JACQUELINE STETSON
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Availability: November 13, 2023 (or 2 weeks from job offer)
Job Type: Permanent, Telework Work Schedule: Full-Time
Desired Locations:
United States - FL

WORK EXPERIENCE
City of Gainesville, FL, Office of Management & Budget – Gainesville, FL, USA
Director of Citizen Centered Design; 11/2018 – present; Hours per week: 40

MISSION
Gainesville's mission is to build community. We partner and engage with our neighbors and community builders. This helps us provide responsive services that are financially responsible and neighbor-focused.

DUTIES AND RESPONSIBILITIES
Citizen-Centered Design focuses on the touchpoints a person has with the City of Gainesville across their lifetime. Our mission is to improve those experiences, both front-of-the-house (community-facing) and back-of-the-house (City-facing). We practice UX activities (research, engagement, analytics, design, program management) across a variety of solutions (digital, education, communication, process improvements, new services, policy). Projects include websites, mobile apps, software implementation, service design, process improvement, wayfinding, welcome kits, plain language, policies, ordinances, house appropriation proposals, budgets, data visualizations, report & presentation design, and many more). We partner with police, fire, parks, public works, transportation, communications, planning and development, code enforcement, the utility, city commission, equity and inclusion, and external agencies.

USER EXPERIENCE RESEARCH AND DESIGN
- Create and implement a human-centered design process for the City of Gainesville. The process aligns with HCD ISO standards 9241 and 13407. The city design process is adaptable to work in waterfall, agile, and vendor-led engagements. Our HCD process was applied not just to digital projects, but program development, service design, policy creation, and physical spaces.
- Incorporate qualitative and quantitative user research into all projects. Methodologies included research planning, ethnography, intercepts, interviews, focus groups, community listening sessions, surveys, usability testing, behavioral analytics, competitive analysis, and google analytics.

- Synthesize research into project artifacts like personas, journey maps, service blueprints, process workflows, glossaries, reports, dashboards, requirement specifications, user stories, and project charters.
- Design activities included interactive wireframing, code prototypes, branding, logo creation, copywriting in plain language, icon and image libraries, styleguides, accessibility reviews, co-design sessions, vendor directions for visual design customizations, storyboards, data dashboards, and wayfinding prototypes.
- Apply iterative design and development methodologies to refine requirements and experiences through research, design, development, testing, analysis cycles.
- Create styleguide including accessibility, plain language, branding information.
- Act as consultant and SME for all Human Centered Design / Experience Design concerns.

BUSINESS ANALYSIS
- Collaborate with cross-department stakeholders to define project scope, charters, and plans.
- Monitor projects and services to identify performance and satisfaction opportunities.
- Perform business analysis activities like SWOT, MoSCoW, PESTLE, MOST, Business Process Modelling, feasibility studies, UML, Business Cases, Requirement Definitions (functional / nonfunctional / business / design), and User Stories.

STRATEGY
- Facilitate strategic planning sessions with City Commission and Charter Officers.
- Live sketch strategy and communication concepts during leadership retreats.
- Facilitate negotiation of conflicting visions, goals, operational requirements, feasibility, and technical needs to create holistic project scope with buy-in from all stakeholders.
- Update city vision and mission into plain language.
- Develop, implement and monitor strategic plan and performance measures for the City.
- Co-write FY 2024 Budget Book, focusing on plain language, accessibility, information architecture, standardization, and organizational charts.
- Write policy on City Sponsorships using plain language and human-centered design methodologies to set up the program.
- Create styleguide including accessibility, plain language, branding information.
- Ensure transparent communication across team to facilitate collaboration.
- Introduce best practices and technologies from other industries as appropriate to support civic innovation and operational performance.

PROGRAM MANAGEMENT
- Program Manager for myGNV, the city's mobile app. Neighbors can report issues to the city and the platform will route the issue to the correct department and communicate with the neighbor the status of the issue until it has been resolved.
  - Procure software solution (write ITN
  - Conduct usability testing, card-sorting, metric analysis.
  - Design homepage, information architecture, problem form, resolution workflows.
  - Recruit and collaborate with departments to participate in the program.

- o Manage day-to-day operations of the program, responding and escalating neighbor issues as appropriate.
- o Manage administrative operations of the program including vendor meetings, contract renewals, and invoice payments.
- Program Manager for Special Events Permit Program. Create a new cross-departmental service to permit Special Events in the City of Gainesville. Offboard program to Police Department at end of engagement.
  - o Recruit and collaborate with departments to create a unified solution for the neighbor.
  - o Design a single form for all special event types.
  - o Create and manage approval workflow across all departments.
  - o Hire and train event organizer coordinators to manage day-to-day operations.
  - o Write ordinances and administrative policies to govern operations and revenue.
  - o Procure and implement software solution (ITN, contract negotiations, track invoice, purchase order and payments, write amendments)
- Program Manager for Open Data Portal and Survey Services Program.
  - o Redesign dataGNV data portal onto ArcGIS platform. Features include data warehouse, live data feeds, map dashboards, chart dashboards, data stories.
  - o Create survey question library for departments to pull standardized questions for multi-survey analysis / dashboards.
  - o Embed approval workflow into Qualtrics to review department questionnaires for quality and accuracy.
  - o Integrate post-service satisfaction surveys for closed-loop feedback on myGNV service performance.
  - o Negotiate enterprise licensing across multiple charter organizations.
  - o Responsible for procurement of vendors (Qualtrics, Tyler Tech Socrata, Salesforce Tableau). This includes writing RFP, response analysis, candidate negotiations, writing contracts, writing amendments, tracking invoices, purchase orders, and payments.

TEAM LEADERSHIP
- Build and manage a User Experience Design team to act as an internal UX agency for the City.
- Recruit, hire, and manage 10 person team consisting of Service Design Program Manager, Citizen Experience Specialist, Smart City Coordinator, Performance & Data Analyst, Neighbor Advocate, Civic Design Fellow, Civic Research Fellow, Civic Development Fellow, and Civic Collaboration Fellow.
- Follow servant leadership management model, promoting self-organizing teams and training.
- Use daily standups and MS Team chats for hybrid team members to build trust, collaboration, and institutional knowledge.
- Schedule weekly one-to-ones with staff to check in on performance goals, project updates, training, and mentorships.
- Guide and direct staff projects (Smart City initiatives, augmented reality for cultural museum, free wifi in parks, gunshot detection, smart streetlights, food security, zero waste, city website

redesign, partner agency websites, police website, a11y initiative, citizen welcome kits, wayfinding improvements, annual city surveys, data analysis for departments, annual budgets)

- Act as city liaison for public school advisory boards for the Graphic Design and Technology programs.
- Provide guidance and advice to teams on user experience, IT, strategy, project management, cross-departmental initiatives.

PROJECT MANAGEMENT

- Obtain and maintain Project Management Professional certification.
- Act as a scrum master, product owner, and individual contributor on agile teams.
- Act as a project manager, sponsor, and individual contributor on waterfall teams.
- Incorporate best practices into project lifecycles.
- Understand needs of a team / project and use the appropriate project management tools and methods.
- Teach project management techniques to team to help them own the process – WBS, user stories, acceptance criteria, timelines.
- Use Airtable and MS Planner to manage 50+ projects per year for team.

User Experience Research and Design, Inc. – Miami, FL, USA
Managing Director; 01/2003 – 10/2018; Hours per week: 40

MISSION
UXRD is a UX consulting firm that specializes in UX Research, Product Design, and Innovation Strategy. The firm helps companies create strong user experiences through research-based design.

DUTIES AND RESPONSIBILITIES

- Lead ideation and generative research activities like Design Thinking workshops, Voice of the Customer call center programs, ethnography sessions, customer interviews, focus groups, surveys, diary studies, secret shops, journey maps, storyboards, personas, paper prototyping, usage metrics, and competitive analysis.
- Manage and refine findings into a strategic product roadmap for MVPs, versioning, agile backlogs, requirement definition, user stories, product ownership, and business analysis. Process approach is transparent and pragmatic.
- Design engaging and efficient user interfaces based off of current best practices. Ability to do live design sessions (Axure or whiteboard) with stakeholders to shorten design timeline and produce fast iterations of interactive prototypes.
- Experience working with Agile, Lean, XP, Waterfall, remote, and offshore teams.
- Manage and perform evaluative research for projects including usability testing, Wizard of Oz, A/B tests, eye-tracking, heatmaps, clickpath, cardsorting, findability, tree jack testing, IA testing, heuristic evaluations, benchmark testing, and participant management (recruiting, vetting, scheduling, payment, taxes)

- Document project artifacts as needed with information architecture schematics, taxonomies, pattern libraries, style guides, templates, sitemaps, workflows, requirement specifications, user stories, UAT scripts, and reports
- Present to stakeholders, project teams, organizational all-hands meetings, and conferences.
- Manage and mentor employees, contractors, and vendors in matrix and functional teams. Focus on using current best practices, references, and research techniques.
- Build meaningful relationships with business partners across an organization to educate and advocate for a user-centered approach to understanding problems and building solutions.

USER RESEARCH
- Conduct in-depth user research to understand user needs, behaviors, and pain points.
- Create research plans to define mission and scope of research. Plans included schedules, budgets, activities, deliverables, moderator scripts, session checklists, note-taking templates, recruiting surveys, recruiting marketing materials, participant payment policies, data recording methodologies (screen, video, audio, biometric),
- Qualitative user research methodologies include ethnography, contextual inquiry, apprenticeship, secret shops, intercepts, diary studies, interviews, focus groups, moderated usability testing, and unmoderated usability testing.
- Utilize qualitative and quantitative methods to gather user insights. Methodologies included GOMS, surveys, behavioral analytics, A/B testing.
- Moderate usability testing in labs, in context of user's workspaces, in natural environments like malls, buses, and cafeterias.
- Use various rubrics to measure effectiveness, efficiency, and satisfaction of products and experiences.
- Analyze user feedback to identify trends. Use excel to document up to thousands of issues and use filtering and pivot tables to increase transparency and quantify results.
- Prepare reports, presentations, and work tickets based on user research findings. Presentations varied from C-Suite updates to in-depth reports for team meetings.
- Understand the business needs and limitations when making recommendations for improvement.

USER EXPERIENCE DESIGN
- Work with clients to capture and refine user requirements through user stories, specification documentation (functional, non-functional, business, and user definitions).
- Design websites, mobile apps, interactive displays, software applications, intranet sites, data visualizations, community sites, business strategy plans.
- Lead the design process from concept, iterative prototyping, usability testing, visual design, implementation, launch, and roadmapping.
- Design interactive prototypes with client stakeholders using Axure, Balsamiq, Adobe Dreamweaver, Microsoft Excel, Microsoft Powerpoint, and Omnigraffle.
- Create low-fidelity prototyping through paper-prototyping, whiteboard models, physical space layouts.

- Work cross-functionally with business, C-suite, developers, QA, SMEs, project managers, ensuring collaboration and communication of needs, decisions, and action plans.

PROJECT MANAGEMENT

- Manage the design lifecycle (concept to delivery) on projects for web, desktop software, mobile, interactive displays, and physical spaces.
- Participate as the Scrum Master and Product Owner on over a dozen projects. Guide teams towards being self-directing teams. Facilitate sprint planning, daily standups, sprint review, and sprint retrospectives.
- Participate in agile teams as the Product Owner. Write user stories, groom backlog, review builds, provide guidance to development teams.
- Breakdown projects in traditional waterfall environments. Create Work Breakdown Structures (WBS), timelines, schedules, milestones, approval gates, budgets, gantt chart, kanban boards, PERT charts, Pareto charts, Burn-up and burn-down charts.
- Manage progress of the team calculating critical path, earned value, performance indexes, and cost variance.
- Teach project management college classes, entrepreneur incubator sessions, and client trainings.

INSTRUCTOR / PROFESSOR / SPEAKER

- Create presentation materials for classrooms, corporate trainings, industry workshops.
- Sessions could be 15 minute lightning session, 1 hour conference line-up, panelist, Q&A.
- Content included Introduction to User Experience, User Experience Research, Product Design, Technology Innovation, and Project Management.
- Courses:
  - University of Miami - Taught graduate class Managing Interactive Media in the School of Communication – User Experience curriculum. Guest lecturer for design and development classes included "How to design from scratch" and "Prototyping with Axure"
  - Ironhack – Created curriculum for the UX/UI digital certificate program, taught first cohort. Taught one-night courses for cross-program events.
  - Wyncode – mentored organization on how to create a UX/UI digital certificate program and guest lectured at their events.
  - Florida International University – guest lecturer for their entrepreneurship and web development classes – Introduction to User Experience.
  - Miami-Dade College – guest lecturer for their entrepreneurship and web development classes. Introduction to User Experience.
  - Venture Hive – User Experience Instructor and Mentor for incubator program. Introduction to User Experience.
  - Babson University – User Experience Mentor and guest speaker for Wynlab incubator program
  - Industry Conferences – UXPA, IXDA, Girls Who Code, Web Congress.

CURRICULUM DESIGNER
- Design curriculum for the UX/UI digital certificate program for Ironhack. Topics included foundations in UX, user research methods, design theory, information architectures, interaction design, rapid prototyping, usability testing, front-end development, presentation skills, portfolio management.
- Create classroom curriculum and materials for Project Management. Content included Project Management introduction, Agile, Waterfall, Kanban, XD methodologies. Students were able to breakdown a project using charters, scope of work, work breakdown structures, schedules, budgets, and project management software by the end of the class.
- Mentor schools (University of Miami, Miami-Dade College, Florida International University, Wyncode) and incubators (Venture Hive, Rokk3r Labs, Babson University, Cambridge Innovation Center) on how to create UX programs or bring UX into their accelerator curriculums.

LEADERSHIP / MENTOR / COACH
- Team Management – lead cross-functional teams to deliver work tasks on time, on budget, and a high-level of quality. Practice servant-leadership to empower staff to think 'and then what' instead of just doing the minimum requirements. Utilize directive-leadership when appropriate to instruct staff on expectations and timelines.
- Project Management – act as the design lead using project management skills for project. This includes task lists, schedules, resource allocation, etc.
- Product Ownership – act as the product owner for projects. Create user stories, groom product backlogs, create strategic roadmaps for products.
- Mentorship – mentor students who are entering the UX field. Have one-to-one meetings, career guidance sessions, and SME interviews.
- Organizational Change – evangelize user experience across organizations. Provide ROI examples and best practice use cases.
- UX Coach - Worked as a UX Coach to many dozens of startups in the Miami Startup ecosystem (University of Miami, Florida International University, Miami-Dade College, Cambridge Innovation Center, WeWork, Venture Hive, TamboWorks, Building.co, EcoTech, Rokk3r Labs, Watsco Incubator).

TECH STARTUP FOUNDER
- Founded a User Research tech startup called UX Gofer. The tool automated usability testing test plans, scripts, data collection, participant recruiting & scheduling, data collection, analysis, and report writing.
- Hire and manage remote development teams.
- Create marketing and sales materials for investors, customers, and vendors.
- Administrative and operational tasks of running a startup.
- Startup was awarded membership in Babson University Wynlab incubator and Envolve Accelerators – American Entrepreneurship Award fellowship.

MARKETING & SALES
- Prepare websites, pitch decks, and project proposals for sales funnels.
- Speak at industry conferences and meetups to demonstrate domain expertise and network.
- Join networking groups to expand contact database.

BUSINESS ADMINISTRATION
- Manage business administration for the organization including annual taxes and state registration.
- Obtain WBENC Certification for Women-Owned Small Business.

CALL CENTER AND CRM APPLICATIONS
- Carnival Corporation - World's largest cruise ship operator with 10 cruising brands. Working with call center CSRs and management, redesign custom CRM application from an agency concept to operational implementation.
- Staples – Office Supply retail store. Conducted user research at call centers in the US and Canada. Findings were incorporated into the requirements gathering and defining process for a new order entry / order management system.

CONSUMER APPLICATIONS
- H&R Block – Tax preparation with $466 million revenue in 2022. Completed heuristic reviews, wireframes, workflows, requirement definition, spec documentation, usability tests, and interface design for online, software, and cross-channel products.
- Mindbody - Consumer website and mobile app solution to schedule athletic classes, salon appointments, etc. Conducted user research, secret shops, and competitive analysis for the consumer experience.
- Microsoft – software, gaming, online services. Conducted ethnographic research study on the Microsoft internet portal. Visited 20 homes in Pacific Northwest studying how people use the internet, search, and chat features. UX team participated in beta testing for Sharepoint features.

CONSUMER WEBSITES
- Adidas / Reebok – Athletic apparel and footwear corporation. Conduct usability testing on consumer e-commerce website.
- Beechcraft Aviation – Civil and military aviation manufacturer. Conducted usability testing for website and customization features.
- Colliers International – Real estate services and management. Usability testing and website redesign of property information.
- Federal Reserve Bank – Boston: Central banking system of the United States. Conducted usability testing on the .com site and designed improved pages.
- Hallmark – greeting card and gift retailer. Completed usability testing and design for consumer websites.
- Mindbody – Consumer website and mobile app solution to schedule athletic classes, salon appointments, etc. Conducted user research, secret shops, and competitive analysis for the consumer experience.

- Monster – employment firm. Usability testing of website.
- Sermo – social networking site for physicians. Conducted user experience research with physicians. Designed website to support interactions, photos, conversation starters, clinical trial support. Conducted usability testing of client product designs.
- SHI – Software House International is a technology product provider. Conducted usability testing and website redesign of purchasing flow.
- Staples – Office Supply retail store. Conducted usability tests for .com for many enhancements and initiatives including search, product detail pages, shopping carts, and personalization.
- UBS – Financial Services. Conducted usability testing of consumer banking website.
- Watsco – Distributor of air conditioning, heating, and refrigeration equipment with revenues of $6 billion in 2021. Complete user research study resulting in personas, journeymaps, and user needs documentation of HVAC customers. Completed usability testing and design reviews of consumer-facing sites that include air conditioning manufacturers and filter replacement websites.

DATA VISUALIZATIONS
- Federal Reserve Bank – Boston: Central banking system of the United States. Designed interactive data visualization that showed inequality and mobility trends. Visualizations supported white papers produced by

EDUCATION SECTOR
- Common Threads – Nonprofit that provides children cooking and nutrition education. Designed online program (portal, games, recipe cards, instructional videos) to scale the company nationally.
- Kaplan University – Online University. Conducted usability studies (remote and on-site) for the Kaplan student portal. Created and reviewed wireframes for internal facing applications and the student portal. Completed expert reviews and competitive analysis presentations. Researched student demographics for persona development.
- Skillsoft – Online Corporate Learning. Wrote experience simulations on corporate soft skills, a choose-your-own-adventure through coursework like "Dealing with Difficult People", "Employee Reviews", etc.
- Time4Learning – Virtual Learning Platform to support homeschool and tutoring for children. Usability testing of platform, UX mentor to development team, UX classes for the company.

ENTERPRISE APPLICATIONS
- Carnival Corporation - World's largest cruise ship operator with 10 cruising brands. Design custom enterprise application to manage pricing and packages for cruise ships.
- Carnival Corporation - World's largest cruise ship operator with 10 cruising brands. Design custom enterprise application to support analysis of fuel models of various cruise ship voyages.
- Fidelity Investments – Financial services corporation. Designed internal accounting application to manage mutual fund operations. Designed portfolio management features for family office application. Conducted usability testing on employee benefits product.

- GDSI – Consulting business creating custom document management, CRM, and database solutions for law firms. Design document management solution template to be white labeled.
- JP Morgan Chase – Financial services company. Designed accounting system to manage travel costs (booking and expenses).
- Mindbody – Business management software for gyms, yoga studios, hair salons, etc. User research for admin portal. Projects included usability testing, competitive reviews, secret shops, expert reviews.
- Nationwide Insurance – Insurance and financial services companies. Designed ERP concept for a small business portal that integrated procurement, human resources, accounting, and payroll.
- Novartis Pharmaceuticals – Multinational pharmaceutical corporation with $50 billion in revenue in 2022. Working in Switzerland, Massachusetts, and California, I designed several enterprise applications to serve lab operations across the globe. Focus on study design, data collection, lab design, animal management, tissue management, analysis, and reporting.
- ProcessMap – Online platform to support Employee Health and Safety compliance. Conducted usability testing, product design, client-based feature development.
- Watsco – Distributor of air conditioning, heating, and refrigeration equipment with revenues of $6 billion in 2021. Design tablet-based solution for HVAC solutions in the field to present service and sales options for customers.

ENTREPRENEURSHIP
- UX Gofer - launched my own UX research startup.
- Worked as a UX Mentor with many startups in consumer, financial, transportation, pharmaceutical, healthcare, education, events, incubators.

INTRANET SITES
- Bentley University – Waltham, MA. Acted as a project manager and UX advisor to the intranet redesign project.
- Federal Reserve Bank – Boston: Central banking system of the United States. Conducted field research, industry research, requirement documentation, information architecture, and usability testing for intranet redesign. Led project team through first user experience product development life-cycle.

RETAIL
- Staples – Office Supply retail store. Conducted ethnography and store-intercepts at retail locations for a new product rollout. Focus on target audiences, store location, shelf location, and wayfinding.

TECHNICAL SKILLS
Most of the technical work I did as a consultant was helping organizations build proprietary software for their organizations, either to sell to their customers or to run internal operations. The tools I used to help them do that varied depending on

- Design & Development Tools: Adobe Acrobat DC, Adobe Creative Cloud, Adobe Dreamweaver, Adobe Illustrator, Adobe InDesign, Adobe Photoshop, Adobe Spark, Adobe Stock, Apple Developer, ArcGIS, Axure, Balsamiq, Bitly, BrowserStack, Canva, Constant Contact, Crazy Egg, Eye-tracking, Figma, Font Awesome, Frontify, GIS, Github, Google Analytics, Google Authenticator, Google Docs, Google Forms, Google Gmail, Google Sheets, Google Slides, Google Translate, Hotjar, Jotform, Kahoot, Mail Chimp, Microsoft Office, Microsoft Excel, Microsoft Lightroom, Microsoft Notepad, Microsoft Outlook, Microsoft PowerPoint, Microsoft Sharepoint, Microsoft Teams, Microsoft Visio, Microsoft Word, Miro, mySQL, Optimal Workshop, PHP,Poll Everywhere, Sketch, Smart Mockups, SQL, Snagit, SurveyMonkey, Tableau, Techsmith, TryMyUI, Typeform, Venngage, Zapier, Zencity, Zendesk,
- Project Management Tools: Airtable, Asana, Calendly, Doodle, Go To Meeting, Jira, Monday, MS Project, Trello, Webex, Workday, Zoom

Zumba Fitness, Digital – Hallandale, FL, USA
Director of User Experience; 1/2012 – 12/2023; Hours per week: 40
MISSION
Zumba Fitness is a health and lifestyle brand that focuses on Zumba classes at gyms. Other verticals include music, conferences, video games, fashion, nutrition, magazines, DVDs, and infomercials.

DUTIES AND RESPONSIBILITIES
Built a UX team for organization (designers, developers, project managers). Created the strategic direction for customer and instructor digital experiences for the Zumba brand. Managed team that designed for ecommerce, conferences, portals, live classes, mobile apps, events, marketing tools, nutrition program, babies & kids program, print and digital magazine.

USER RESEARCH
- Established a user research practice with the organization.
- Conducted usability testing, user interviews, focus groups, IA testing, ethnography and pilot studies to inform strategy and design decisions.
- Trained and mentored team members across the organization on importance of user-centered design thinking.
- Conducted user research occurred across all products and channels including ecommerce, video games, music channels, in-gym / in-pool classes, children's studios, and instructor conferences.

USER EXPERIENCE DESIGN
- Design zumba.com website, instructor portal, campaign websites.
- Conduct expert design reviews for children's books, instructional materials, CD case designs, US Mail advertisements.
- Collaborate cross-department to gather business goals, marketing needs and development requirements to create a holistic design that meets the needs of the user.

- Follow a progressive and iterative design cycle focusing on low-fidelity wireframes, information architecture, branded visual design, editorial style guides, country-specific translations, and final interactive wireframes for usability testing and requirement handoff to development.
- Created pattern library for use across channels and languages (translated for 180 countries).
- Monitor and analyze user metrics and feedback to continuously improve the user experience.

TEAM MANAGEMENT

- Manage a team of graphic designers, interactive designers, front-end developers, and project managers.
- Team worked on 100+ projects per year. All projects delivered on-time.
- Used daily standup model with a kanban whiteboard to track projects and build team collaboration.

EDUCATION & CERTIFICATIONS
- **University of Miami** Bachelor of Science: Motion Picture Production & Creative Writing
- **Bentley University** Master of Science: Human Factors in Information Design
- **Boston University** Continuing Education Certificate: Digital Photography
- **Project Management International** Project Management Professional
- **Axelos** ITIL (IT Infrastructure Library) 4 Foundation