



WORKFORCE TALENT

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Workforce Talent

Goal 6 of the Strategic Action Plan, communicates our City Council’s strong desire to develop and implement a comprehensive plan to improve City employee skills and performance through education and training, performance management and personal development opportunities.

Goal		Objective	Strategy	Administration	Community Development	Engineering & Stormwater	Finance	Fire	IT&C	Parks and Recreation	Public Works	Teams
Long-Term			Short-Term	Approach Assignments								
Goal 6: Workforce Talent To develop and implement a comprehensive plan to improve City employee skills and performance through education and training; performance management; and personal development opportunities	6.1	To develop a program to improve staff retention and recognize individual skills and talents	Establish a program to identify individual skills and foster improvement of professional skills; assess pay rates and benefits; develop an Employee Motivation and Reward Program									
	6.2	To develop in-house and identify external training opportunities for employees	Create a comprehensive training program; assess position descriptions, training, certification, public policy needs that benefit the Organization and the Community									
	6.3	To enhance awareness of customer service and relationships with our citizens	Establish a program that solicits customer feedback and ensure follow-up consultation; develop a reach-out initiative to enhance community awareness of City services; create a customer service element to City-wide employee training program									
	6.4	To coordinate with regional public and private educational institutions to identify partnership opportunities which benefit both parties	Seek and solicit student internship opportunities; enhance faculty relationships and partnership opportunities; assist with curriculum development to develop future employees									

Vision: To be recognized as one of Florida’s premier cities in which to live, work and play

Implementation Through a Team Approach

In this section of the budget book, we provide a brief look at how, using a team approach, our talented workforce has begun implementing objectives and strategies to achieve goal six related to workforce talent. This is being done in an effort to improve individual skills and talent that exist within our workforce.

New teams are created as the need arises and are phased out if and when the mission of the team is complete. These teams have proven to be a critical component in accomplishing all of the goals set fourth in the Strategic Action Plan. The City Manager oversees all of these teams at some level.

Teams	Year Formed
Green	2007
X-Generation (Social Media)	2010
Branding	2010
Performance Measures	2011
Employee Academy and Training	2011
Florida Agricultural Museum	2011
Team HOBO	2011
BAM (Employee Motivation)	2011
Floodplain Management	2011
FEST (Events)	2011
Parks	2011
Alternative Energy	2011
Economic Development	2011
Parks Maintenance Team	2011
Safety	2012
Infrastructure	2012
Stormwater	2012
Benefits Team	2012



Objective	Strategy	Teams
Long-Term	Short-Term	
Increase efficiency through enhanced operations and technological advancements	Review operational procedures and policies; evaluate technological opportunities; continue and enhance volunteer opportunities; seek in-house alternative to external services	
Enhance safety measures throughout the community	Identify enhancements to reduce hazards in parks; enhance safety improvements at intersections and along roadways; seek partnerships to educate public; improve ISO standards; target natural hazard mitigation opportunities; Comprehensive Emergency Management Plan training	
Evaluate current "Green" initiatives and targeted projects that are sustainable	Reduce waste; staying in the forefront of sustainable communities in the State of Florida; develop Alternative Energy Strategy; implement City-wide energy savings program	
Diversify our revenue sources	Evaluate and target diversification of funding sources; seek private/public partnerships	
To assess the need to expand infrastructure for sustainable growth	Maintain an inventory of infrastructure condition and priority rating; coordinate facility capacity upgrades; keeping older neighborhoods attractive and relevant	
To evaluate the evolution of City of Palm Coast Recreation and Parks Facilities Master Plan projects	Develop a phased approach to financing and constructing Long Creek Nature Preserve Concept; build bicycle/pedestrian connections; identify user experiences through technological and innovative design enhancements	
To enhance infrastructure in order to maintain quality neighborhoods and business districts	Projects targeted as highest priority for replacement shall be evaluated for potential upgrade or enhancement	
To coordinate with regional public and private educational institutions to identify partnership opportunities which benefit both parties	Seek and solicit student internship opportunities; enhance faculty relationships and partnership opportunities; assist with curriculum development to develop future employees	
To develop programs to enhance our water conservation strategies	Utilize nature's water supply resources effectively for water supply; target expansion of reclaimed water	
To develop an evaluation matrix to assess the implementation of Prosperity 2021	Inventory progress to date	
Enhance community and visitors' recreational opportunities and experiences at community events	Incorporate fun and interactive elements into community events; promote the variety of local leisure and recreational activities	
Seek partnerships with educational institutions to expand community educational and cultural opportunities	Share resources between organizations to broaden experiences; expand outreach opportunities to identify and network resources	
To develop a "branding and marketing strategy" and establish criteria to measure success	Expand use of "Find Your Florida" brand; campaign City's economic strengths and opportunities; support event activities with positive economic impact	
To promote the Palm Coast Business Assistance Center (BAC) as the destination center for small business training and support in Flagler County	Develop a branding strategy, create programs to assist small business; develop education programs to reach broader participation in Flagler County and across Florida; strengthen BAC partner effort; increase Private sector financial support for BAC	
To develop in-house and identify external training opportunities for employees	Create a comprehensive training program; assess position descriptions, training, certification, public policy needs that benefit the Organization and the Community	
To develop a program to improve staff retention and recognize individual skills and talents	Establish a program to identify individual skills and foster improvement of professional skills; assess pay rates and benefits; develop an Employee Motivation and Reward Program	
To enhance awareness of customer service and relationships with our citizens	Establish a program that solicits customer feedback and ensure follow-up consultation; develop a reach-out initiative to enhance community awareness of City services; create a customer service element to City-wide employee training program	
Protect the environment through appropriate development strategies	Protect natural green spaces	

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LEADERSHIP INTERN TRAINING EXPERIENCE (LITE) PROGRAM

In January 2012, the City of Palm Coast City Manager implemented a management development program for professional employees interested in developing their skills while taking challenges beyond primary roles and expertise.

Through the Leadership Intern Training Experience (LITE) team concept, employees are provided the opportunity to work directly with the City Manager and other members of top management. The concept dually serves the City of Palm Coast City Council Goal 6 for Workforce Talent with the implementation of Approaches (projects) through the following Objectives and Strategies:

Objective 6.1: To develop a program to improve staff retention and recognize individual skills and talents

- ⇒ Strategy 6.1.1: A program to identify individual skills and foster improvement of professional skills and talents
- ⇒ Strategy 6.1.3: Develop an Employee Motivation and Reward Program

Objective 6.2: To develop in-house and identify external training opportunities for employees

- ⇒ Strategy 6.2.1: Create a comprehensive training program

Program Objectives

To address City needs for executive leadership and to develop additional capacity within the City organization to provide executive leadership for projects and issues not normally accommodated/ accomplished as part of the routine functions of the City organization. The program is also intended to provide growth opportunities for professional employees in developing their skills and tackling challenges. Through this unique management style, the City Manager recruited employees to participate in two (2) capacities.

Requirements for Team Leader Eligibility:

- Minimum of one-year as full-time employee in current position
- Exempt Employee Status / Salary Employment
- Desired Skill Levels for Team Leaders
- Managers, Supervisors
- Professionals with academic achievements and professional licenses/certifications
- Top Performers
- Highly self-motivated individual who demonstrates a desire to advance

FEST - Festivals, Events & Sports Team

The purpose of **FEST** is to enrich the lives of our citizens and visitors by providing family-friendly events that celebrates our community spirit through various forms of entertainment, festivals, tournaments, and activities that showcases the City of Palm Coast and stimulates and supports economic growth.

Expectations of this team:

- Planning and organizing City/Community events
- Communication of event logistics to team members
- Market Palm Coast and support economic development

Team Members include:

Representatives from Parks and Recreation Department, Communications and Marketing, Public Works, Finance Department, Risk Management, Human Resources, Customer Service

The Team meets bi-monthly to discuss logistics and activities being planned for City hosted events. Performance measures were also established to guide decisions so that the activities included in our events continue to support the goals and objectives of the City of Palm Coast.

Quarterly, we invite our outside event partners, such as the Tourist Development Council, Chamber of Commerce, Flagler Broadcasting, Flagler Auditorium, Flagler County School District, and representatives from the various civic clubs and organizations and those from neighboring communities to discuss event schedules county-wide.

Each year members of FEST host over 50 events that will include:

Tree Recycling, Running Series (5 events), Daddy/Daughter Dance, Movies in Central Park (10 events), Food Truck Tuesdays (6 events), NCCAA Sports Clinics, Rock N Rib Festival and Carnival, Teen Flashlight Egg Hunt, Egg'stravaganza. Bike Rodeos (2 events), Arbor Day Celebration and 5K Run, Pool Safety Day, Memorial Day Ceremony, Dive in Movies (3 events), Parks & Recreation Month Celebration (4-8 events), Independence Day Ceremony, Fireworks in the Park, International Food & Wine Festival, Intracoastal Waterway Clean-Up, 9-11 Fallen Hero Memorial Service, Cause for Paws, Halloween Boo Bash, Seafood Festival, Veteran's Day Ceremony, Tree Lighting Ceremony, Starlight Event and Parade... to name a few.

Members of FEST also support the many athletic tournaments, hosted by outside organizations that take place in the City of Palm Coast. These tournaments bring visitors to our community who stay in our hotels, enjoy our many restaurants and visit our local shopping centers...supporting our local small business community.

TEAM TURTLE

5-year Performance Report including City Council Goals and Objectives, and Citizen Survey

The “Five-year Performance Report including City Council Goals & Objectives and Citizen Survey” project was assigned to Team Turtle; the team was tasked with being the steward of the Visioning process for the City of Palm Coast City Council. Primary focus of this project was to bridge a closer relationship of implementing the City’s Vision with the budget process and citizen survey data.

The team consists of representative(s) from each of the seven (7) departments with select cross-representation from other Teams that are relevant to the project’s objectives. The “Performance Measures Team” and “Employee Academy Training Team” Leaders were also appointed to Team Turtle to share knowledge and experience of their respective teams. By establishing these key stakeholders, team participants conveyed unique knowledge from all aspects of City operations. This dually served as a strong foundation for establishing a clearinghouse of information for the Five-Year Performance Report and Goal implementation strategies. In past years, City representatives secured consulting firm services to assist staff with this annual process. It was the direction of City Administration to utilize in-house talent to establish a new approach to the process and product format.

The Team established a work plan to guide the development and implementation of project deliverables. Sub-teams were also utilized to ensure that assignment(s) were working concurrently to enhance efficiency and team participation.

Through highly motivated and innovative team members, the following accomplishments have been completed to date.

- Evaluation of City-wide accomplishments from 2007 through 2012
- Five-year Progress Report
- 2012 Annual City of Palm Coast Citizen Survey
- Project Calendar to streamline process in future years
- City Council Goal Setting Exercise including Council Member interviews and workshop(s)
- Department survey(s) to evaluate current and future project proposals to support Council’s Vision through Goal implementation
- 2012 Strategic Action Plan including City of Palm Coast Mission and Values for City Operations and Long-term Vision with supporting six (6) Goals, Objectives, Strategies, and Approaches
- Team participants have gained knowledge and respect of the City Visioning process and overall City Operations.

EMPLOYEE ACADEMY TRAINING (EAT) TEAM

The Eat Team's first objective is developing and implementing a comprehensive training program for all employees of the City. During the Strategic Action Plan process of the Strategic Action Plan Team it became evident that a comprehensive training program for the entire City was necessary. By approving Goal 6 "Work Force Talent", City Council emphasized this need and established the objective of the EAT team. The Performance Measure Team put together clearly defined measurements in order to evaluate the progress of the training objective. The EAT Team was formed with a member from each of the Departments along with representatives from other associated LITE teams. Generally sub-teams are formed to complete specific tasks and therefore utilize a time-management strategy for team members. The EAT Team has three primary focuses: A Comprehensive Training Program, Employee Academy, and Mid-Level Management Training Program.

Comprehensive Training Program – The objective is to establish and maintain an ongoing comprehensive training program to offer professional growth and development, mentorship, relationship building, enhanced communication, improved personnel resources, and to enhance employee retention and recruitment. The program will also include an all-encompassing computerized system that will schedule and retain City in-house and external training courses as well as track individual employee training and certifications. The computer training module will be a City wide tool to effectively monitor and mentor professional growth and development of employees. Two sub-teams were formed, one to create and distribute departmental and employee surveys and the other to put together an Excel training inventory matrix from the survey information in addition to meetings held with each Department . The training inventory matrix will assist with the setup of the computer training module as well as track individual employee training and certifications. The computer training module will be a City wide tool to effectively monitor and mentor professional growth and development of employees. Two sub-teams were formed, one to create and distribute departmental and employee surveys and the other to put together an Excel training inventory matrix from the survey information in addition to meetings held with each Department . The training inventory matrix will assist with the setup of the computer training module.

Employee Academy – The objective is to create and implement a training program that will be similar to the City's Citizen's Academy but specifically focused towards employees. The intent of this program is to introduce and familiarize employees with each Department's environment, functions and roles. The program will be designed to emphasize how all the components of each Department work together and are relevant towards City goals and objectives. The program will be initially designed for every employee to participate and adjusted for new hires in the future. It is intended for the Employee Academy to be an ongoing, impactful program to broaden employee knowledge about the City they work for.

Mid-Level Management Training – The objective is to create an on-going training program for mid-level management staff that will equip them with a better means of interdepartmental communication and provide tools for better management practices. The training program will provide a means for professional growth and development, management networking, and updating with new and innovated management strategies and styles.

Below is a list of 2013 accomplishments for the EAT Team:

- ✓ Completed and analyzed Department and Employee Training Surveys for training needs assessment
- ✓ Completed a Training Matrix to include Departmental mandatory training, certifications and training needs per employee positions
- ✓ Set up and implemented the Munis Training Module – Schedules courses through the Employee Self Service and tracks courses completed onto employee records
- ✓ Held Mandatory Classes
- ✓ Sexual Harassment, Affirmative Action, EEO/Diversity, Ethics and Workers Compensation
- ✓ Purchasing, Kronos, Green, Public Records, Friendly Technology
- ✓ Defensive Driving
- ✓ Met with Safety Team leader and provided the team with safety training needs from the Training Matrix
- ✓ Interviewed Departments for creating Employee Academy Program
- ✓ Established EAT Team performance measures for SAP
- ✓ Drafted an outline of employee skill categories to track on the Munis Training Module. The skill categories do not include job required skills and certifications but rather other beneficial skills such as language interpretation, sign language, photography, scuba certified diver, licensed pilot and more.



EMPLOYEE MOTIVATION, RECOGNITION AND RETENTION (BOOST ALL MORALE (BAM) TEAM)

This is the second year that the City of Palm Coast has emphasized that a happy employee is a productive employee. You may recall that the BAM Team was formed with the intent to determine how the City can demonstrate our appreciation for the good works that our employees do on a daily basis; enhancing not only their work experience but their personal lives as well.

In our first year, the Team conducted an all-employee survey designed to determine what is important to our employees and then, to develop programs to respond to that input. One of our first year successes include the enhancement of our existing Service Awards event. The venue was changed and for the first time in Fiscal Year 2013, employees who had achieved a “benchmark” in service were provided compensation of \$10.00 (ten dollars) for every year of service in 5-year multiples. This event was also moved to coincide with our celebration of Public Employee Recognition Week.

In FY 2013, the Team once again recognized the contributions of our employees. Every employee was invited to *Share in a Cup of Joe* with a personalized coffee mug and an invitation to breakfast cooked and served by team member and directors and held at the main Fire Station. Not only was the food a hit, but many employees who had not had the opportunity to tour the station were able to see first-hand the advances the City has made in technology and safety in our Fire Department. There was also an appreciation video featuring comments from the Mayor, City Council, the City Manager and the Directors.

The Team also rolled out a new program for staff, based upon the survey results received the previous year. Reiterating the City’s emphasis to a healthful and technologically savvy population, employees who had an excess of sick leave accumulated were able to trade in up to 40 hours for either personal wellness initiatives or personal technology for use at home. The program was extremely successful; employees were reimbursed for laptops and bicycles; kayaks and tablets. One of our employees recently indicated that since the purchase of his bicycle through the program he has logged 500 (five-hundred) miles pedaling to and from work. For the coming fiscal year we are looking to expand the program even further.

Although the focus has been on appreciation and the development of initiatives that promote healthy living, the BAM Team also introduced two (2) new programs that foster family fun. Through partnerships developed with LEGOLAND and Tickets-at-Work, City employees can purchase discounted tickets to area theme parks, receive discounts on hotels around the world and purchase discounted attraction tickets around the county. Many employees have already taken advantage of the wonderful program and we look forward to seeing the vacation pictures of our staff members who have been able to create a family memory at reduced rates.

INFRASTRUCTURE TEAM

The Infrastructure Team is composed of staff members from various City departments. The Team is responsible for analyzing and providing recommendations on a variety of infrastructure and capital project related issues such as financing, planning and design priorities.

Below is a list of accomplishments for fiscal year 2013:

Develop a 5-year Capital Improvement Plan: The 5-year projects include estimated cost and year-to-year allocations. The 5-year plan was utilized for City Council budget allocations for the 2013/2014 budget .

Develop a 10-year Capital Improvement Plan/funding alternatives: The Team completed a comprehensive list of City capital projects. The 10-year projects include estimated cost and year-to-year allocations. The team categorized the projects into four primary categories: transportation, recreation, public safety and general government.

Renewal of the Half-Cent Infrastructure Sales Tax/ Alternative funding sources for stormwater capital projects: As pledged by City Council, approximately \$23.4 Mil. of revenues received from our percentage of the sales tax has been used for street resurfacing. The ballot measure approved by the voters had a sunset clause that terminated the agreement on December 31, 2012. The Infrastructure Team provided several major deliverables for this project.

The following is a summary of deliverables:

Legal research: The team initially conducted extensive research and analysis of the existing regulations related to the continuation and utilization of the Half-Cent tax, including ballot requirements, deadlines, sales tax revenue allocations, etc.

Identification of infrastructure needs: As a result of Palm Coast fulfilling the commitment to overlay 50 miles of streets per year, the road surface program has become manageable. The Infrastructure team worked together and presented a presentation for City Council illustrating details regarding the future infrastructure needs, including bridges, roads, stormwater infrastructure, and multi-purpose trails.

Funding Source Options: The team conducted research and analysis and provided City Council with a variety of different funding sources which can be implemented to fund future Infrastructure needs including Ad Valorem, public service tax, utility franchise fee, special assessment, and the Half-Cent sales tax.

Draft Interlocal Agreement: City staff prepared and presented a draft Interlocal Agreement to City Council for keeping the same distribution formula as the 2002 Half-Cent sales tax Interlocal Agreement. Representatives of the Infrastructure Team also provided technical support for Mayor Netts during City/County meetings. The County never adopted the City's proposal.

FPL Franchise Fee Agreement: As an alternate funding source for stormwater infrastructure, the Team drafted and presented a draft FPL Franchise fee agreement. The FPL Franchise Agreement was not adopted.

SOCIAL MEDIA (X-GEN TEAM)

The X-Gen Team was established in 2010 and tasked with starting and growing a presence on social media for the City of Palm Coast. Social media was seen as an opportunity to reach beyond our borders, and promote the city with little or no cost. Originally intended to focus on Facebook, this group has expanded to include Twitter, YouTube, Pinterest, and Flickr.

The team consists of representatives from various departments; choosing members based on anticipated involvement in our brand. Departments such as Rec & Parks, Green Team and Utilities, were chosen. Determining department involvement was vital to keeping the City's message consistent, positive and relevant. The team established a work plan to guide the development and implementation of social media, focusing on strategies to grow followers and the legal aspects of social media in government.

Palm Coast's experience has made it clear that social media provides an excellent return on investment. The City's message is reaching a targeted, engaged and quantifiable audience, news media is paying attention and content has been self-regulating.

Here are some of the X-Gen accomplishments to date:

- ◆ Established a thriving and growing community on Facebook
- ◆ 2,400+ likes
- ◆ Begun building a following on Twitter
- ◆ 195 Followers, 1,845 Tweets
- ◆ Migrated photography curation to Flickr
- ◆ 3,900+ Photos
- ◆ Expanded content on YouTube
- ◆ 233 Videos, 113,000+ Views, 297,000+ Minutes Watched
- ◆ Initiated "live" event coverage to include Video/Photography and live posts
- ◆ Established a citywide social media policy
- ◆ Worked closely with "Branding Team" on branding Palm Coast
- ◆ Implemented new website names and concepts
- ◆ discoverpalmcoast.com
- ◆ palmcoastgov.com
- ◆ Assisted in design/implementation of new city website

2012 Milestones

- ◆ Surpassed 2000 followers
- ◆ Began live coverage of special events
- ◆ Name the manatee contest for the Intracoastal Waterway Cleanup
- ◆ Created Facebook calendar event for each event



THE BRANDING TEAM

Palm Coast has an amazing brand – natural beauty, beautiful weather year-round, a great location on Florida’s East coast, world-class golf, boating and tennis, idyllic cinnamon beaches, great options for swimming, well-designed parks, and miles and miles of trails and bicycle paths that facilitate a vibrant lifestyle. Add to that the community’s high standards for development, lovely public landscaping, and signature signage at the gateways to the City. Palm Coast is truly a wonderful place to live, work and play!

HISTORY

Several years ago, the Community Development Department identified the need to spread the word about Palm Coast beyond the City limits. The idea was to attract more residents and businesses as part of our economic development and Prosperity 2021 efforts. The Branding Team was formed to accomplish that goal. The Team initially was made up mainly of Community Development employees and X-Gen Team members. Over time it was expanded to include other departments to provide a broad spectrum of ideas.



Research, training and many, many hours of creative brainstorming led to the creation of the City’s formal brand: “Palm Coast is an oceanfront community with a hometown feeling that respects and protects the natural environment.” The team drilled down further by developing the phrase “Find *Your Florida*” for Palm

Coast. “Find *Your Florida*” invites people to find their paradise in Palm Coast through the many attributes that make the City special and unique. The attributes treasured the most were identified several years ago when residents were surveyed as part of an update to the Comprehensive Plan. Building on the ITT logo, the City has two official logos – the formal City seal and the more relaxed Find *Your Florida* brand logo. Visually, Palm Coast is often associated with a colorful palm tree, sunshine and gently flowing water, and a distinctive font spelling out the name of the City. Elements of the City’s brand are used by many local businesses and organizations, showing that the Palm Coast brand is embraced by the greater community.

One of the first major initiatives of the Branding Team was a Winter Campaign during which postcards were mailed two years in a row to lot owners in Palm Coast. The goal was to remind them of Palm Coast’s welcoming, eco-friendly atmosphere and mild winters, with the hopes they may come, build homes and move to Palm Coast. In 2011, the Branding Team commissioned a City song and created the “Discover Palm Coast, Find *Your Florida*” video that is heavily utilized to market the City.

“Find *Your Florida*” has now worked its way into the heart of our City in many ways – from the logos on our trucks and our newly designed Palm Coast website to marketing our special events and the City videos created each year.

2013 ACCOMPLISHMENTS

The Branding Team's major accomplishments in Fiscal 2013 included conducting a Photo Contest for the general public and employees, branding the Council Conference Room at City Offices with the Find Your Florida logo, providing input for the redesign of the palmcoastgov.com website, designing new logos for the Seafood Festival and the Palm Coast Running Series, distributing promotional brand materials at special events, and designing and purchasing name badges for City employees. The team provided brand training and Find Your Florida T-shirts to City employees, naming them "Brand Ambassadors."



The team also introduced a new initiative that creates special taglines playing off the words "Find Your Florida," such as: "Find Your Pace – Find Your Florida" (for the Running Series) and "Find Your Trails – Find Your Florida" (for a piece in the Flagler Auditorium program).

BRANDING THE FUTURE

The Branding Team plans to implement a brand campaign aimed at Palm Coast residents in Fiscal 2014 – to inspire citizens to become ambassadors of the brand, as well. Other goals for the team include branding more City facilities, giving away Find Your Florida T-shirts at special events, and much more.

A strong brand helps build an image and supports what the City does. By following a consistent and accurate identity, the Branding Team and its Brand Ambassadors help create and maintain a positive and lasting impression of Palm Coast. Join us as we invite others to Find Your Florida in Palm Coast!

