



Workforce Talent

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Workforce Talent

Implementation Through a Team Approach

In this section of the budget book, we highlight how, using a team approach, our talented workforce has begun implementing objectives and strategies to achieve goal 6 of the Strategic Action Plan 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 forth in the Strategic Action Plan. The City Manager oversees all of these teams. Teams are asked to do a self evaluation each year to determine if it is time to shift gears. Teams also provide quarterly reports.

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:

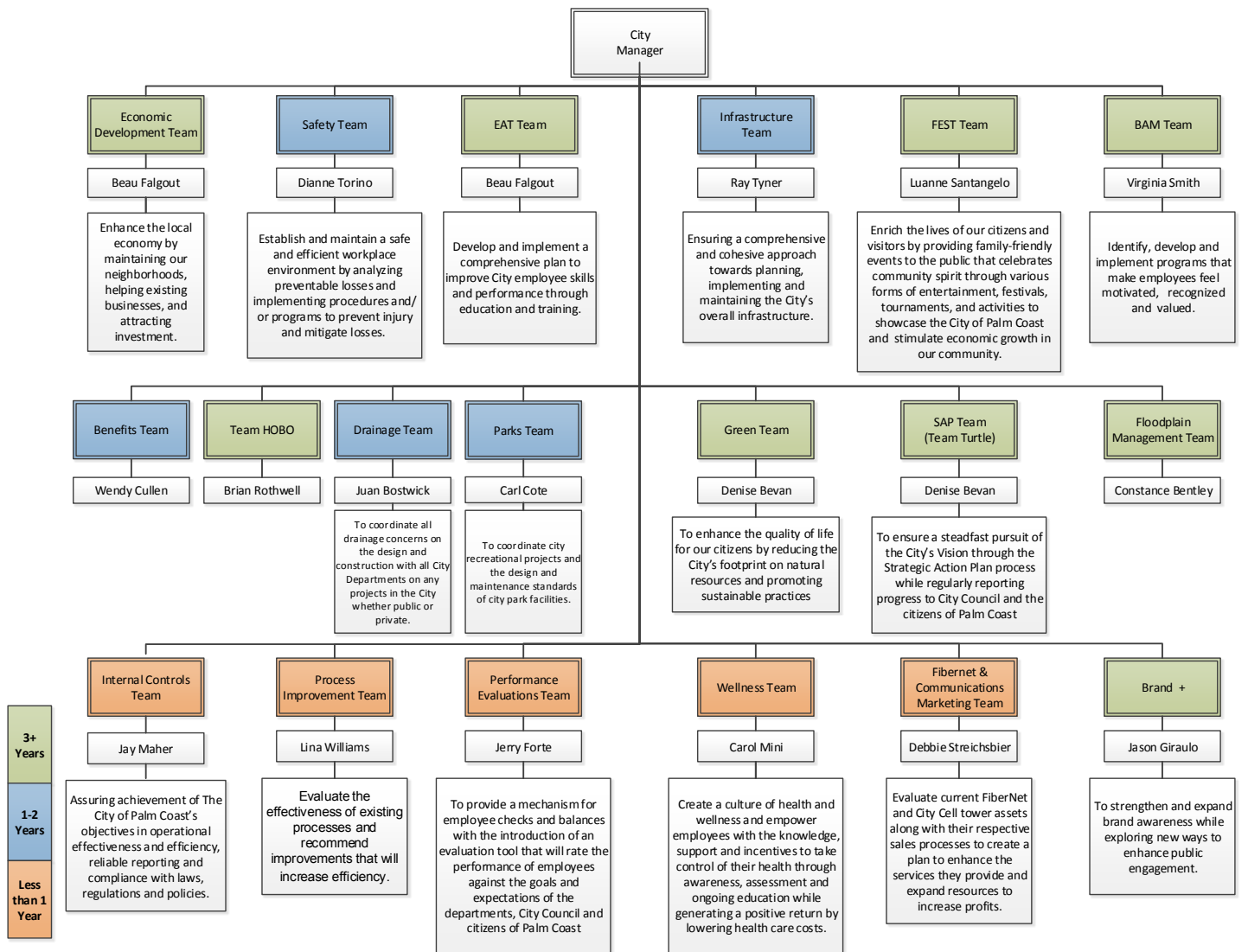
- Objective 6.1: To develop a program to improve staff retention and recognize individual skills and talents
- ⇒ Strategy 6.1.1: A program to identify individual skills and foster improvement of professional skills and talents
 - ⇒ Strategy 6.1.3: Develop an Employee Motivation and Reward Program
- Objective 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 LITE 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
- Professionals with academic achievements and professional licenses/certifications
- Top Performers
- Highly self-motivated individual who demonstrates a desire to advance



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.

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!

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.

The Branding Team’s major accomplishments include conducting an annual 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 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).

The Branding Team is implementing a brand campaign aimed at Palm Coast residents to inspire citizens to become ambassadors of the brand, as well. Other goals for the team include continuing to brand 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!

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

The City of Palm Coast continues to recognize that a happy employee is a productive employee. 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.

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 included the enhancement of our existing Service Awards event. Employees who achieve a “benchmark” in service are now provided compensation of \$10.00 (ten dollars) for every year of service in 5-year multiples.

The Team has rolled out a sick leave conversion program for staff, based upon survey results received from employees. Reiterating the City’s emphasis to a healthful and technologically savvy population, employees who have excess sick leave accumulated are able to trade in up to 40 hours for either personal wellness initiatives or personal technology for use at home. The program is extremely successful; employees are reimbursed for laptops and bicycles; kayaks and tablets. 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. The team continues to look for ways to make employees feel appreciated through events like icecream socials, employee spotlight and BAMily events.

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

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.

BENEFITS TEAM

This team consists of a group of employees which includes Human Resources and Finance and meets during the months leading up to open enrollment each year. This team reviews the City's financial stability as it relates to the cost of providing health insurance to employees while keeping employee health a priority as well. This team lead to changes within the organization to include a free clinic and a high deductible health care plan where the City contributes to an H.S.A. on behalf of the employee to encourage participation in the plan.

SAFETY TEAM

The Safety Team's main objective is to maximize employee health, safety and wellness, thereby decreasing citywide Workers Compensation loss ratios and ultimately lowering insurance costs. The Team goals include establishing and maintaining a safe and efficient workplace environment by analyzing preventable losses and implementing procedures and/or programs to prevent injury and mitigate losses. The team also consists of various sub-teams to assist with accomplishing the automation of forms and developing a light duty program.

New Teams for Fiscal Year 2015:

- Process Improvement Team
- Internal Controls Team
- Wellness Team
- FiberNET and Cell Tower Marketing Team
- Performance Evaluation team

Teams Dissolved for Fiscal Year 2016:

- Team Hobo (objectives of the team have been met)

New Teams for Fiscal Year 2016

- Floodplain Management Team
- TRX Team