ORG. BUDGET</p>	<p><b>@ Senior Management Consultant - BCN Associates, Inc</b></p> <p>1) 6          2) 6          3) 21          4) \$3,000,000          5) \$10,000,000</p>
<p><b>EDUCATIONAL/PROFESSIONAL ATTAINMENT</b>          1) EDUCATION          2) LICENSES          3) PROFESSIONAL CERTIFICATIONS          4) SPECIALIZED TRAINING</p>	<p>1) Education</p> <ul style="list-style-type: none"> <li>• St. Leo University          Masters in Business Administration, Concentration: Project Management          Projected Completion; March 2019</li> <li>• University of Florida, College of Agriculture,</li> </ul>

	<p>Bachelor of Science in Agricultural Operations Management August 2012</p> <p>2) N/A</p> <p>3) Certifications</p> <ul style="list-style-type: none"><li>• Certified Crowd Control Manager; Gainesville Fire Rescue, 2015</li><li>• NxLevel Certified Entrepreneurship Trainer; NxLevel, 2002</li><li>• Certified Workforce Professional I: Florida Association of Workforce Development Professionals; Dynamic Works, 2000</li><li>• Certified Public Housing Manager; National Association of Housing and Redevelopment Officials, 1996</li></ul> <p>4) Specialized Training</p> <ul style="list-style-type: none"><li>• “Campaign Financing” – March 2016 Supervisor of Elections</li><li>• “Qualifying Candidates” – March 2016 Supervisor of Elections</li><li>• “Records Management Seminar” – September 22 – 23, 2014 Division of Library and Information Services Tampa, Florida</li><li>• “7 Habits of Highly Effective People” – September 9 &amp; 16, 2014 GCU, Gainesville, Florida</li><li>• “Public Records Management” – June 26, 2014 Santa Fe College, Gainesville, Florida</li><li>• “Florida in the Sunshine Seminar”- October 8, 2008 First Amendment Foundation Jacksonville, Florida</li><li>• “Everything You Wanted to Know About Helping to Make City Councils and Advisory Boards More Effective” workshop – February 29, 2008 Vero Beach, Florida</li></ul>
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<b>CURRENT SALARY</b>	
1) \$ SALARY	\$47,780.00
2) \$ VEHICLE ALLOWANCE (If Any)	N/A

**1. Please tell us why you are interested in this position and why you are considering a career move at this time?**

**Answer:**

The position of Clerk of the Commission is a career move that I have considered for quite a while. My current position, serving as the Community Redevelopment Agency (CRA) Clerk has afforded me the opportunity to perform the duties of this position for the Commission seated as the CRA. The Clerk of the Commission is a direct progression from my current position for which I am excited about having the opportunity to seek.

**2. Please describe your current scope of responsibilities.**

**Answer:**

Serving as the Clerk of the CRA my responsibilities include but are not limited to the following; Attending and recording the proceedings of all CRA meetings, is responsible for the preparation of CRA agendas and minutes, and providing administrative support to the CRA; providing administrative management of four community advisory boards including prepare and deliver advisory board trainings and orientations; maintain member database and oversees compliance with the Florida public meeting requirements; initiating agenda items, preparing supporting materials and related documents, and giving presentations; managing and administering departmental contracts; analyzing professional quotes for competitiveness; and coordinating procurement process for needed services and supplies.

Along with these duties my other Project Management duties include but are not limited to; crafting development agreements for public/private partnerships; coordinating redevelopment, economic development, and business development initiatives, such as, neighborhood improvement initiatives, economic development financing, and special events; coordinating and facilitating community wide meetings for input in to project development; and responsible for the solicitations, coordination of planning, design, specification, construction management, cost control and long-range planning studies for the A. Quinn Jones Museum and Cultural Center now open

**3. If not addressed in your resume, please specify any experience or exposure to the following areas: records retention policy oversight; maintaining inventory for all Governing Body records for your city/county; working knowledge of your State's Sunshine Laws, City Charter, and all applicable election laws affecting your organization.**

**Answer:**

I currently am responsible for records retention policy oversight; maintaining inventory for all Governing Body records for the Commission seated as the Community Redevelopment Agency (CRA). Through this I have working knowledge of Florida Sunshine Laws, the City Charter, and all applicable election laws affecting the Commission.

**4. How would others characterize your communication style – both formal and informal?**

**Answer:**

Most people would characterize my formal and informal communication as clear, concise, helpful, courteous and engaging.

**5. What “feedback” have you received from those with whom you work regarding your strengths?**

**Answer:**

Most persons identify my strengths as being customer driven, conscientious, observant, helpful and having the ability to anticipate the needs of others.

**6. What “feedback” have you received from those with whom you work regarding areas in which you need professional improvement?**

**Answer:**

I would say that it has been said that my strengths can also be an area for professional development especially in the area of being customer driven. Oftentimes my overzealousness in helping can take away from my personal time.

**7. Describe your approach to managing a) people, and b) projects. How do you get things done and make decisions?**

**Answer:**

The initial approach to managing anything be it people or projects is to understand what you are trying to achieve. Once I have accomplished this, I look at what skills are possessed by each employee thereby determining which project is right for them. I also make sure they are constantly engaged. Developing a plan, with goals and objectives and aligning tasks makes tracking progress manageable and measurable.

Setting up systems, making to-do lists, focusing on one thing at a time, being cautious and scheduling blocks for uninterrupted time are a few ways which make me more productive and allows me a clear, mind to make decisions.

**8. Describe a successful process or project that that you initiated, led, or participated in that required creative problem solving, could be considered innovative, and/or utilized a new technology to better serve the public.**

**Answer:**

As the Project Manager for the A. Quinn Jones Museum and Cultural Center, I was responsible for the construction, design and development of the facility and the initial program and exhibit development. This included all solicitations, coordination of planning, design, specification, construction management, cost control and long-range planning studies for the facility. By engaging directly with the community, I was able to gain trust and support for a project that wasn't the norm for a CRA. By taking the homestead of a beloved educator and making it a place where discussions of social norms, education and culture could take place alongside showcasing a forgotten historical community; the project won the 2017 Florida Redevelopment Association's top award for Cultural Enhancement.

**9. Are you recognized as a Certified Municipal City Clerk, or are you working on it?**

**Answer:**

No. I am familiar with the certification and what is needed to complete it. I feel comfortable that I could complete within the time allotted.

**10. Describe your philosophy and approach to managing an annual budget.**

**Answer:**

Serving as a project manager has given me an opportunity to foster a budget philosophy of identifying my goals and objectives first. Making sure that any requirements are defined. In creating the annual budget I would get input from those in the department, estimate realistic costs, build in contingencies, revisit and review as the year progresses and hold persons accountable.

**11. Briefly summarize your thoughts on the level of "customer service" you expect a division that you lead to provide. Define "customers" and provide some examples of initiatives or actions you have pursued to improve "customer service" and instill a culture of "continuous improvement".**

**Answer:**

I expect my division to aim for 100% customer service at all times. My customers is anyone and EVERYONE, be it public citizens, private organizations, non-profits, other City Departments, etc, that comes through our doors needing assistance.

At the A Quinn Jones Museum we have set up a system of surveys to be given through social media to receive feedback on the offerings of the museum. Through the review of these surveys we will be able to provide programming and activities from which the community will benefit.

**12. Describe your approach toward employee development, performance evaluations, and developing future leadership within your division.**

**Answer:**

There are many ways to approach employee development performance evaluations and developing future leadership. I have found that building interpersonal relationships through team building is very

successful. Through activities and assignments that allow employees to cross train or participate in job rotation, many organizations have seen positive increases in organizational and operational performance.

Annual performance evaluations are used to determine that key goals and objectives of the employee have been met for the year; however I do not believe in waiting until that formal evaluation to give feedback and assistance to employees. I believe in engaging employees throughout the year with feedback both positive and constructive.

Job enrichment opportunities such as providing opportunities for employees to make presentations at staff meetings or public meetings, joining committees and even allowing for volunteering opportunities not only increases morale but also develops leadership skills within the employee.

**13. Describe any examples where you have implemented a new process or initiative that has improved operational efficiencies and/or reduced operating costs.**

**Answer:**

At BCN Associates, Inc. one of my responsibilities was the facility and programmatic oversight of one of our clients, Pleasant Place. This was a facility that housed teenage girls with children. Upon our management of the program, I surveyed the residents to find out what their needs were. Upon hearing that they believed they were not receiving the basic services they needed to survive upon their separation of the home, I created and implemented the Passport to Life program. This was a comprehensive list of all services that would assist the residents. As each module or service was attained, there was an accompanying book to be "stamped" which marked the success. The use of this method not only streamlined the operational activities of the facility but decreased the rate of recidivism by 53%, the highest in the history of the organization.

**14. Since 2000, please explain all situations where you were in a position for less than two years and describe the reason for your departure.**

**Answer:**

I worked for One World Financial Mortgage as a Senior Loan Processor & Mortgage Planner until I was hired by the City of Gainesville in a position more suited to the direction that I wanted my career to go.

**15. If an electronic file search of media and blogs is made through Google (or other search engines), what would be disclosed about you that could be construed as negative? It is advisable that these issues be disclosed by you and explained rather than being asked to react to reports discovered by the prospective employer.**

**Answer:**

Nothing.

Name: **Stephanie Seawright**

Date Completed: **10/23/17**

Questionnaire

1. Have you been subject to a formal charge regarding a conflict of interest, violation of ethical conduct, malfeasance or misfeasance in the performance of duties? If so, please explain the circumstances.

**No**

2. Have you been investigated or censured by a grand jury, board of inquiry or similar body? If so, please explain the circumstances.

**No**

3. Have you been subject to any disciplinary actions, including suspension, probation, or demotion in your adult working career? If so, please explain the circumstances.

**No**

4. Have you been dismissed or asked to resign from a position? If so, please explain the circumstances.

**No**

5. Have you been subject to a bankruptcy or adverse financial circumstances that would limit your ability to be bonded or placed in a position of fiduciary responsibility?

**No**

6. Is there anything about your professional or personal conduct that could be potentially embarrassing to your employer or could impair your ability to perform your work, if it were learned at a later time? If so, please explain the circumstances.

**No**

7. Do you understand that if reliable information arises contrary to your above responses, it could be disqualifying?

**Yes**







Virginia Smith



# Virginia A. Smith, MMC, CP

8 Lake Success Drive • Palm Coast, FL 32137 • 386-503-5497 • [smith3454@bellsouth.net](mailto:smith3454@bellsouth.net)

October 9, 2017

Honorable Mayor and City Commissioners  
City of Gainesville  
P.O. Box 490  
Station 19  
32627-0490

Dear Honorable Mayor and Commissioners,

Thank you for the opportunity to introduce myself to you as a diversified City Clerk applying for the City of Gainesville Commission Clerk. I have a passion to live in a community where I can live, work, and play, while serving for the good of all residents. A municipal clerk must be knowledgeable in all fields of local government to achieve success not only for oneself but for the community.

I became a Certified Paralegal in 2007 and began my career in the municipal legal arena in 2008. Shortly thereafter, I became the City Clerk/Paralegal for the City of Palm Coast. While maintaining my national certification as a paralegal, I have also obtained my Master Municipal Clerk certification. Being the liaison with the contracted attorney brings a multitude of responsibilities that cross over into land acquisition management and risk management. Additional responsibilities include leading the "Boost All Morale" team. Being part of several teams has provided me with an insight that I am part of an organization that truly values and appreciates its employees and their skills.

I look forward to meeting with all of you to share in more detail my qualifications, skills, and knowledge of a municipal clerk. I have a diversified skill set with nine plus years in local government and a strong work ethic that I feel will benefit the City of Gainesville. Should you have additional questions, please feel free to contact me at 386-503-5497.

Sincerely,

Virginia A. Smith, MMC/CP

# Virginia A. Smith, MMC, CP

8 Lake Success Drive • Palm Coast, FL 32137 • 386-503-5497 • [smith3454@bellsouth.net](mailto:smith3454@bellsouth.net)

## Executive Summary

A diversified individual with a passion to assist a quality community with my knowledge and experience to be proud of where all can live, work, and play. Ten years of experience as a certified paralegal, six years of experience as a certified municipal clerk, four years of experience as a team lead.

## Areas of Knowledge and Expertise

City Clerk	Paralegal	Land Acquisition Management
Records	Risk Management Claims	Training and Staff Development
Team Lead		

## Professional Experience

**City of Palm Coast**  
Palm Coast, Florida  
February 2008 to present

City Clerk (2010)-Council agenda items, agendas, meetings, and minutes, records, elections, and track all board members, train Board Secretaries, legal compliance.  
Certified Municipal Clerk 2011 to Master Municipal Clerk 2016.

Paralegal (2008)-liaison with contracted City Attorney for contracts, litigation, risk management claims, liens, lien releases, foreclosures, easements, deeds, license agreements.

Land Acquisitions Management-records and closings  
State of Emergency-Proclamations and Food preparation  
Team Lead-BAM Team "Boost All Morale"

**Law Office of Joy Owenby**  
Jacksonville, Florida  
January 2008 to February 2008

Paralegal – Family Law case management

**Hill n Ponton, PA**  
Daytona Beach, Florida  
December 2005 to December 2007

Legal Assistant Personal Injury Law  
Case Manager-Disability Law

## Certifications/Licenses

**International Institute of Municipal Clerks**-Master Municipal Clerk 2016

**National Association of Legal Assistants**-Certified Paralegal September 2007

**Florida Notary Public**- 2008

## Education

<b>Bachelors of Science</b>	Legal Studies	University of Central Florida, Orlando, FL
<b>Associate of Arts</b>	Social and Human	Daytona State College, Daytona Beach, FL
<b>Associate of Science</b>	Paralegal Studies	Daytona State College, Daytona, Beach, FL

## Memberships

**INTERNATIONAL ASSOCIATION OF MUNICIPAL CLERKS**

**FLORIDA ASSOCIATION OF MUNICIPAL CLERKS**-Served on multiple committees

**NATIONAL ASSOCIATION OF LEGAL ASSISTANTS**

**FLORIDA RECORDS MANAGEMENT ASSOCIATION (FRMA)**-2017 anticipate certification in 2018

## References

Available upon request

**Virginia A. Smith**

8 Lake Success Dr  
 Palm Coast, FL 32137  
 386-503-5497  
 386-986-3709

[Smith3454@bellsouth.net](mailto:Smith3454@bellsouth.net)  
[vsmith@palmcoastgov.com](mailto:vsmith@palmcoastgov.com)

<p><b>CURRENT POSITION TITLE AND ORGANIZATION</b>  <b>(List start/end dates for all employment by month since 2000, plus other public sector work directly related to this recruitment; please describe the reason for any gaps in employment and the reason for departure.</b>          1)          2)          3)</p>	<p>1. City Clerk/Paralegal/Records Custodian, City of Palm Coast; 2/25/2008 to present; have not left yet.</p> <p>2. Paralegal for the Law Office of Joy Owenby, 1/2/2008 to 2/22/2008-left for current position with City of Palm Coast, closer to home and the price of gasoline was \$4+ per gallon. Jacksonville was 60 miles away.</p> <p>3. Legal Assistant/Case Manager for Hill n Ponton, PA 12/2005 through 12/2007-left as I became a certified paralegal and better growth opportunity with Ms. Owenby.</p> <p>4. Cashier for Dollar Country Store; 4/2002 through 5/2005 left as my paralegal career was beginning. Worked part-time while attending school full time.</p> <p>4. 2000 to 2002 I was a stay at home mom.</p>
<p><b>CURRENTLY / MOST RECENTLY REPORTS TO (BY TITLE):</b></p>	<p>Beau Falgout, Director of Administration and Economic Development          Jim Landon, City Manager</p>
<p><b>POPULATION SERVED</b></p>	<p>The population is approximately 77,068 residents.</p>
<p><b>EMPLOYEES SUPERVISED / BUDGET</b>          1) # OF DIRECT REPORTS          2) # OF EMPLOYEES IN DEPT.          3) # OF EMPLOYEES IN ORG.          4) \$ AMOUNT - DEPT. BUDGET          5) \$ AMOUNT - ENTIRE ORG. BUDGET</p>	<p>1. Three direct reports.          2. Clerk Division-two.          3. 350+ employees in the City of Palm Coast.          4. Clerk Division Budget \$182,286          City Attorney Budget \$470,391          BAM Team Budget \$8,000          5. City of Palm Coast total budget for FY' 2018 is \$156,442,639.</p>
<p><b>EDUCATIONAL/PROFESSIONAL ATTAINMENT</b>          1) EDUCATION          2) LICENSES          3) PROFESSIONAL CERTIFICATIONS</p>	<p>1. Bachelor's Degree in Legal Studies from the University of Central Florida; graduated 2008.          2. Florida Notary-2008          3. IIMC-Master Municipal Clerk-2016, Certified Municipal Clerk-2011;</p>

<p><b>4) SPECIALIZED TRAINING</b></p>	<p>NALA-National Association of Legal Assistants-Certified Paralegal-2007          FRMA-Florida Records Management Association-working towards records certification. I have been a member since 2017.</p>
<p><b>CURRENT SALARY</b>          1) \$ SALARY-\$69,042.91 is my current salary.          2) \$ VEHICLE ALLOWANCE (If Any) \$0</p>	

**1. Please tell us why you are interested in this position and why you are considering a career move at this time?**

**Answer:** This position interested me as I have a passion to serve my community where I can live, work, and play with all those in my community. The City of Gainesville has history, but is still capable of growth. I enjoy seeing the good that develops from my service to residents and businesses. I am considering this career move at this time because it provides an opportunity of career growth while increasing my personal knowledge and skill set.

**2. Please describe your current scope of responsibilities.**

**Answer:** I am appointed by the City Manager. My duties include but are not limited to agenda items, agendas, minutes, records, ordinances (drafting to codifying), resolutions, proclamations, land acquisition, elections, public records requests, city seal, legal notices, liaison to the contracted City Attorney (contracts, litigation, risk management), oversee Boards and Committees, team lead for BAM (Boost All Morale), assist the Mayor and Council with administrative duties, customer service to all residents; proof of life documents, coordinate and conduct pre-agenda meetings and all other duties as assigned.

**3. If not addressed in your resume, please specify any experience or exposure to the following areas: records retention policy oversight; maintaining inventory for all Governing Body records for your city/county; working knowledge of your State’s Sunshine Laws, City Charter, and all applicable election laws affecting your organization.**

**Answer:** As the City Clerk/Paralegal/Records Custodian/Land Acquisition Manager, I work within all Federal, State, and local laws. The City’s software program is programmed to identify records that have met the retention requirements outlined in the State Library System’s GS1-SL general records schedule. Twice a year an audit is performed of all records to ensure the records have been retained appropriately and correctly. I fulfill all public records requests in accordance with Chapter 119, Florida Statutes, as well as other relevant statutes. I am the qualifying officer for City elections and work closely with the Supervisor of Elections in accordance with Florida Statutes, the City Charter, and Ordinances. Sunshine laws apply to all elected officials.

I am also a member of Florida Records Management Association (FRMA). Estimated records manager certification is 2018.

**4. How would others characterize your communication style – both formal and informal?**

**Answer:** Others would characterize my communication style to be attentive, assertive, direct, thorough, detail oriented and confident.

**5. What “feedback” have you received from those with whom you work regarding your strengths?**

**Answer:** My co-workers feel that I am a very knowledgeable, helpful clerk with patience to listen and teach. They have stated I am flexible, loyal, organized, and rule oriented. Additional feedback I have received is that I am quick on my feet, willing to do anything for the better of the organization, and will not leave a task unfinished.

**6. What “feedback” have you received from those with whom you work regarding areas in which you need professional improvement?**

**Answer:** Professional areas of improvement have been identified in learning it is ok to say “no” and to not bring work on vacation with me.

**7. Describe your approach to managing a) people, and b) projects. How do you get things done and make decisions?**

**Answer:** I like the team approach to job performance but understand that employees are individuals too. I have an open door policy, so if an employee needs to speak with me, I am available. I will listen and I am open to new suggestions. I like to challenge my employees to use their creative thinking skills. Even though a current process may be successful, there is always a possibility a different way could be better. Accountability through divisional performance measures are a proven way to keep employees on track with their goals, complete their tasks, and to coach for improvement, if necessary.

**8. Describe a successful process or project that that you initiated, led, or participated in that required creative problem solving, could be considered innovative, and/or utilized a new technology to better serve the public.**

**Answer:** Several years ago, the City Manager created teams led by employees, who desired to be part of a leadership program that was mentored by the City Manager. I participated on 3 such teams and became a team lead 2 years later. That team is the BAM Team (Boost All Morale). This team was formed to develop ways to keep the City employees happy and engaged during the economic downturn. One motto of the BAM Team is “A happy employee is a productive employee”. The team meets monthly and is developing new ideas on a yearly basis of how to keep the morale of the City employees at a high level. To date there are many programs and events that the BAM Team has created and implemented. To name a few, a Sick Leave Conversion program for technology purchases, a Family Fun N Fit Day, Summer Bash, decorating competitions for the holidays in October through December, Employee Appreciation Week, and BAM-tastic Ice Cream days. A new program created this year, is the city-wide competition encompassing all aspects of city employment from mandatory trainings to the fun n game competitions on an individual and departmental basis. The Team also created a way to get to know our fellow employees through “Employees in the Spotlight” interviews and posting on the City’s intranet. Each year these programs and events grow.

**9. Are you recognized as a Certified Municipal City Clerk, or are you working on it?**

**Answer:** Yes, I am proud to say I have earned my Master Municipal Clerk certification.



**10. Describe your philosophy and approach to managing an annual budget.**

**Answer:** A budget is set in place as a guide in advance, however, to be fiscally responsible, one should not exceed their limits. As the Clerk, I review all divisional purchases carefully to ensure that we are staying within our means, and strive to remain on target with annual spending. Quarterly reviews are completed to ensure compliance.

**11. Briefly summarize your thoughts on the level of “customer service” you expect a division that you lead to provide. Define “customers” and provide some examples of initiatives or actions you have pursued to improve “customer service” and instill a culture of “continuous improvement”.**

**Answer:** The level of customer service I expect from my team is excellence. All customers are to be treated equally, whether they are from the public sector or within the organization. Customer service training and leadership courses have expanded my skill set in assisting internal and external customers. This same training has been beneficial for my team. In addition, weekly team meetings encourage open communication, which instills a culture of continuous improvement.

**12. Describe your approach toward employee development, performance evaluations, and developing future leadership within your division.**

**Answer:** I am a firm believer in continuing education, training, and performance measures. Quarterly review of performance measures assist with evaluations, while also keeping the employee on track for success. The tracked measures help to identify strengths and weaknesses, as well as areas that need improvement. Future leadership skills are determined through communicating with the employee to identify their career goals. Providing necessary resources to the employee is essential for attainment of these goals.

**13. Describe any examples where you have implemented a new process or initiative that has improved operational efficiencies and/or reduced operating costs.**

**Answer:** In 2011, I proposed a change for the City of Palm Coast Elections to be held in conjunction with Federal, State and Local Elections, simply by changing election years from odd to even, thereby eliminating the need for our own separate election. In coordination with the Supervisor of Elections office, this proposal was put on the ballot, which passed overwhelmingly. This change has saved (and continues to save) the City approximately \$120,000 per election cycle, every two years.

**14. Since 2000, please explain all situations where you were in a position for less than two years and describe the reason for your departure.**

**Answer:** I was just starting my career as a certified paralegal with the Law Office of Joy Owenby in Jacksonville, FL, specializing in Family Law. An opportunity for employment with The City of Palm Coast became available and I applied. The position offered me a more diverse & broader scope of work, giving me the chance to serve my community and truly make a difference in my own home town.

**15. If an electronic file search of media and blogs is made through Google (or other search engines), what would be disclosed about you that could be construed as negative? It is advisable that these issues be disclosed by you and explained rather than being asked to react to reports discovered by the prospective employer.**

**Answer:** I do not believe there are any negative reports on Google or other search engines.

Name: **Virginia A. Smith**

Date Completed: **10/11/2017**

Questionnaire

1. Have you been subject to a formal charge regarding a conflict of interest, violation of ethical conduct, malfeasance or misfeasance in the performance of duties? If so, please explain the circumstances.  
**No**
2. Have you been investigated or censured by a grand jury, board of inquiry or similar body? If so, please explain the circumstances.  
**No**
3. Have you been subject to any disciplinary actions, including suspension, probation, or demotion in your adult working career? If so, please explain the circumstances.  
**No**
4. Have you been dismissed or asked to resign from a position? If so, please explain the circumstances.  
**No**
5. Have you been subject to a bankruptcy or adverse financial circumstances that would limit your ability to be bonded or placed in a position of fiduciary responsibility?  
**No**
6. Is there anything about your professional or personal conduct that could be potentially embarrassing to your employer or could impair your ability to perform your work, if it were learned at a later time? If so, please explain the circumstances.  
**No**
7. Do you understand that if reliable information arises contrary to your above responses, it could be disqualifying?  
**Yes**



Sharon Williams



**SHARON D. WILLIAMS  
10402 NW 47<sup>TH</sup> TERRACE  
GAINESVILLE, FL 32653**

October 26, 2017

City Commission  
P.O. Box 490  
Gainesville, FL 32627

Dear Mayor Poe and City Commission:

I would more than welcome the opportunity to serve as Clerk of the Commission. I've served in the Clerk's Office under the leadership and tutelage of the current Clerk for 23 years. During that time I have accumulated a wealth of knowledge and skills that would allow me to be successful as the Clerk of Commission. I am more than capable to handle the duties and responsibilities of the position. Oftentimes, I fill in for the Clerk during his absence which has provided hands on experience.

I am hard-working and I've developed a skill set directly relevant to the Clerk of Commission position you are hiring for. Overall, I have consistently demonstrated multitasking, coordinating and organizational abilities in every aspect of my position with the Clerk's Office and I invite you to review my detailed achievements in the attached resume.

I am a member of the International Institute of Municipal Clerks and the Florida Association of City Clerks. It is my goal to become a Certified Municipal Clerk.

Thank you for your time and consideration.

Sincerely,



Sharon D. Williams

Sharon D. Williams  
10402 NW 47<sup>th</sup> Terrace  
Gainesville, FL 32653  
(352) 283-1861

Experienced and accomplished executive with 20+ years of Clerk's Office experience seeking to leverage background in management, departmental organization and team leadership to the position of Clerk of Commission.

## **WORK EXPERIENCE**

### **City of Gainesville/Office of the Clerk of Commission**

Executive Assistant to the Clerk of the Commission, October 2002 – present

Executive Assistant, Sr., January 1996 – September 2002

Staff Assistant II, February 1994 – January 1996

- \*Agenda preparation for City Commission and General Policy Committee meetings
- \*Agenda training for employees
- \*Granicus/Legistar Administrator
- \*Manage Legistar database system
- \*Manage iLegislate system
- \*Perform requisite tasks/responsibilities as Clerk of Commission Assistant
- \*Assist in preparing and managing Clerk's Office annual budget
- \*Purchasing and visa approver
- \*Maintain ordinances, resolutions, minutes and other official documents
- \*Receive, maintain and verify election documents (qualifying officer)
- \*Affix the City seal to, and maintain all official documents, ordinances and resolutions
- \*Certify title of Ordinances were published, authenticate record, and distribute copies according to law
- \*Collect documents for other City staff and provide certified copies on request
- \*Supervise TempForce staff
- \*Timekeeper
- \*Attend meetings, record and take minutes
- \*Prepare modified agenda and list
- \*Prepare Calls for special meetings and workshops

### **City of Gainesville/Human Resources**

Staff Assistant I, December 1991 – February 1994

- \*Input job applications
- \*Generate applicant reports
- \*Type and store job ads and position status sheets
- \*Perform completion process on positions closing
- \*Process ID badges

### **City of Gainesville/Code Enforcement Division**

Staff Assistant, April 1991 – December 1991

- \*Serve as main assistant to Code Enforcement Officers by completing word processing, data entry, affidavits, case histories and related documents
- \*Custodian of all Housing inspection case files in the division by removing or notating removal of files and replacing files to their proper locations

## **EDUCATION**

**Florida A & M University, Tallahassee, FL**

Bachelor of Science - Office Administration, August 1990

Magna Cum Laude

## **CERTIFICATIONS**

Notary Public

## **AWARDS**

Employee of the Year – Small Charter Caucus – 2016

## **MEMBERSHIPS**

International Institute of Municipal Clerks

Florida Association of City Clerks

**Sharon Williams**

10402 NW 47<sup>th</sup> Terrace  
 Gainesville, FL 32653

Home phone: 352-283-1861

Business phone: 352-393-8669

Mobile phone: 352-283-1861

Home E-mail: sharonw2@cox.net

Work E-mail: williamssd@cityofgainesville.org

<b>CURRENT POSITION TITLE AND ORGANIZATION</b> <b>(List start/end dates for all employment by month since 2000, plus other public sector work directly related to this recruitment; please describe the reason for any gaps in employment and the reason for departure.</b> 1) 2) 3)	1) Executive Assistant, Sr. – January 2000 – September 2002, City of Gainesville/Office of the Clerk of Commission 2) Executive Assistant, Sr. – October 2002 – Present, City of Gainesville/Office of the Clerk of Commission
<b>CURRENTLY / MOST RECENTLY REPORTS TO (BY TITLE):</b>	Clerk of Commission
<b>POPULATION SERVED</b>	131,000
<b>EMPLOYEES SUPERVISED / BUDGET</b> 1) # OF DIRECT REPORTS 2) # OF EMPLOYEES IN DEPT. 3) # OF EMPLOYEES IN ORG. 4) \$ AMOUNT - DEPT. BUDGET 5) \$ AMOUNT – ENTIRE ORG. BUDGET	1) 0 2) 5 3) 2,200 4) 691,968 –Clerk’s Office 449,526 – Commission 5) 373.55 million Revenue, 335.77 million Expenses
<b>EDUCATIONAL/PROFESSIONAL ATTAINMENT</b> 1) EDUCATION 2) LICENSES 3) PROFESSIONAL CERTIFICATIONS 4) SPECIALIZED TRAINING	1) Florida A & M University 2) None 3) Notary Public 4) N/A
<b>CURRENT SALARY</b> 1) \$ SALARY - \$60,304.192 2) \$ VEHICLE ALLOWANCE (If Any) - None	



**1. Please tell us why you are interested in this position and why you are considering a career move at this time?**

Answer: I have been in the Clerk's Office over 20 years and this would be an amazing opportunity of growth for me. I've acted in the Clerk of Commission's capacity numerous times and I have gained hands on experience, training and knowledge that have given me a deeper passion for the position that has caused me to pursue it full time.

**2. Please describe your current scope of responsibilities.**

Answer: Prepare draft and final agendas for all Regular and Special City Commission meetings, Board of Trustees meetings, and General Policy Committee meetings, Granicus/Legistar administrator, train employees on agenda and minute preparation using the Legistar database system. Manage and troubleshoot Legistar and iLegislate systems for Commission and City employees, perform tasks/responsibilities as Clerk of Commission assistant, assist in preparing and managing Clerk's Office annual budget, purchasing and visa approver, maintain ordinances, resolutions, minutes and other official documents, receive, maintain and verify election documents, affix the City seal to, and maintain all official documents, ordinances and resolutions, certify title of Ordinances were published, authenticate record, and distribute copies according to law, collect documents for other City staff and provide certified copies on request, supervise TempForce staff, timekeeper/process payroll, attend meetings, record and take minutes, prepare modified agenda and list, prepare Calls for special meetings and workshops, and fulfill public record requests.

**3. If not addressed in your resume, please specify any experience or exposure to the following areas: records retention policy oversight; maintaining inventory for all Governing Body records for your city/county; working knowledge of your State's Sunshine Laws, City Charter, and all applicable election laws affecting your organization.**

Answer: The Clerk's Office is the official record keeper for the City of Gainesville. At the end of each fiscal year, I assist in purging, destroying and retaining records according to the State retention policy. The Clerk's Office maintains all ordinances, resolutions, minutes and legislative files. I am the primary person to make sure these documents are executed, certified (if needed), maintained and properly filed. Working in the Clerk's Office it is pertinent that the Commission and Notice of Meetings adhere to the Sunshine State laws.

In the Clerk's Office, I use the City Charter to assist with citizen inquiries and public record requests. The City Commission is governed by the Charter Laws.

The Clerk's Office has taken over the responsibilities of qualifying candidates for City elections. I assist with these duties in making sure all laws and procedures are followed and/or carried out.

**4. How would others characterize your communication style – both formal and informal?**

Answer: Others would say that I prefer to communicate verbally and follow-up in writing. That I am a detail person and prefer more detail than not having enough.

**5. What “feedback” have you received from those with whom you work regarding your strengths?**

Answer: I know how to move things. I am someone who will implement a solution and work tirelessly to get it done, I have the ability to catch an idea and make it a reality (Execution). I’m constantly absorbing and analyzing information and helping the office make better decisions, I am focused. That I am productive, a good listener, communicator, motivator and team builder.

**6. What “feedback” have you received from those with whom you work regarding areas in which you need professional improvement?**

Answer: I burn the candle at both ends to complete projects/assignments.

**7. Describe your approach to managing a) people, and b) projects. How do you get things done and make decisions?**

Answer: I value all employees and I believe their input is valuable. I see managing as working as a team, bringing out the best in each other to make things happen and be successful.

To manage projects, we come together as a team, brainstorm, share ideas, collaborate, and conduct test runs to release the best project.

I make a list, prioritize, and finish the time sensitive duties first. Also, I follow-up to make sure the matter is done or resolved.

Before making decisions, I like to think about the problem, issue, circumstance or situation before making a rush decision. I like to gather as much information as necessary or possible to be sure to make the best decision for everyone involved. Every situation and circumstance is different, so I would assess the situation and make the decision accordingly.

**8. Describe a successful process or project that that you initiated, led, or participated in that required creative problem solving, could be considered innovative, and/or utilized a new technology to better serve the public.**

Answer: I participated in the project of the City Commission receiving ipads and using iLegislate (a government-specific paperless agenda and annotation application for users). iLegislate allows the City Commission to view agendas and attachments online and replaces or eliminates hard copies of back-up. I was instrumental in the process of making the agendas and minutes available and accessible to internal and external customers on the City’s website.

**9. Are you recognized as a Certified Municipal City Clerk, or are you working on it?**

Answer: I am currently working towards my Certified Municipal Clerk certification.

**10. Describe your philosophy and approach to managing an annual budget.**

Answer: To keep track of expenditures by having a primary employee track the office expenditures and manage the budget accounts. This employee will give monthly updates to the manger regarding the department’s budget status.

**11. Briefly summarize your thoughts on the level of “customer service” you expect a division that you lead to provide. Define “customers” and provide some examples of initiatives or actions you have pursued to improve “customer service” and instill a culture of “continuous improvement”.**

Answer: The customer always come first. Each customer is valuable and I expect staff to treat each customer/citizen with respect and dignity. Our customers are our purpose and we would look for ways and opportunities to become more citizen centered and incorporate customer ideas and suggestions.

Customers are those seeking assistance, advice and/or information regarding City and/or outside business regarding any aspect of life that might affect them.

Instead of having a phone tree I recommended the office continue to have an employee answer the phone. I’ve requested having maps of the districts available on the City’s website so customers will have the option to find out what district they live in and who their Commissioner is without having to call the office if they so desire.

Agenda back-up is accessible on the web.

**12. Describe your approach toward employee development, performance evaluations, and developing future leadership within your division.**

Answer: I would encourage employees to continue and pursue education in obtaining certifications and/or degrees. Employees will cross-train, attend seminars, webinars and conferences.

In evaluations, I would meet with employee to discuss their evaluations. I would begin by highlighting and emphasizing their strong points and what they do well. If there are areas of improvement, we would discuss and come up with a plan on how to improve. Also, we will set goals for the employee to work towards for the next year evaluation.

Giving employees the opportunities to train, cross-train, attend conferences and further their education leads to future leadership and advancement within the department.

**13. Describe any examples where you have implemented a new process or initiative that has improved operational efficiencies and/or reduced operating costs.**

Answer: The use of ipads has reduced the task of copying volumes of back-up which has cut down on the office cost for paper. The availability of the agenda and minutes on the web has reduced calls coming into the office.

**14. Since 2000, please explain all situations where you were in a position for less than two years and describe the reason for your departure.**

Answer: This does not apply to me. I’ve had continuous employment for over 20 years.

**15. If an electronic file search of media and blogs is made through Google (or other search engines), what would be disclosed about you that could be construed as negative? It is advisable that these issues be disclosed by you and explained rather than being asked to react to reports discovered by the prospective employer.**

Answer: Nothing

Name: **Sharon Williams**

Date Completed: **11/6/2017**

Questionnaire

1. Have you been subject to a formal charge regarding a conflict of interest, violation of ethical conduct, malfeasance or misfeasance in the performance of duties? If so, please explain the circumstances. **No.**
  
2. Have you been investigated or censured by a grand jury, board of inquiry or similar body? If so, please explain the circumstances. **No.**
  
3. Have you been subject to any disciplinary actions, including suspension, probation, or demotion in your adult working career? If so, please explain the circumstances. **No.**
  
4. Have you been dismissed or asked to resign from a position? If so, please explain the circumstances. **No.**
  
5. Have you been subject to a bankruptcy or adverse financial circumstances that would limit your ability to be bonded or placed in a position of fiduciary responsibility? **No.**
  
6. Is there anything about your professional or personal conduct that could be potentially embarrassing to your employer or could impair your ability to perform your work, if it were learned at a later time? If so, please explain the circumstances. **No.**
  
7. Do you understand that if reliable information arises contrary to your above responses, it could be disqualifying? **Yes.**





Robert Woods





3842 NW 68<sup>th</sup> Place  
Gainesville, FL 32653  
October 8, 2017

Dear City of Gainesville Commission,

Kindly accept my letter and attached resume in application for the position of Clerk of the Commission, with the City of Gainesville, FL. The attached resume presents a very unique skill set with directly related and translatable skills that match and mirror the Essential and Non-Essential job functions, as advertised.

My 17 years of direct experience as an employee of the City of Gainesville includes 13 years of managing and directing functions, policies and procedures that directly intersect with and include many of the essential functions of the Office of the City Clerk. These frequent intersections of work, have provided direct knowledge of the Commission agenda and agenda setting processes. In addition, the outgoing City Clerk and I have had a long standing cooperative relationship regarding the processed and requirements involved in responding to Public Requests for Information. We have collaborated on ensuring upgrades to the Clerk's web site with externally and internally focused messages, forms and information. I would like to highlight a few other areas of overlapping knowledge and expertise areas:

- Thorough knowledge of the Gainesville Community and the specific needs of the general public and citizen centered services.
- Possess a longstanding and ongoing relationship with the University of Florida and Santa Fe Community College.
- Thorough knowledge of the Gainesville City Commission, local government and its current focus, mission, vision, values, and strategic initiatives.
- Currently serving in a position with the City of Gainesville that provides staff support to the City Commission.
- Thorough knowledge of current processes in place for automated correspondence gathering and dissemination, both for internal and external communications.
- Thirteen years of supervision of staff with unduplicated specific niche expertise and management of a mid-sized department budget.
- Working knowledge of records retention policies.
- Thorough knowledge of parliamentary procedures and commission rules.
- 13 years' experience in local municipal government administration, intergovernmental agency coordination, and public administration practices and principles.
- Thorough knowledge of coordination procedures with the Office of the Supervisor of Elections regarding voter and election processes.

This by no means implies that I have the depth of knowledge or longevity of expertise that the outgoing clerk possesses, instead, my desire for the position stems from a direct interest

and knowledge of the current processes. Understandably, at this time, I do not hold the designation of a Certified Municipal Clerk. However, I am fully prepared to begin the courses, and complete them within a designated time frame, if selected for this position. I do possess the character and expertise, and I am detail-oriented, an avid collaborator, citizen/customer focused, and an early adapter of new technologies, including communication technologies, that afford efficiency and cost savings benefits.

My longevity and tenure with the city is due to that fact that I am invigorated by Gainesville's engaging sense of community, abundant opportunities, and intriguing challenges. I continue to be impressed by the communal sense of a vibrant, visionary future for the city, which is tempered by deep respect for the city's rich history and natural resources. I am convinced that my unique skill set and experience closely match those needed at this critical moment in Gainesville's development into a world class university community, and exemplify the attributes needed to exhibit leadership in a New American City.

I possess a Bachelor's degree in Business Administration, as well as a Master's degree in Broadcast Journalism. I had completed all Communications course required for the Ph.D, when my family moved to Gainesville in 1995. However, employment opportunities at that time in Gainesville, did not evidence the necessity of such a degree. I present my candidacy with more than 17 years of progressive experience in municipal management and administration at a significant authority level of city government which underscores my knowledge and expertise.

I am a firm believer in participative, hands-on management that involves getting out of the office and walking around our communities and city projects. I whole-heartedly support fair and equitable treatment of employees and citizens, and leadership by example. I possess extremely high ethical standards, I am a forthright, honest, and I strive to build trust and respect with all segments and members of the community. I believe that my performance to date in the position of Communications and Marketing Manager demonstrates exceptional ability, energy, enthusiasm, and fortitude.

I enjoy the challenge of working with elected officials to implement policy and leading the administration of city government as I continue to learn about the wonderful Gainesville community. I believe that I am the right person to work with the City Commission to develop and bring about a bright future for the City of Gainesville and I look forward to continuing to serve its citizens in the role of Clerk of the Commission.

Sincerely,



Robert L. Woods  
Communications and Marketing Manager

**ROBERT LAWRENCE WOODS**  
3842 NW 68<sup>th</sup> Place  
GAINESVILLE, FLORIDA 32653  
(352) 226-7459 (cellphone), (352) 334-5017 (office)  
rlw002@gmail.com

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## **EXECUTIVE MANAGEMENT**

### **COMMUNITY RELATIONS • STRATEGIC COMMUNICATIONS • OPERATIONS MANAGEMENT**

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Successful communications professional with established track record of visionary leadership in strategic communications planning and brand positioning, community and legislative issues management, broadcast operations, print and web design, content management, and cultivation of news media. Team player, resolute leader with expertise in new media technologies, critical thinking and outcomes based solutions. Demonstrable record of transforming public awareness and perception of organizational goals. Tendency to excel in a fast-past and dynamic environment while exercising decisive leadership.

#### *Core Competencies*

- Mentorship
  - Cross-Cultural Relations
  - Civic Engagement
  - Seasoned Lobbyist
  - Visionary Leadership
  - Governmental Liaison
  - Strategic Planning
  - Brand Management
  - Multimedia Management
  - Legislative Monitoring
  - Organization Advancement
  - Expert Spokesperson
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## **EDUCATION**

### **University of Missouri-Columbia, Columbia, MO**

M.A. in Broadcast Journalism

May 1990

Project: Consumer reporting, "News you can use"

### **Columbia College, Columbia, MO**

B.A. in Business Administration, with emphasis in marketing

May 1988

## **PROFESSIONAL EXPERIENCE**

### **Communications and Marketing Manager**

**Oct 2005 – Present**

#### **City of Gainesville Municipal Government, Gainesville, Florida**

The duties and responsibilities of the Communications and Marketing Manager continue to evolve as the office seeks to fulfill its mission to strategically communicate organizational goals and implement marketing objectives. Broad responsibilities include management of the all public information/education, communications, and marketing initiatives for the City of Gainesville across a broad range of media platforms including print, online, broadcast and social media. However, key functional areas in the Communication and Marketing Office (CMO) are as follows:

- **Leadership:** The Communications and Marketing Manager is a member of the City Manager's *Leadership Team*, which includes senior administrative staff and major department/or functional

area directors. Leadership functions include the supervision of a full-time staff of seven and participation in the UF Fellows program to advance the strategic communications mission and marketing goals of the City of Gainesville municipal government by promoting its organizational vision, processes and activities to the citizens of Gainesville, Alachua County as well as national and international audiences.

- **Planning:** Under the leadership of the Communications and Marketing Manager, the CMO has developed and implemented strategic and crises communication planning, as well as integrated communications and marketing practices to strengthen existing organizational synergies. Continuous review of City department communications channels increase communication efficiency and enable greater efficiency. A brand/un-brand transition continues as the manager works collaboratively with external organizations and internal City agencies to develop procedures to insure that the new un-brand is rolled out in coordination with a transition plan for the current city brand. The CMO provides communication planning support to a number of committees and work groups to ensure that employees are well-informed regarding the progress of organizational transition to become a citizen-centered organization. Additionally, the manager directs staff efforts to compile and edit communication “best practices” and other tools for organizational distribution to increase communication performance.
- **Publications:** Several organizational communication channels have been established to enhance communication in support of both the strategic goals of the City Commission and organizational transformation goals established by the City Manager. The Office prepares *Municipal Minutes*, an electronically distributed monthly newsletter to public subscribers to better inform interested community members about City government activities.
- **Citizen Engagement Tools:** The manager is responsible for content management of the City’s main external web site and the City’s Intranet web portal for employees. The manager is responsible for updating information content on both web portals. The external website prominently features enhanced E-gov solutions for individuals doing business with City government. CMO also assumed management of all City-wide, non-utility email message distribution by creating *CityLine*, a centralized priority email message distribution format. This has dramatically reduced the number of non-essential email messages distributed to city employees.

On-line live meeting and on-demand archived video web streaming capability has been developed and offered as a public service since 2007. The manager worked closely with strategic planning staff to develop and host a suite of new online citizen engagement tools referred to as [Open GNV](#). This suite of citizen engagement tools are designed to increase government transparency and enable public participation and collaboration for our citizens.

- **Program Administration:** The Communications and Marketing Office is responsible for the City of Gainesville *Citizen’s Academy*, a hands-on course of instruction designed to educate interested community members about the broad range of activities necessary to keep the City functioning properly while providing cost-effective, high quality services. The Communications and Marketing developed and revised the curriculum for *Gainesville 101*, which is an annual municipal education program. The Manager is also responsible for coordinating with the Alachua County School Board regarding student activities in observance of *Florida City Government Week*, a program sponsored by the Florida League of Cities.
- **Broadcasting:** The manager is responsible for City broadcast operations, staff and equipment. The local government cable television station, *Community 12TV* is a 24-hour, seven-day a week cable

channel that is jointly operated and independently programmed through Interlocal Agreement by the City of Gainesville and Alachua County. However, the central distribution hub of the City/County broadcast system is maintained in City Hall. Oversight of maintenance operations on all system equipment is the responsibility of the manager. The manager has had oversight of major upgrades to the system and City broadcast equipment since the station first aired in 1995. 85% of station equipment has been converted from analog to digital format to increase system reliability and enhance picture and sound quality. New computerized scheduling and digital editing systems and software have been implemented and appropriate staff training conducted, which has enabled greater scheduling flexibility and increased production capabilities. The manager, with agreement from the County, has used enhanced graphics capabilities to brand the station with the following tagline, *Community 12, Your Local Government Connection*, to give the channel an identity for viewers.

The primary City broadcast mission is to ensure the consistent live broadcast of City Commission meetings and regular replays. However, this channel also offers live coverage of other select City board/committee meetings. The manager has also expanded local produced on-air programming by developing several new shows including: the flagship program, **GNV Next**.

**Marketing:** The manager works in close coordination with the director of the Strategic Initiatives Department to develop, implement and manage all organizational brand/un-brand initiatives. The manager coordinates communication and marketing activities with the Gainesville Chamber of Commerce, Council for Economic Outreach, the Alachua County Visitors and Convention Bureau and other state and local business and government leaders to develop, implement, monitor and revise community-wide initiatives. Currently, the city's un-branding efforts are well underway reflecting an innovative vision for the city, under the leadership of City Manager Anthony Lyons. The "New American City" effort includes manager oversight of communications staff tasked with implementing a phased approach to new un-brand revisions for City department publications, stationery, business cards, marketing materials, temporary signage, uniforms, etc. The manager also serves as a key advisor to the City Manager on marketing initiatives.

- **Chief Public Information Officer:** The manager directs the organizational response to emergency communication situations and coordinates information collection, dissemination and presentation to the media. The Manager has supervisory oversight for staff coordination with all media outlets and community groups, including the coordination of all emergency management communication and emergency public outreach. The manager directs and supervises the development and implementation of all non-utility communication activities including interaction with the media, other organizations, and public officials. The manager acts as or may coordinate with others to act as City spokesperson for a specific ongoing issue. Related responsibilities included (but are not limited to): development of community-oriented campaign strategies; subordinate unit communication plan development; and, implementation strategy and coordination of survey instruments. The Manager also makes presentations to various national, state, and local civic leaders and groups, at times on behalf of the City Manager.
- **Public Relations:** The manager represents city staff perspectives to Alachua County governmental agencies as well as to other municipalities in Alachua County to ensure smooth cooperative relationships as well as cross-coordination of communication on strategic issues. In addition, the manager is responsible for direct coordination of City/County legislative agenda issues.

**Public Information Officer****Oct 2004 – Present****City of Gainesville Municipal Government, Gainesville, Florida**

Direct all activities of the newly established City of Gainesville Marketing and Communications office. Supervise seven full-time employees and UF Fellows. Function as City's general government public information officer.

Responsibilities include oversight of community education cable access television (WLUF-TV) and local government cable access broadcast operations (Community 12TV, formerly Channel 12), development of a comprehensive marketing and communications program for general government, developing an internal communications program for city employees, coordinating joint marketing efforts with community businesses and institutions, and assist the interim City Manager with community relation initiatives. Serve as City's chief public information liaison to the Alachua County Emergency Operations Center. Key accomplishments include:

- Developed the daily operational procedures for Gainesville's Marketing and Communication Office
- Supervised conduct of City-wide communications audit process
- Developed general government internal communications plan
  - Developed a crisis communication plan for disaster preparedness
  - Revised administrative communication procedure manual
  - Created City Manager's newsletter on Internet/Intranet and standardized messaging templates
- Initiated development of an external marketing plan for general government
  - Leading the development of City branding initiative
- Oversight of City internet webpage design and content
  - Initiated streaming video capability on main page of City website
- Initiated new operating agreement with the University of Florida School of Journalism for management of Community Education Television station WLUF-TV
- Implemented automated press releases approval and distribution system and supervised the coordination of all media contact with City departments
- Planned and supervised all major special public relations events for the City
- Represented the City as liaison to the Economic Development/University Coordination Committee for Marketing Initiatives

**Public Education Specialist/PIO****June 2004 – Oct 2004****Gainesville Fire Rescue Department, Gainesville, Florida**

Served as Public Information Officer on major incidents. Developed and implemented programs designed to satisfy community needs and departmental objectives. Prepared instructional and public information programs for use of departmental personnel. Determined community needs for information and developed strategies to address the needs. Collected data and prepared regular reports of activities. Delivered varied educational presentations including fireplace inspections, evacuation planning and procedures, fire extinguisher demonstrations, school talks, fire careers, public relations presentations, and emergency medical aid training in conjunction with the Crime Watch Program.

**Broadcast Engineering Technician****October 2000-June 2004****Government Access Cable Channel 12, Gainesville, Florida**

Responsible for duties associated with daily operations and maintenance of the local government cable access channel, including live meeting coverage of official city meetings, videotape/digital video production, program scheduling, and preparation of administrative reports.

**SELECT LISTING - PRIOR POSITIONS**

<b>Interim Project Manager Heartland Alliance for Minority Participation Graduate School, University of Missouri-Columbia</b>	<b>January 1999-December 1999</b>
<b>Graduate Teaching Assistant Department of Communication, University of Missouri-Columbia, Columbia, Missouri</b>	<b>January 1999-December 1999</b>
<b>Acting Director Office of Graduate Minority Programs, Office of Research, Technology, and Graduate Education (ORTGE), University of Florida, Gainesville, Florida</b>	<b>October 1995-August 1998</b>
<b>Principal Investigator &amp; Director Ronald E. McNair Post-baccalaureate Achievement Program, Office of Research, Technology, and Graduate Education (ORTGE), University of Florida, Gainesville, Florida</b>	<b>October 1995-August 1998</b>
<b>Coordinator of Graduate Recruitment The Graduate School, University of Missouri-Columbia, Columbia, Missouri</b>	<b>January-September 1995</b>
<b>Director Knight Foundation Minority Recruitment and Retention Program, School of Journalism, University of Missouri-Columbia, Columbia, Missouri</b>	<b>August 1991-December 1994</b>
<b>Director Urban Journalism Workshop for Minority High School Students, School of Journalism, University of Missouri-Columbia, Columbia, Missouri</b>	<b>Summer Sessions 1992-1995</b>
<b>Reporter, Producer and Anchor WIBW-TV, Topeka, Kansas</b>	<b>August 1990-August 1991</b>
<b>Coordinator (part-time) Ronald E. McNair Post-baccalaureate Achievement Program, The Graduate School, University of Missouri-Columbia, Columbia, Missouri</b>	<b>August 1989-August 1990</b>
<b>Reporter, Producer and Anchor KOMU-TV, Columbia, Missouri</b>	<b>January 1989-May 1990</b>
<b>Weekend Assignment Editor and Assistant Producer KCTV-5, Kansas City, Missouri</b>	<b>January 1989-May 1990</b>
<b>Graduate Research Assistant Knight Foundation Minority Recruitment and Retention Program, School of Journalism, University of Missouri-Columbia, Columbia, Missouri</b>	<b>June 1988-August 1989</b>



## SELECT PROFESSIONAL ACTIVITIES

### Select Presentations

- "Building our Community Brand" May 2007  
A presentation delivered at the Florida County and City Managers Association Annual Conference, Doral, Florida
- "Status of the Market Gainesville Partnership" April 2007  
A presentation delivered to the Gainesville Chapter of the Ad Federation Savannah Grand Conference Center, Gainesville, Florida
- "Report on Status of Minority Student Retention in the Alachua County Public Schools" April 2007  
African American Accountability Alliance, Gainesville, Florida
- "Fire Risk Reduction Strategies" June – October 2004  
Multiple presentations to community organizations and commercial businesses Gainesville, Florida
- "Choosing To Succeed: Finding the Right Doctoral Program for You" March 2000  
A presentation delivered at the 3rd Annual Heartland's Alliance for Minority Participation Research Symposium, St. Louis, Missouri
- "G.R.I.D. - Graduate Recruitment Information Database" May 1997  
A presentation co-conducted at the Tenth Annual National Conference on Race and Ethnicity in American Higher Education, Orlando, Florida
- "Graduate Education in Journalism: Expanding the pipeline" April 1995  
A presentation delivered at the Journalism Education Association, San Diego, California.
- "An Ethnological Consideration of the Articulation of Meaning" November 1994  
A student "debut" paper delivered at the Speech Communication Association Conference in New Orleans, LA.
- "Student Journalism: Empowering Today's Youth" April 1994  
A presentation delivered at the annual Journalism Education Association Conference, Portland, Oregon.

## CURRENT PROFESSIONAL & COMMUNITY MEMBERSHIPS

- |  |   |
|--|---|
| Focus on Leadership (Gainesville Community) Class of 2007                        | Class President                         |
| African American Accountability Alliance   | Co-Chair, Educational Crisis Task Force |
| National Association of Telecommunication Officers and Advisors ( <b>NATOA</b> ) | Member                                  |
| City/County Communication and Marketing Association ( <b>3CMA</b> )              | Member                                  |
| Florida Government Communicators Association                                     | Member                                  |
| 2006 United Way Public Relations Steering Committee                              | Member                                  |
| (Loaned Executive for the 2005 United Way Giving Campaign)                       |   |

## AWARDS AND HONORS

Second Place Crystal Award Video Graphics and Animation <i>The City Show</i> hosted by Bob Woods Florida Government Communicators Association	December 2006
First Place Crystal Award for Video Public Service Announcements <i>Announcing Granicus Webstreaming</i> Florida Government Communicators Association	December 2006
Excellence in Government Programming Award National Association of Telecommunication Officers and Advisors	August 2006
Thurgood Marshall Graduate Fellowship University of Missouri-Columbia	August 1998-June 1999
American Press Institute Fellow University of Georgia	July 1995
Professional Reporting Internship Chicago Sun-Times Newspaper	July-August 1995
Ronald E. McNair Post-baccalaureate Achievement Program Source: United States Department of Education	1998-2002 \$500,000

## PROFESSIONAL SERVICE

Chair University Relations Committee, Association of Black Faculty and Staff, University of Florida, Gainesville, Florida	1997-1998
Member Graduate Fellowships Subcommittee, Task Force on Graduate Education, University of Florida, Gainesville, Florida	1996-1997
Faculty Advisor National Association of Black Journalists-Student Chapter, University of Missouri-Columbia, Columbia, Missouri	1992-1995
Chair Multicultural Committee, School of Journalism, University of Missouri-Columbia, Columbia, Missouri	1993-1995

**Name: Robert L. Woods**

Address: 3842 NW 68<sup>th</sup> Place, Gainesville, FL 32653

Home phone: (352) 226-7459

Business phone: (352) 334-5017

Mobile phone: (352) 316-4141

Home E-mail: rlw002@gmail.com

Work E-mail: woodsrl@cityofgainesville.org

<p><b>CURRENT POSITION TITLE AND ORGANIZATION</b>  <b>(List start/end dates for all employment by month since 2000, plus other public sector work directly related to this recruitment; please describe the reason for any gaps in employment and the reason for departure.</b>          1)          2)          3)</p>	<p>1) Communications and Marketing Manager, City of Gainesville, Start - October 2005, End – Still employed          2) Public Information Officer, City of Gainesville, Start – October 2004, End – Still holding this title in current position          3) Public education Specialist/Public Information Officer, Gainesville Fire Rescue, Start – June 2004, End – October 2004.          4) Broadcast Engineering Technician, City of Gainesville, Start – October 2000, End – June 2004.          4) Night Auditor, Baymont Inns &amp; Suites, Start January 2000, End – October 2000 (Not included on resume because this position was not directly related to this recruitment).</p>
<p><b>CURRENTLY / MOST RECENTLY REPORTS TO (BY TITLE):</b></p>	<p>Dr. Carrie Bush, Director of Strategic Initiatives Department</p>
<p><b>POPULATION SERVED</b></p>	<p>The City of Gainesville, and is approximately 128,000 people.</p>
<p><b>EMPLOYEES SUPERVISED / BUDGET</b>          1) # OF DIRECT REPORTS          2) # OF EMPLOYEES IN DEPT.          3) # OF EMPLOYEES IN ORG.          4) \$ AMOUNT - DEPT. BUDGET          5) \$ AMOUNT – ENTIRE ORG. BUDGET</p>	<p>1) 7 direct reports          2) 8 employees, including myself          3) City-wide staff number 2000+          4) \$ 465,000 for Communications and Marketing Dept.          5) Nearly \$ 122,000,000 Million, for the City’s General Fund Budget</p>
<p><b>EDUCATIONAL/PROFESSIONAL ATTAINMENT</b>          1) EDUCATION          2) LICENSES          3) PROFESSIONAL CERTIFICATIONS          4) SPECIALIZED TRAINING</p>	<p>1) Bachelor’s Degree in Business Administration and a Master’s Degree in Journalism          2) Florida Driver’s License          4) Crisis Communications and Management, National Incident Management Systems Operations, EOE, Sexual Harassment</p>
<p><b>CURRENT SALARY</b>          1) \$ SALARY - \$88,000 per Annum          2) \$ VEHICLE ALLOWANCE (If Any) None</p>	

**1. Please tell us why you are interested in this position and why you are considering a career move at this time?**

Answer: I am interested in this position because, in my 17 years of direct experience as an employee of the City of Gainesville, 13 years of those years includes managing and directing functions, policies and procedures which include many of the essential functions of the Office of the City Clerk. This has provided direct knowledge of the Commission Agenda and Agenda Setting processes. In addition, the outgoing City Clerk and I have had a long standing cooperative relationship regarding the processes and requirements involved in responding to Public Requests for Information. In addition, I have assisted with the implementation of requested upgrades to the Clerk's web site with externally and internally focused messages, forms and information.

I am considering a career move because I am seeking a new challenge while continuing to work with elected officials. This position provides additional opportunities to implement policy and to develop and lead innovative approaches to engage citizens, disseminate information, and improve community outreach efforts.

**2. Please describe your current scope of responsibilities.**

Answer: The broad scope of my current responsibilities include management of the all public information/education, communications, and marketing initiatives for the City of Gainesville across a broad range of media platforms including print, online, broadcast and social media. I supervise seven full-time employees and UF Fellows. I serve as the City's general government public information officer. My responsibilities include oversight of community education cable access television (WLUF-TV) and local government cable access broadcast operations (Community 12TV, formerly Channel 12), development of a comprehensive marketing and communications program for general government, developing an internal communications program for city employees, coordinating joint marketing efforts with community businesses and institutions, and assisting the City Manager with outreach and community relation initiatives.

**3. If not addressed in your resume, please specify any experience or exposure to the following areas: records retention policy oversight; maintaining inventory for all Governing Body records for your city/county; working knowledge of your State's Sunshine Laws, City Charter, and all applicable election laws affecting your organization.**

Answer: In my current position, I am directly responsible for maintaining compliance with City of Gainesville Records Retention Policies as related to all forms of communication, both internal and external to the City, as related to the Communications and Marketing Office. I do not currently have direct experience in maintaining inventory of all Governing Body records for the city/county. Although, I am familiar with the operational processes of standardized document inventory systems. As Chief Public Information Officer for the City of Gainesville, I am intimately familiar with applicable State of Florida Sunshine Laws, as I regularly respond to news media inquiries regarding public documents, city commission meetings, and the city charter. Additionally, I work closely with the County Supervisor of Elections to inform citizens regarding applicable election laws which affect city elections.

**4. How would others characterize your communication style – both formal and informal?**

Answer: My formal communication style has been characterized as audience-focused, subject-directed, and comprehensive. My informal communication style has been described as consensus-seeking, extroverted and tactful.

**5. What “feedback” have you received from those with whom you work regarding your strengths?**

Answer: Feedback I have received on my strengths include the following descriptions: exercises sound judgment, conciliatory, team player, tenacious, affable, knowledgeable, and high ethical standards.

**6. What “feedback” have you received from those with whom you work regarding areas in which you need professional improvement?**

Answer: I have received feedback on the need to take more time off and use earned personal leave, more often.

**7. Describe your approach to managing a) people, and b) projects. How do you get things done and make decisions?**

Answer: a) The key to managing people is hiring the right person for the job, on the outset, empowering them with the tools and degrees of freedom necessary to carry out their duties and provide clear unambiguous direction/feedback. b) I believe in hands-on management that involves getting out of the office and walking around our communities and city projects.

I believe in a collaborative work process that involves problem definition, information gathering, analysis of possible options and consensus building discussions to arrive at the best decision. In some cases, where group consensus cannot be achieved, I am confident in my ability to make sound decisions based on available information and my experience.

**8. Describe a successful process or project that that you initiated, led, or participated in that required creative problem solving, could be considered innovative, and/or utilized a new technology to better serve the public.**

**Answer:** I am currently completing a contractual relationship with a marketing vendor to “Un-brand” the City of Gainesville. The City’s current brand logo and theme, “Every path starts with passion” was the organization’s first brand and has served it well for the past 10 years. However, the city is undergoing a shift in its strategic vision as it transitions from a small college community to a model for the new American City. Rather than incur the expense of a full re-brand before core transitional changes have been fully implemented, the un-brand strategy is a low-cost, effective way of distancing the city from its current brand, which no longer reflects the City’s future direction. The Un-brand strategy purposefully avoids the use of a brand logo and uses elements of color, high quality photography, specialized fonts, and strong written content to develop a new vernacular and design aesthetic to differentiate the city as a community that is transitioning from what was, to what will be.

**9. Are you recognized as a Certified Municipal City Clerk, or are you working on it?**

Answer: I am not currently recognized as a Certified Municipal Clerk, but I am fully prepared to pursue and obtain the designation, within a specified period of time, if selected for this position. In preparation, I anticipate beginning the course at the first available opportunity.

**10. Describe your philosophy and approach to managing an annual budget.**

Answer: The annual budget should reflect the priorities and strategic direction of the department, as well as of the organization. I include my staff in the developmental phases of our departmental

budget process. I closely monitor expenditures on a monthly basis, to evaluate specific line items to ensure expenditures do not exceed the approved budget. I monitor trends in annual expenditures, which facilitates the identification of cost saving mechanisms, or areas where additional funds may be necessary to fulfill the strategic goals of the department.

**11. Briefly summarize your thoughts on the level of “customer service” you expect a division that you lead to provide. Define “customers” and provide some examples of initiatives or actions you have pursued to improve “customer service” and instill a culture of “continuous improvement”.**

Answer: The City of Gainesville is beginning to speak of customer service in ways that places citizens at the center of all municipal services and processes. This citizen centered approach attempts to design service systems based on the needs of individual citizens. Our citizens are our customers and every public servant has an obligation to provide the highest level of citizen-centered service. One way to achieve this is to literally envision and design government services from the perspective of those who use it and to redesign services when they no longer work.

**12. Describe your approach toward employee development, performance evaluations, and developing future leadership within your division.**

Answer: Employee development begins during the recruitment process, continues through an effective onboarding process, is maintained by consistent and deliberate coaching sessions. Annual performance evaluations are an essential component of employee development and should involve a two-way communication with the employee regarding their strengths, weaknesses, significant accomplishments and opportunities to excel. Employees should perceive a clear pathway for advancement in their respective areas.

**13. Describe any examples where you have implemented a new process or initiative that has improved operational efficiencies and/or reduced operating costs.**

Answer: Recently, the Communications Office implemented video news release (VNR) services for the City, which enable City Departments to identify activities, programs, and other news worthy items that may be of interest to the general public and local news media outlets. The service provides media outlets with recorded broadcast interview sound bites and raw video footage of city events that would not otherwise receive news coverage from smaller news outlets with fewer news reporting assets. As a result, the city is now enjoying a substantial increase in positive news coverage for programs, projects, and activities that were previously uncovered by local news media.

**14. Since 2000, please explain all situations where you were in a position for less than two years and describe the reason for your departure.**

Answer: Since 2000, I have been in only one position for less than two years. This was as the Public Education Specialist/Public Information Officer position with the Gainesville Fire Rescue Department of the City of Gainesville. While in the position, as a result of experiences during four hurricanes in Florida and my performance in keeping the public informed of steps being taken to ensure their safety, health and welfare, there was recognition that the city would benefit from having a full-time Public Information Officer to represent the entire city organization. I was then promoted from the position of Gainesville Fire Rescue Public Information Officer to the position of City of Gainesville Public Information Officer.

**15. If an electronic file search of media and blogs is made through Google (or other search engines), what would be disclosed about you that could be construed as negative? It is advisable that these issues be disclosed by you and explained rather than being asked to react to reports discovered by the prospective employer.**

Answer: As the Communications and Marketing Manager, my responsibilities include serving as the spokesperson for the city of Gainesville on a variety of issues and sometime controversial topics. However, I am not aware of any adverse personal information which may be housed in blogs or other media.

Name: **Robert Lawrence Woods**

Date Completed: **10/11/2017**

Questionnaire

1. Have you been subject to a formal charge regarding a conflict of interest, violation of ethical conduct, malfeasance or misfeasance in the performance of duties? If so, please explain the circumstances.  
**No, I have not.**
2. Have you been investigated or censured by a grand jury, board of inquiry or similar body? If so, please explain the circumstances.  
**No, I have not.**
3. Have you been subject to any disciplinary actions, including suspension, probation, or demotion in your adult working career? If so, please explain the circumstances.  
**No, I have not.**
4. Have you been dismissed or asked to resign from a position? If so, please explain the circumstances.  
**No, I have not.**
5. Have you been subject to a bankruptcy or adverse financial circumstances that would limit your ability to be bonded or placed in a position of fiduciary responsibility?  
**No, I have not.**
6. Is there anything about your professional or personal conduct that could be potentially embarrassing to your employer or could impair your ability to perform your work, if it were learned at a later time? If so, please explain the circumstances.  
**No, my conduct has been completely professional.**
7. Do you understand that if reliable information arises contrary to your above responses, it could be disqualifying?  
**Yes, I do.**