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EMPLOYMENT:

Jacksonville City Council

Value Adjustment Board

Assistant Chief Legislative Services – VAB

November 2012 – Present

VAB Operations Manager

Legislative Assistant II – VAB Supervisor

Manages the overall operation for facilitating the Value Adjustment Board (VAB) process including managing work schedules, and assigns, monitors, and reviews the work of subordinates. Manages the receipt and processing of petitions for the appeal of property value(s), exemptions, etc. Manages and reconciles the revenue collected and supervises the preparation of deposits. Reviews, approves, and initiates payment for invoices; maintains records of payments for reports submitted by Special Magistrates to prevent duplicate payments. Coordinates with the Property Appraiser's Office to establish and revise hearing schedules, record petition withdrawals, and other related issues. Responds to inquiries regarding the VAB process and public records including requests from the Department of Revenue (DOR), VAB Board Members, other Florida counties and the public. Schedules hearings for petitions filed; supervises the preparation and mailing of hearing notices to petitioners and Special Magistrates. Reviews all good cause reschedule requests and late filed petitions. Certifies final year end numbers to the DOR using various reports on DOR forms. Keeps VAB Clerk and VAB Chair informed of statistics relating to petitions, hearings, and decisions, as well as other related issues. Advertises public notices as required by law for the VAB; prepares VAB meeting agendas and ensures that seating and equipment is in place for meetings. Provides information relating to budget projections. Establishes and maintains paper and electronic VAB files, reports, and associated records and systems. Develops and prepares reports, charts, etc. to track and organize information. Provides training to support staff.

Legislative Services Division

Legislative Assistant I – VAB

September 2005 – January 2007

Administrative support to the Value Adjustment Board. Responsibilities included entering data from protest applications from property owners challenging their property appraisal(s). Provided both general and specific information to property owners regarding the status of their petition(s), hearing dates, and procedures. Prepared and mailed letters notifying petitioners of hearing dates and requirements. Prepared reports and hearing schedules by exporting data from Microsoft Access to Microsoft Excel. Performed various administrative duties as needed.

City of Jacksonville

Employee Services Department
Employee Benefits Aide

January 2003 – August 2005

Assisted employees, retirees, and their families with benefits enrollment and changes in benefits coverage. Entered payroll deductions to Oracle System for insurance premiums. Answered/routed incoming telephone calls, greeted customers, and other general administrative duties such as filing, typing, and distributing mail. Responded to employees' inquiries by providing benefits information. Prepared and maintained employee guest list for Lunch & Learn program. Maintained filing system and assembled benefit information packets for distribution to new employees. Prepared correspondence and spreadsheet data. Assisted other employees with their assignments as needed.

EDUCATION:

Florida Community College at Jacksonville, 2002-2003
First Coast Academy, High School Diploma, 2002
Mandarin Senior High School, 1999 – 2002
Academic and Business Courses

SPECIAL SKILLS & KNOWLEDGE:

- Microsoft Word, Typing Speed – 54 wpm
- Microsoft Excel
- Microsoft PowerPoint
- Microsoft Access
- AXIA (Value Adjustment Board Software)
- Laserfiche
- Oracle (Personnel/Payroll Management System)
- Internet Explorer
- Customer Service



Council Staff Employee Engagement Results and Analysis Report – Executive Summary

January 2025

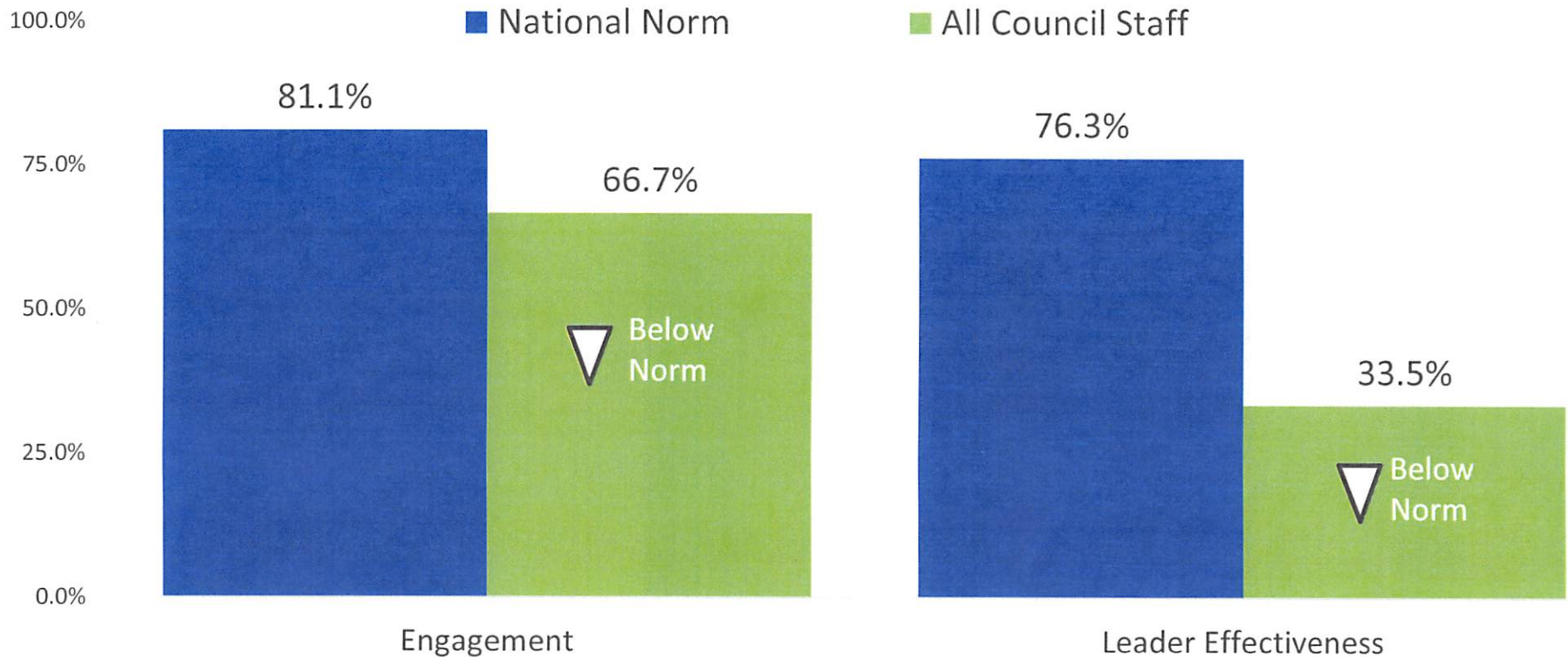


February 24, 2025

The Council Staff Survey followed national best practices for survey design, deployment, data collection, and analysis

2025 Legislative Council Staff Employee Engagement Survey	
When did this occur?	<ul style="list-style-type: none">• The survey launched on January 13, 2025• The survey closed on January 24, 2025
How was it administered	<ul style="list-style-type: none">• Beyond Feedback, a nationally recognized third-party, administered the survey• All email invitations and reminders were sent from Beyond Feedback• All data collection occurred on Beyond Feedback servers• All analysis and insights completed by Master's-degree or above Beyond Feedback analysts with more than 20 years of survey analysis experience
Who participated?	<ul style="list-style-type: none">• All Council Staff employees under the Council Secretary• Both ECA and non-ECA employees• 43 employees invited to participate• 37 employees completed the survey• 86% participation rate (national norm for local government agencies is 80%)
What was measured?	<ul style="list-style-type: none">• Staff satisfaction and engagement• Leadership effectiveness• Staff experiences with their role, team, and Division• Mix of rating questions and open-ended narrative comments• Questions asked on a 5-point likert scale of agreement with an N/A option

Engagement and Leadership Effectiveness are below the national norm for local government agencies



Definitions:

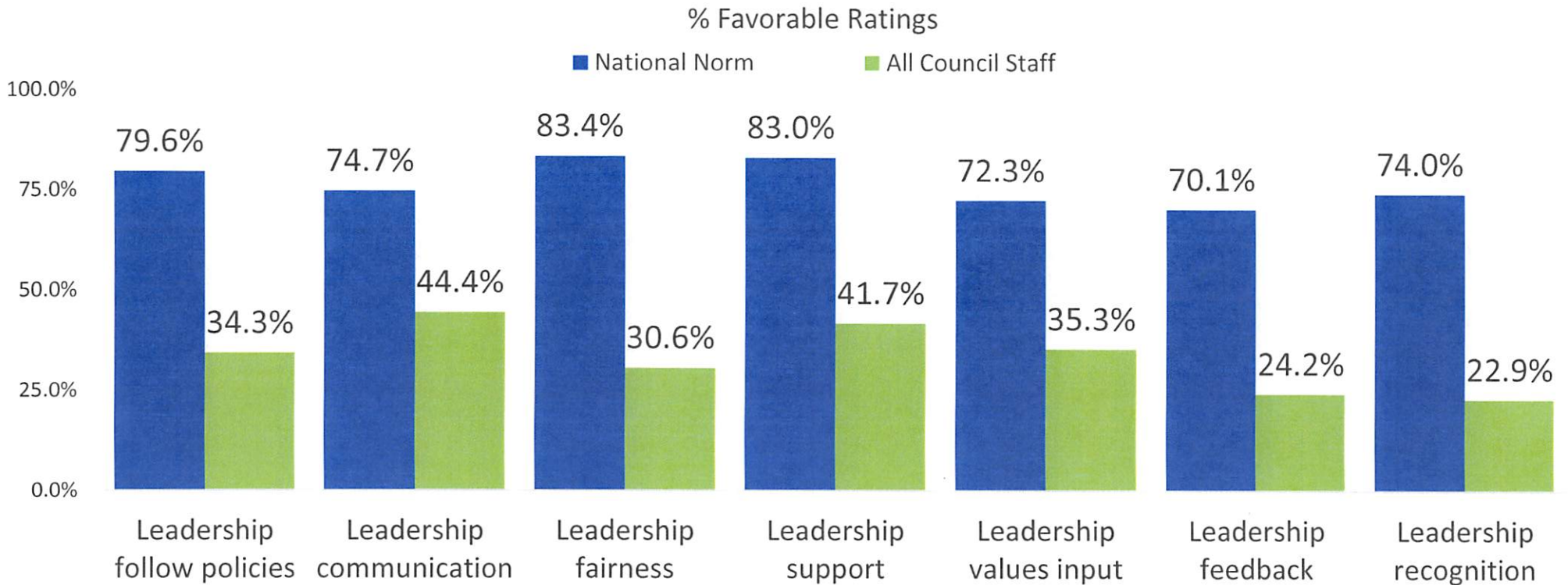
National norm: Local government municipality data collected in 2024 that is nationally representative +/- 3 pts.

Engagement is a composite of favorable responses (% Strongly agree + % Somewhat agree) across 3 questions: job satisfaction, proud to work, and likely to stay.

Leader Effectiveness is a composite of favorable responses (% Strongly agree + % Somewhat agree) across 7 questions: leadership follows policies, leadership communicates effectively, leadership is fair, leadership provides support, leadership values input, leadership provides performance feedback, and leadership recognizes good performance.

Leadership Effectiveness scores are very low

Consistent negative feedback of the Director level



Key opportunities to improve staff perceptions of leadership

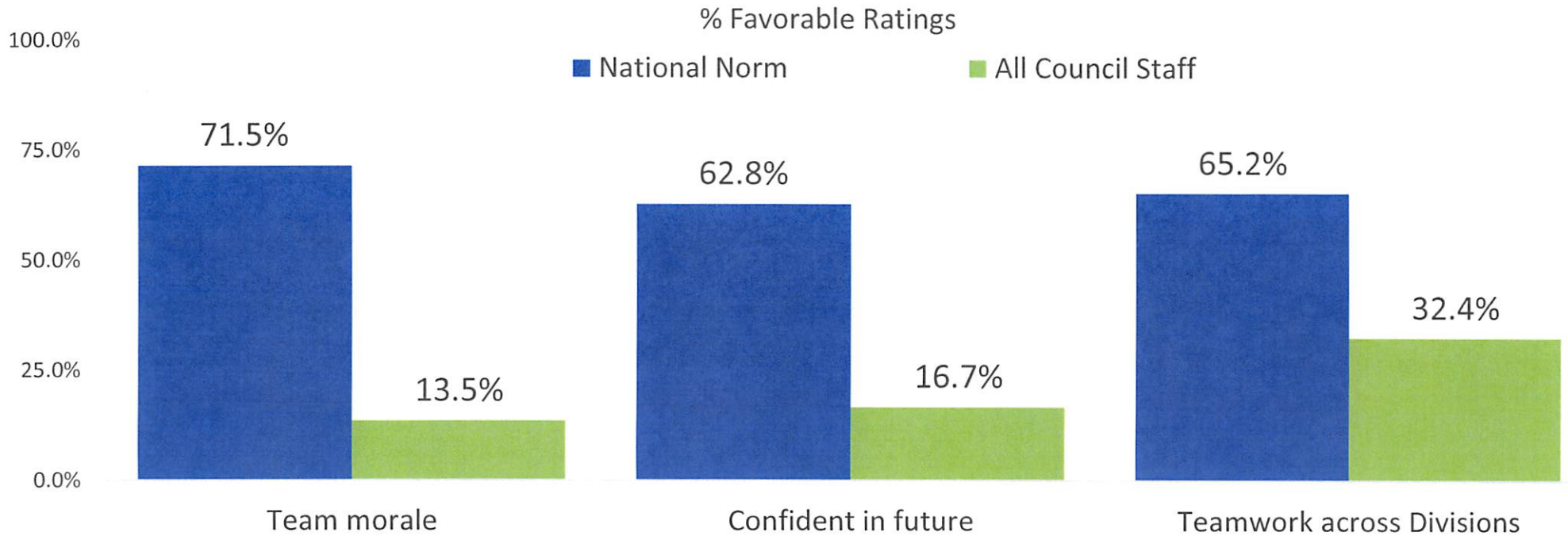
1. **Documentation** – many procedures, instructions, directions, and approvals have not been in writing
2. **Favoritism** – eliminating perceptions of favoritism by treating all Divisions and employees equally
3. **Listening** – the survey indicates formal and informal channels for staff feedback and input are non-existent

Definitions:

National norm: Local government municipality data collected in 2024 that is nationally representative +/- 3 pts.

% Favorable: The number of 'Strongly agree' and 'Somewhat agree' responses as a percentage of the total responses, excluding any N/A responses.

Improvements in these three areas will improve the overall engagement of staff



Key opportunities to improve these areas

- Morale** – change fear-based leadership style, focus on staff retention, and create team activities/celebrations
- Confidence** – change of leadership and acknowledgement of new management style will restore confidence
- Collaboration** – Legislative Services leadership must create a sustainable plan to actively shift the existing ethos that limits communication and interaction outside the Division so that a culture of collaboration becomes the norm.

Definitions:

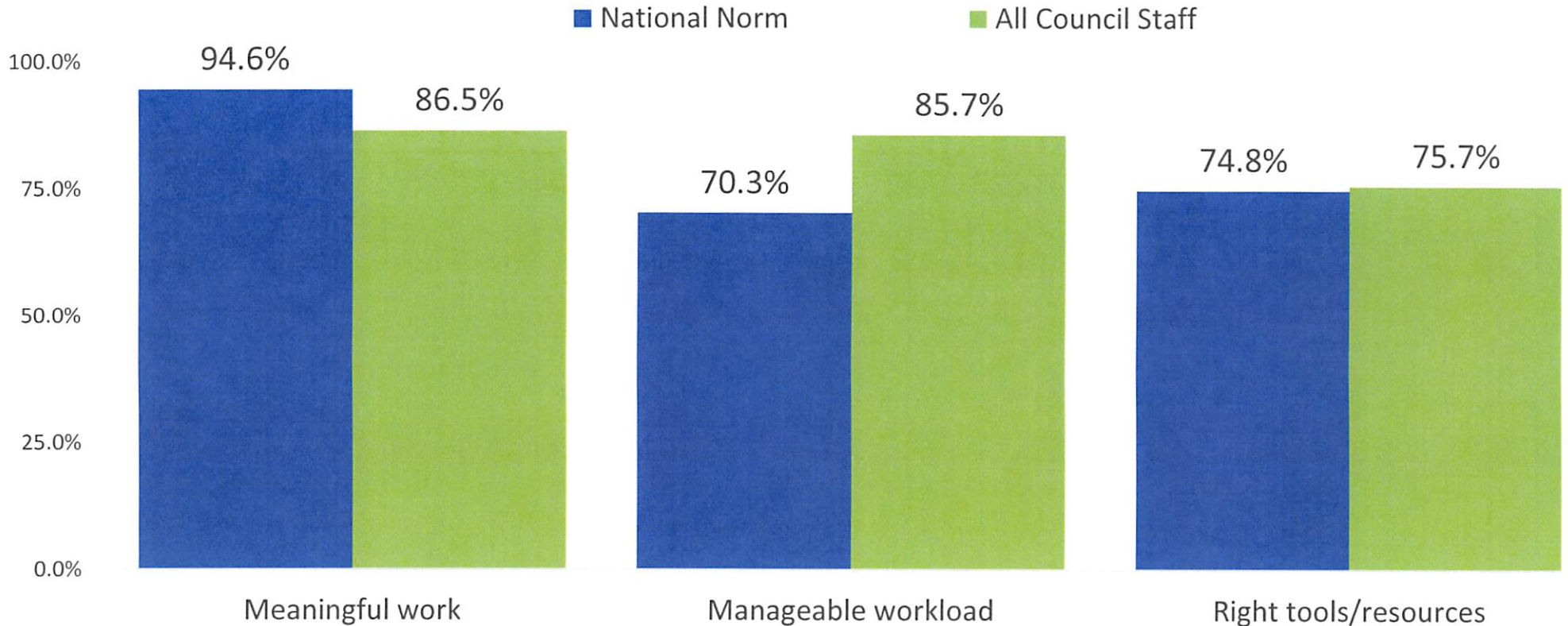
National norm: Local government municipality data collected in 2024 that is nationally representative +/- 3 pts.

% Favorable: The number of 'Strongly agree' and 'Somewhat agree' responses as a percentage of the total responses, excluding any N/A responses.

Three areas score positively

Continue efforts to positively impact Engagement

% Favorable Ratings



Definitions:

National norm: Local government municipality data collected in 2024 that is nationally representative +/- 3 pts.

% Favorable: The number of 'Strongly agree' and 'Somewhat agree' responses as a percentage of the total responses, excluding any N/A responses.

Key Summary Recommendations

- Engagement and Leadership Effectiveness below national norms for local government agencies. Survey staff again in 6 months to measure progress.
- A Director-level leadership change is recommended. Provide communication to staff indicating the candidate search process and criteria to increase transparency and avoid apprehension staff has related to the replacement leader.
- Legislative Services leadership must embrace, enact, and be a role model of change to shift the atmosphere of isolation that exists in the division. A comprehensive plan detailing the strategies and actions that will be implemented to transform the current atmosphere into a space of transparency and collaboration should be developed. This plan must outline specific measures to foster interdivisional communication and cooperation, with the leadership serving as an example of open and constructive dialogue.
- Focus on morale improvements by creating events and activities for staff to celebrate work anniversaries, career accomplishments, birthdays, and life events. Engage teams at least twice per year in an offsite event or teambuilding activity.
- Improve leadership communication through bi-weekly 1:1 meetings between leaders and staff. The 15-30 minute 1:1s should focus on recognition of recent successes, performance coaching/feedback, gathering input from staff, and identifying areas where leaders can better support their staff.