
MARY G. SHKUT ~ *Village of Marvin, NC, 28173*



GENERAL SKILLS & PROFICIENCIES

- ▶ Positive, Creative and Insightful Team Leadership and Thoughtful Management Skills
- ▶ Qualified, Principled, Communicative Management and Mentoring Style
- ▶ Advanced Knowledge of NC Laws Governing Towns & Cities
- ▶ Years of Experience in NC Local Government Planning and Administration
- ▶ Years of Practice Complying with NC Labour Laws and Best Management Practices
- ▶ Organized and Collaborative Approach to Project Planning and Oversight
- ▶ Thorough Acquaintance with Business Systems, Office Structures & Technological Methods
- ▶ Experience with Fair, Objective Personnel Performance Analysis & Review Methods
- ▶ Responsible and Detailed Budget Management, Local Government Processes & Oversight
- ▶ Proficient Skills in Research, Data Collection, Statistical Analysis & Forecasting
- ▶ Above Average Proficiency with Computers, Software Applications and Technological Devices
- ▶ Aptitude for Data Synthesis, Problem Solving & Effective Process Improvement Solutions
- ▶ Resourceful, with Above Average Research Skills and Presentation Finding Skills
- ▶ Above-Average Professional Reading and Technical Writing Skills

HIGHER EDUCATION & APPLICABLE TRAINING

University of Toronto - Honours, Bachelor of Arts

Current Rank: 20th Best University in the World: U.S. News & World Report

- ▶ **1993** - Specialist in Sociology + Major in Psychology, + Minor in Foreign Language

University of Toronto - Graduate Studies, Master of Arts

Current Rank: 20th Best University in the World: U.S. News & World Report

- ▶ **1999** - Sociology: Identity, Culture & Ethnicity

Independent Papers: Ethnic Integration: Prevailing Generational Patterns

Identifying As Canadian : The Formation of a National of Identity

OTHER CERTIFICATES & RELEVANT TRAINING

School of Government - Municipal Clerk Training ▶ **2011 & 2012**

Central Piedmont Community College - Notary Public Certification ▶ **2011 - 2017**

WORK EXPERIENCE IN RESEARCH AND STATISTICAL ANALYTICS

Academic Research & Statistical Analytics

University of Toronto, Department of Sociology, 175 Kings College Circle, Toronto, Ontario, Canada

▶ **September 1996 - October 1998** - Academic Study & Statistical Analytics

▶ **Skills, Duties, Responsibilities and Accomplishments**

- Designed academic studies and work under the guidance of the department
- Collaboration with academic teams consisting of master and doctorate students and heads of department
- Academic research relevant to academic studies, goals and objectives
- Presentations regarding relevant research findings, methods and theories
- Designed reliable and valid data gathering tools based on academic standards and methods
- Design safe and well insulated distribution methods for academic data gathering
- Train and manage interviewers to properly utilize data collection tools
- Identify sources and utilize academic sampling techniques to reliably reach target populations
- Devise code books for data input; oversee data input for accuracy (as necessary)
- Analyze data sets utilizing advanced mathematical methods and SPSS software tools
- Prepare preliminary findings for the academic team & heads of department
- Present arguments and collaborate to determine treatments and methodologies

Survey Design, Distribution & Statistical Analytics (Independent Contract Work)

9610 Belmont Lane, Marvin, N.C. 28173

▶ **2004** - Survey Design, Project Coordinator & Statistical Analytics

Longview South Working Group - Citizen Group Commission

▶ **2006** - Survey Design, Project Coordinator & Statistical Analytics

HOA Management Group - P.O. Box 11912, Charlotte, NC 28220

▶ **2010** - Survey Design, Project Coordinator & Statistical Analytics

YMCA of Greater Charlotte: Morrison - 9405 Bryant Farms Rd, Charlotte, N.C. 28277

▶ **2014** - Survey Design, Project Coordinator & Statistical Analytics

Charlotte Catholic High School - 7702 Pineville-Matthews Rd, Charlotte, NC 28226

▶ **Skills, Duties, Responsibilities and Accomplishments**

- Conducted research necessary to design a reliable and valid survey tool with accurate variables and codes
- Devised a sampling method that would extract a statistically significant population for analysis
- Designed distribution methods which provided adequate security and maximized significant response rates
- Constructed a survey and necessary graphics to appeal to respondents and encourage participation
- Ran campaigns and reward and incentive programs to encourage participation
- Collected, input and analyzed data using cross-tabulations and professional statistical software packages
- Presented findings to residents, members and parties responsible for commissioning the survey
- Created presentations, reports, or other applicable presentation documents or media as requested
- Consistently produced above average response rates and highly statistically significant results

WORK EXPERIENCE IN BUSINESS OWNERSHIP & OPERATIONS, NON-PROFIT

Comprehensive Learning Academy: Owner & Operator (Registered Non-Profit)

9610 Belmont Lane, Marvin, N.C. 28173

▶ **September 2010 - October 2013**

▶ **Skills, Duties and Responsibilities and Accomplishments**

- Designed and implemented development improvement program for youths with special learning needs

▶ **Work Environment Compliance: Skills, Duties, Responsibilities & Accomplishments**

- Conducted background checks and maintained private personnel files
- Ensured all employees were equipped with knowledge of safety standards
- Ensured all employees had access to first aid kits and safety equipment, tools and training
- Maintained operations in accord with NC Labor Laws and OSHE requirements
- Maintained safety standards and prepared for annual state inspections

▶ **Human Resources & Personnel: Skills, Duties, Responsibilities & Accomplishments**

- Identified, interviewed and hired employees based on needs of the organization
- Fit suitable candidates / employees to goals and objectives based on their skills and interests
- Identified necessary objectives, devised measurable goals and curriculum for all students
- Published clear, identifiable goals which provided employees with guidance and role clarity
- Provided employees with ongoing guidance, training, mentorship
- Arranged for professional course training as required or requested
- Regularly supervised employees, in order to provide situational guidance, training, mentorship
- Regularly assessed independent data on student progress on goals and objectives
- Performed regular MBO employee reviews and provided constructive feedback
- Provided safe means and secure processes for resolving conflicts and issues
- Implemented reward and merit systems, and collaboratively explored areas of improvement
- Retained staff by recognizing strengths, providing merits, and providing coaching

▶ **Finance and Payroll Processing: Skills, Duties, Responsibilities & Accomplishments**

- Created and communicated payroll routines; managed payroll systems and processes
- Calculated and processed bi-weekly timesheets, payroll and tax forms
- Managed and maintained budget and finance spreadsheets in accord with budget systems
- Maintained communication with payroll contractor and program overseers
- Reviewed requests for supplies in accord with budgets and available financing
- Located suitable resources and created tools to help employees with duties and activities

▶ **General Office Management: Skills, Duties, Responsibilities & Accomplishments**

- Used effective communication skills to establish reliable processes and structures
- Designed curriculum and daily schedule of activities for employees and students
- Constructed accessible written manuals, tools and visual schedules as employee aids
- Organized daily activities and routines for implementation based on experience & abilities
- Utilized technology and technological devices to facilitate work tasks
- Maintained supplies and tools to support goals, objectives and employees
- Conduct frequent inventory of tools and resources, making improvements or updates as needed

EXPERIENCE IN MUNICIPAL GOVERNMENT

Planning Board Membership & Leadership (First Session)

Village of Marvin, 10004 New Town Road, Marvin, N.C. 28173

- ▶ **Planning Board Member (2005 - 2007), -**
- ▶ **Planning Board Vice-Chairperson (2007 - 2009), Chairperson (2009 - 2011)**
- ▶ **Planning Board Chairperson (2009 - 2011) & (2013 - 2016)**
- ▶ **Skills, Duties and Responsibilities** - ↓ See relevant description below

Planning Board Membership & Leadership (Second Session)

Village of Marvin, 10004 New Town Road, Marvin, N.C. 28173

▶ **Skills, Duties, Responsibilities and Accomplishments**

- Maintained exemplary records of attendance for Planning Board members
- Presided over Planning Board regular, special and joint meetings
- Represented the Planning Board's recommendations or views as required
- Provided planning board member and/or resident with research and/or training as required
- Imparted guidance with regard to NC laws, Village laws or Rules of Procedure
- Facilitated well-rounded discussions and balance various perspectives
- Held seats and presided over various Village committees; including the Land-Use Plan Committee
- Demonstrated thorough knowledge of Village ordinances and planning processes
- Collaborated with Village residents from all areas of the Village to address important challenges
- Assessed residential and commercial development applications, and their compliance with codes
- Reviewed and drafted planning standards, codes and ordinances for various zoning districts
- Demonstrated respect for various/differing community goals and objectives, along with community interests
- Gained thorough knowledge of Marvin's social & planning history, and prevailing community sentiments
- Host town halls meetings in order to encourage community involvement and receive resident feedback
- Managed difficult and contentious conditional zoning/annexation applications with fairness
- Maintained knowledgeable acquaintance with government zoning and land use processes
- Maintained interest in applicable codes and processes functioning in other municipalities
- Successfully manage mixed-use conditional zoning application with tremendous success
- Drafted 'Design & Developments Standards' for commercial Conditional Zoning Application
- Gained thorough knowledge of NC Statutes governing zoning, development and uses, plats, streets & roads...
... open meetings, public records, and other articles in NCGS §160A, governing Local Cities and Towns

▶ **Notable Accomplishments**

- First woman to serve as Planning Board Chairperson
- The youngest person to serve as a Planning Board Chairperson
- Awarded special commendation for principled, valued conditional zoning work by the Mayor & Council (2013)
- Awarded special commendation for principled, valued leadership by the Mayor & Council (2014)

WORK EXPERIENCE IN MUNICIPAL GOVERNMENT

Village Clerk & Park Development Coordinator

Village of Marvin, 10004 New Town Road, Marvin, N.C. 28173

▶ **March 2011 - July 2013**

▶ **Primary Skills, Duties, Responsibilities and Accomplishments**

- Served as Clerk to the Village Council, scribing motions, actions and vital meeting details
- Utilized listening and typing skills to provide meeting minutes for all Boards in a timely manner
- Created templates, forms and systems for more efficient form, tracking and office processing
- Created online templates and forms to provide citizens with convenient access to information
- Managed the proper filing and recording of all meeting minutes for all Village Boards
- Managed the proper filing and recording of all Village business, meeting & communication documents
- Handled and posted all meeting notices and public hearings in accord with NC Statutes
- Handled and managed intricate public information requests in accord with NC Statutes
- Investigated Administrative or Planning matters to ensure compliance with NC Statutes
- Suggested policy and rules of procedure in accord with board requirements and NC Statutes
- Create systems ensuring text amendment editing and processing in accord with NC Statutes
- Designed and published Village's first full-scale, color digital eNews flyers
- Re-designed and ran the Village's website between 2010 and 2013 without outside contracting
- Started the Village's first Facebook page, fully integrated Resident List & Bulletin News Page
- Notably, the first Clerk to arrange audios of all Village meetings to be published on the Village website
- Notably, the First Clerk to arrange for all meeting minutes & packets to be published on the Village website
- Acquired knowledge of tax processing and budget creations in accord with NC Statutes
- Acquired knowledge of in-office tax collection processing, deposits and recordation
- Acquired knowledge of account payable processes, accounting and billing
- Well versed in NC Statutes governing cities, open meetings, public records, correspondence & notices

▶ **Park Development Coordinator: Skills, Duties, Responsibilities & Accomplishments**

- Designed equipment and arranged installment of the playground area at Marvin Efir Park
- Designed the barn and arranged installment of the barn area design plan at Marvin Efir Park
- Located and arranged installment of park benches, tables and accessories to coordinate with themes
- Coordinated various projects: including the installment of utilities and improvements prior to park opening
- Organized all events, volunteers, contractors and publications in association with the Pre-Park Opening event

▶ **Land Use Plan Survey Director: Skills, Duties, Responsibilities & Accomplishments**

- Conducted research necessary to design a reliable and valid survey tool with accurate variables and codes
- Devised a sampling method that extracted a statistically significant population for analysis
- Designed distribution methods which provided adequate security and maximized significant response rates
- Constructed a survey and necessary graphics to appeal to respondents and encourage participation
- Ran campaigns and/or reward and incentive programs to encourage participation
- Collected, input and analyzed data using cross-tabulations and professional statistical tools
- Presented findings to residents, members and any parties responsible for commissioning the survey
- Created presentations, reports, or other applicable documents or media displays, as requested
- Produced above average response rates and highly statistically significant results

WORK EXPERIENCE IN MUNICIPAL GOVERNMENT

Consultant, Planning & Zoning Administration

Village of Marvin, 10004 New Town Road, Marvin, N.C. 28173

▶ **May 2016 - November 2016**

▶ **Skills, Duties and Responsibilities & Accomplishments**

- Exhibited thorough knowledge of NC Statutes governing planning, streets, roads, traffic, and land-uses
- Reorganized many land use process ordinances to improve process clarity and submittal requirements
- Refined / rewrote processes for Conditional Zoning Applications, in order to improve text clarity
- Refined / rewrote processes for Design Review Board process and approval, in order to improve text clarity
- Wrote 'Design & Developments Standards' for joint Village/Applicant conditional district zoning effort
- Refined 'Design & Developments Standards' for conditional district zoning applications, improving text clarity
- Refined / rewrote Sign Ordinance to ensure Land Use Plan compliant development
- Refined / rewrote Architecture Ordinances to ensure Land Use Plan compliant commercial development
- Refined / rewrote Off-Street Parking ordinances to ensure Land Use Plan compliant development
- Refined / rewrote the Landscaping and Screening Ordinance to ensure Land Use Plan compliant development
- Wrote Tree Ordinance section allowing the Village to 'bank' developer required trees for public space use
- Drafted Village's first Comprehensive Land Use Plan, including all maps and graphics
- Drafted Concept Area plan(s) for the Village Center District and other character areas
- Drafted Village's first Village Center (Overlay) District ordinance
- Drafted design standards, codes and maps for the Village Center District

Interim Village Planner

Village of Marvin, 10004 New Town Road, Marvin, N.C. 28173

▶ **December, 2016 - March, 2017**

▶ **Skills, Duties and Responsibilities & Accomplishments**

- Demonstrated thorough knowledge of NC Statutes governing planning, streets, roads, traffic, and land-uses
- Completed Village Development Process Ordinances to ensure process clarity & submittal requirements
- Drafted Design & Development Standards for Village Center (Overlay) District
- Managed Zoning Permit compliance review, processes and issuance
- Examined permits and development submittals for compliance with Village Land Use Codes
- Worked with applicants and engineers to coordinate revisions in order to comply with regulations
- Ensured plans were ready and compliant in time for Planning Board and Council review
- Drafted Staff reports, detailing compliance and recommendations for Planning Board & Council consideration
- Drafted ordinance provisions per to accommodate a request for a Rural Subdivision type (low density)
- Designed/Implemented a planning recordation device to assist applicants in tracking the status of projects
- Demonstrated above-average resources skills and an ability to communicate acquired knowledge
- Demonstrated above-average ability to design presentations, communicate knowledge and foster discussion
- Utilized knowledge of the law and ordinances to find unique and effective solutions for various challenges

WORK EXPERIENCE IN MUNICIPAL GOVERNMENT

Administrator & Village Planner

Village of Marvin, 10004 New Town Road, Marvin, N.C. 28173

▶ **August, 2017 - December, 2017**

▶ **Skills, Duties, Responsibilities & Accomplishments**

▶ **General Management: Skills, Duties, Responsibilities & Accomplishments**

- Demonstrated vital ability to self navigate through complex role without the benefit of a formal transition
- Demonstrated vital project management and organization skills
- Ensured the implementation of Village Council objectives and goals, and tracked goal progress
- Maintained thorough knowledge of NC Statutes governing planning, streets, roads, traffic, and land-uses
- Provided legal guidance and direction in accord with Statute requirements, pursuant to NCGS §160A
- Demonstrated ability to manage time and demands of various roles, simultaneously, with few delays
- Aptly set and conveyed uniform department standards for carrying out administrative processes and tasks
- Managed complicated problems arising in day-to-day business dealings and resident concerns
- Designed and organized office systems and servers to facilitate staff access to important documents
- Managed sensitive documents, information and processes for Village business accounts
- Established in-office policies to track projects, guests, visitors and flows of information
- Worked to build a comfortable and safe work environment for employees
- Gathered information, Analyzed administrative issues, proposed viable solutions for difficult challenges
- Regularly inspected / took inventory of department productivity, to assess areas and/or means of improvement
- Maintained regular contact with employees, providing direction, guidance and constructive feedback
- Maintained calm constructive communication in difficult human resource situations
- Exhibited exceptional public relation skills and created a welcoming environment for Village residents
- Designed, managed, collaborated and oversaw popular Village events
- Revitalized a popular Village event; improving public relations and inciting community spirit & attendance
- Provided knowledgeable planning guidance and oversight over all planning and zoning matters
- Provided knowledgeable legal and clerical mentoring to the clerk and deputy clerk personnel
- Provided knowledgeable planning and code guidance to zoning administrators and code enforcers
- Provided knowledgeable guidance and oversight regarding park, recreation and village events
- Identified areas of improvement, acquired feedback, proposed options and solutions for improvement
- Attended Council meetings and Advisory Board meetings to synthesize and/or communicate information
- Wrote and detailed notes and records to track progress of important tasks and routine items
- Drafted Staff reports, detailing compliance and recommendations for Council & Board consideration
- Drafted ordinance provisions per Council, Board or Resident request (e.g. new Rural Subdivision type)
- Drafted new codes, ordinances or procedures or policies to meet Council or Board objectives

Continued...

WORK EXPERIENCE IN MUNICIPAL GOVERNMENT

Administrator & Village Planner *(Continued...)*

▶ **Human Resources: Skills, Duties, Responsibilities & Accomplishments**

- Redesigned and improved employment and termination processing and forms
- Completed an inventory of OSCE training compliance and re-implemented OSCE requirements
- Analyzed assets of human resources, with a focus on position improvement and staff retention
- Devised a process for employee reviews, including reasonable and appropriate MBO standards
- Provided sensitive leadership, appropriate to varying personnel and a range of learning styles
- Demonstrated commitment to human resource investment and training where investment was merited
- Maintained open, accessible policy with all employees, optimizing use of modern communication technology
- Encouraged personnel retention and a work environment that balanced flexibility and optimal productivity

▶ **Finance and Tax Collection: Skills, Duties, Responsibilities & Accomplishments**

- Knowledge / Maintenance of in-office tax collection processing, deposits and recordation
- Knowledge / Maintenance of account payable processes, accounting and billing
- Ordered supplies and review requests in accord with budgets and available financing
- Salvaged substantial tax payer funds and budgeted amounts by:
 - (a) eliminating costly contract services
 - (b) finding effective & suitable staff
- Utilized analytical skills and human assessment skills to optimize productivity & project management
- Designed public open houses, slideshows and presentations for residents and Villagers info-sessions
- Hired and maintained staff, with suitable skills and human resource potential
- NC Statutes, law governing cities and towns, public notice & records, open meetings, zoning, tax & budgets
- Acquired thorough knowledge of public contract preparation in accord with NC Statute
- Acquired more particular knowledge of human resource laws for NC government staffing

▶ **Land Use Planning & Zoning: Skills, Duties, Responsibilities & Accomplishments**

- Managed Zoning Permits issuance and processing
- Provided codification and legal guidance and direction to Zoning Administration staff
- Listened to employee feedback, considering ways to improve job satisfaction and the position
- Provided guidance and direction to Zoning Enforcement staff
- Examined permits and development submittals for compliance with Village Land Use Codes
- Worked with applicants and engineers to coordinate revisions in accord with ordinance regulations
- Drafted Staff reports, detailing compliance and recommendations for Planning Board & Council consideration
- Ensured plans and/or report were ready and compliant for Planning Board & Council review and action
- Drafted ordinance provisions per resident request (e.g. new Rural Subdivision type)
- Designed / Implemented a planning recordation device to assist applicants in tracking project status
- Created standards promoting the preservation of cherished values in the Village Land Use plan

Thank you!
