

Dr. Phyllis Ann Edwards
52 Leaver Drive
Palm Coast, Florida 32137

September 20, 2021

Mayor of Palm Coast and Hiring Committee:

I am submitting my resume for your review for the position of City Manager. I am a resident of Palm Coast and have watched the city grow since my arrival in Flagler County in 1982.

I have a doctorate in Educational Leadership. My experience as a former School Superintendent or CEO for two very distinct school systems, has given me the work-related experiences necessary to complete the job requirements.

In my work as the CEO for public school systems, my counterpart was the City Manager and while my experience is not specifically in that government arena; my job responsibilities are a mirror-image of the same types of responsibilities.

As a public- school superintendent, you are the key employee of the elected school board. I was responsible to the elected officials; serving as the secretary of the board of education, the responsible party for all records, employees, departments, budget and operations. The safety and security of employees, accountability for all employees and the outcomes of the school system; whether academic or operational rested with me.

I supervised over 1000 employees and worked with large budgets of 90 million dollars; as well as federal funding sources and added funds through bond issues. I supervised building contracts, created Strategic Plans, worked with the public on all matters at hand; including Covid, as it hit the United States.

I supervised the administrators of schools and also the many departments within a school system; such as Human Resources, Finance, Transportation, Maintenance and Building Operations, Safety Departments, Health and School Food Service; as well as the Public Information Officer.

I developed the agendas for every board meeting and made the recommendations to the Board for their review and action. I attended events, gave presentations to the board and the parents as well as the public and, as stated earlier, often worked very closely with the City Manager to prepare for bond issues and other city-wide events.

I am especially proud of the work that I did in the areas of school safety, working closely with the police departments on a regular basis. I introduced school safety resource officers into one system and vastly increased the presence of officers in the another.

I have also been a champion for connections between schools and the city government. I developed Career Technical Academies and fostered programs with hospitals, police, colleges and business because a city is only as strong as its workforce and the training they receive.

While I am an educator at heart, I believe that the need for an understanding of leadership and the development of a strong collegial culture is critical for all organizations wishing to be accountable to their stakeholders and pushing to be the best in every aspect of delivery of services.

I sincerely hope you will review my resume with the understanding that schools like city government must be managed and understood; reviewing data and looking at the big picture. Each part of the puzzle must fit and all members of the team have a part to play. They must be developed, understand the core vision and mission and be provided the skills to reach the goals.

Thank you for your time!

Sincerely,

Dr. Phyllis A. Edwards



Dr. Phyllis Edwards

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Palm Coast, FL 32137

SUMMARY

Educational and organizational leader offering 35 years of career excellence.

Demonstrating in-depth knowledge of community involvement methods and proposal writing focused on delivering highly-successful student and school system outcomes.

Esteemed Educator and communicator proficient in higher-order academic instruction, strategic planning, operational school reorganization, and team building exercises to improve the culture of the systems with students, parents and faculty.

Honored as one of 4 Outstanding Superintendents for the State of Georgia

Honored with a visit to a system's Early Childhood Program from the President of the United States.

Created one of the first Charter Systems in the State of Georgia.

SKILLS

- Staff and educator guidance
- Employee performance evaluations
- Public speaking
- School community relations
- Performance evaluations
- Annual reviews
- School culture
- Data-driven instruction
- Technology integrations
- Team collaboration
- Planning and coordination
- Communications
- Organization

EXPERIENCE

Superintendent of Schools

Dothan, AL

Dothan City School System/ Feb 2018 to Sep 2020

- Managed group of 350 staff members and 720 teachers.
- Facilitated staff meetings to convey policy changes and hear employee input.
- Outlined, implemented and maintained personnel-related policies and procedures.
- Coordinated with school personnel, parents and students to determine disciplinary actions for behavioral issues.
- Monitored and evaluated performance of school employees.
- Guided instruction by mentoring teachers to improve leadership and teaching effectiveness.
- Resolved various situations to cultivate strong student and parent relationships.
- Collaborated with various departments to support and establish programs, lessons and student activities.
- Visited classrooms to evaluate teacher instructional techniques as part of annual evaluation cycle.
- Presented resources and opportunities to teaching staff for further professional development and curriculum training courses.
- Achieved cost-savings by developing functional solutions to operational problems.

- Collaborated with others to discuss restructuring opportunities.
- Created agendas and communication materials for team and Board meetings.
- Improved profit margins by streamlining operations and workflow and negotiating competitive vendor contracts.
- Developed Strategic Plans to reorganize school system, upgrade instructional and professional development practices and visionary development of plans for new Career Technology Center.

Superintendent of Schools

Decatur, GA

Decatur City School System/ Jul 2003 to Dec 2015

- Facilitated staff meetings to convey policy changes and hear employee input.
- Researched and wrote educational plans as required by the state of Georgia.
- Managed a staff of 1000 to include teachers and staff.
- Managed a budget including bond referendum dollars of over 175 million dollars.
- Managed a building program.
- Acted as the Secretary of the Board of Education.
- Created the agendas for Board Meetings.
- Coordinated with school personnel, parents and students to resolve and reframe student code of conduct for behavioral issues.
- Monitored and evaluated performance of school employees.
- Coordinated with school personnel, parents and students to determine best practices.
- Resolved various situations to cultivate strong student and parent relationships.
- Collaborated with various departments to support and establish programs, lessons and student activities.
- Visited classrooms to evaluate teacher instructional techniques and Principal efficacy, as part of annual evaluation cycle.
- Presented resources and opportunities to teaching staff for further professional development and curriculum training courses.
- Achieved cost-savings by developing functional solutions to overspending with no accountability and lowered millage rate.
- Leveraged state, local and federal input and data gathered from various sources as part of continued improvement process.
- Provided excellent service and attention to customers when face-to-face or through phone conversations.
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Assistant Superintendent for Instruction

Bunnell, FL

Flagler County Public Schools/ Jul 1982 to May 2003

- Supervised all programs (State, Federal and Local) with application to the instructional programs and professional development.
- Worked collaboratively with Community Colleges and other school systems.
- Provided curriculum expertise and worked collaboratively with teachers to create on-going documents to assist their work.

- Researched and purchased technology programs to assist teachers and students in their academic pursuit.
- Created the system's first early childhood program.
- Created a program to enhance the seamless connected between the high school and college.
- Managed federal programs and oversaw local audits.
- Managed the redistricting of the school system to add new schools.
- Procured equipment and services to align with program objectives and budget.
- Scheduled staff or speakers and coordinated facilities to plan logistics for program lectures.
- Evaluated and supervised educators to assess performance and offer support.
- Planned (K-12) education programs and set ambitious program goals to establish targets for achievement.
- Assessed and granted approval for course content by evaluating compliance with legal and program requirements.
- Authored reports outlining program accomplishments, statistics and performance data.
- Oversaw the assessment and accountability programs for the school system.
- Worked closely with team members to deliver project requirements, develop solutions and meet deadlines.
- Created agendas and communication materials for team meetings.
- Demonstrated self-reliance by meeting and exceeding workflow needs.

EDUCATION AND TRAINING

Ed. D.: Educational Administration Ed. D.

University of Central Florida

Orlando, FL

Certification in Administration And Supervision : Educational Administration

University of North Florida

Jacksonville, FL

Master of Science: Elementary Education

Western Connecticut State University

Danbury, CT

Bachelor of Science: Elementary Education

Pace University

New York, NY